

**ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY**

**MINUTES OF THE**

**FULL BOARD MEETING of the BOARD OF GOVERNORS**

Held on October 22, 2019 at 6:07 p.m., in the Alumni Skyline Room A, St. Clair College Centre for the Arts, Windsor, ON.

**PRESENT:**

Mr. W. Beck  
Ms. T. Bendo  
Ms. M. DeSchutter  
Ms. P. France, **President**  
Mr. J. Gutierrez Calzada,  
Ms. N. Jammu-Taylor, **Chair**  
Ms. R. Khosla  
Mr. R. Renaud  
Mr. E. Sovran, **Vice Chair**  
Ms. M. Watters By Teleconference  
Ms. M. Wickham  
Ms. T. Wonsch

**REGRETS:**

Mr. K. Beaudoin  
Ms. J. Piccinato

**Also Present:**

Ms. K. Adams, Board Secretary  
Mr. E.P. Chant, Editor, SAINT, Student Newspaper  
Ms. K. Clement, SRC President  
Mr. J. Fairley, Vice President, College Communications & Community Relations  
Ms. S. Favaro, Executive Director, President's Office, Corporate Secretary & Ministry Compliancy  
Mr. W. Habash, Vice President, Academic  
Mr. M. Jones, Vice President, Finance & Chief Financial Officer  
Ms. K. Parrinello, Support Staff Constituent  
Mr. R. Seguin, Vice President, International Relations, Training & Campus Development  
Mr. A. Singh, Associate Vice President, Communications & Information Technology  
Mr. J. Sirianni, Vice President, Human Resources, Safety & Facilities Management  
Mr. G. Vrantsidis, Faculty Constituent

Having a quorum of Governors in attendance, the Notice of Meeting and the Agenda having been duly sent to all Board members, the meeting was declared regularly constituted. A copy of the Notice of Meeting/Agenda is attached as [Appendix 'A'](#).

Ms. N. Jammu Taylor chaired the meeting and Ms. Adams was the recording Board secretary.

1.0 **Adoption of the Agenda and Declaration of Conflict of Interest**

Hearing no declarations of conflict of interest and no changes to the agenda, it was

**RESOLVED THAT** the Board of Governors adopt the Full Board agenda as presented.

2.0 **Approval of the Minutes of the Full Board meeting held on Tuesday, September 24, 2019 in Windsor, ON**

Hearing no amendments, errors or omissions to the minutes, it was

**RESOLVED THAT** the Board of Governors approve the Full Board minutes of the September 24, 2019 meeting.

3.0 **Constituent Reports**

**Student Representative Council (SRC):**

Ms. Clement reported the following on behalf of the SRC:

- Interviews were completed and four new Directors were selected for the SRC Board. The new Directors will be ratified on Friday, October 25, 2019 and will start their new role the following week.
- The SRC reported on the following events:
  - The Volunteer Fair was held on Tuesday, October 22, 2019 in the Student Life Centre. The venue was filled to capacity with forty-three organizations from the community, bringing awareness about what their group does and recruiting volunteers.
  - The Annual Hunger Bites Food Drive ran October 1 – October 9, 2019. Donation bags were dropped off in the community and the SRC received an abundance in return to stock the food bank for use by St. Clair College students and their families.
  - October 16, 2019 was National Academic Integrity Day.
  - The SRC President attended the Relay for Life Retreat to learn about planning an event in a post-secondary institution. Relay for Life is the signature fundraising event for the Canadian Cancer Society and the SRC will be hosting one for the first time on March 27, 2020 in the SportsPlex.

- On November 3, 2019 the SRC in partnership with the Pelee Island Bird Observatory, will be hosting an event in the Student Life Centre featuring Irish botanist, Diana Beresford-Kroeger.

### Faculty

Mr. Vratsidis reported the following on behalf of the Faculty:

- The Child and Youth Accelerated program has been studying Indigenous history and Residential Schools. They participated in Orange Shirt Day on Monday, September 30, 2019 and are fundraising for a trip that will tour the Mohawk Institute Residential School in Brantford, ON.
- Third year Graphic Design program students will be designing the CD jacket for the 2019 Annual Sleighing Hunger charity concert.
- The Protection, Security and Investigation and Police Foundations Society have launched the second annual 5-4-2 Challenge that will run October 7 – November 7, 2019. This year's goal is to raise \$3,000 to support families from the Children's Aid Society.
- Interior Design program students are working on their entry for a Basic Needs Center for the Homeless design competition. As part of the research process, the students visited the Downtown Mission and Street Help, bringing nonperishable food items and blankets. They are now working with Women Making a Difference (WMAD) and the Fogolar Women's Association (FFWA) to fill gently used purses with needed products to deliver for Christmas.

### Retirees' Association

The Board Chair noted that Mr. Bill Jones sent regrets for tonight's meeting. There was no report at this time.

### Support Staff

Ms. K. Parrinello stated that the Support Staff had nothing to report at this time.

The Board Chair thanked the constituents for their informative reports.

## 4.0 **President's Report**

The Chair called on the President to provide her report to the Board.

Ms. France stated that a copy of the President's Report could be found in the Board portfolios and she reviewed the following highlights:

- The Fall 2019 Academic Awards were held on Wednesday, October 2, 2019 where more than 80 students from the Windsor, Chatham and Toronto campuses were honoured.
- President France welcomed new University of Windsor President, Dr. Robert Gordon to the College on Friday, October 4, 2019. The two presidents are

looking forward to working together to strengthen post-secondary education in our community.

- The Fall sessions of the 52<sup>nd</sup> Annual Convocation were held at the WFCU in Windsor on Tuesday, October 8, 2019 and in Chatham at the HealthPlex on Thursday, October 10, 2019, with approximately 2,400 students graduating. Administration is exploring the possibility of holding the College's first winter convocation session, as there will be approximately 1,000 potential students eligible to graduate following the Fall 2019 semester.
- Saints golfer Shannon Coffey earned an individual silver medal at the OCAA Golf Championships that were held September 29 – October 2, 2019 in Kingston, Ontario. She was named to the OCAA Women's All-Ontario team and as a CCAA All-Canadian.
- The 4<sup>th</sup> Annual Suicide Prevention Awareness Walk was held on Sunday, September 29, 2019, beginning at the St. Clair College SportsPlex and continuing on to the Herb Gray Parkway. President France joined more than 800 walkers to kick-off the walk.
- The College received the sad news of a tragic vehicular accident that occurred in Lambton County on Friday, October 4, 2019, involving four students in the Computer Systems Technology Networking program. The single-vehicle accident resulted in the loss of three of the passengers and the driver being sent to the hospital. The College expresses its condolences to their families and friends and is working to ensure that the students receive the necessary mental health supports within the College and in the community.
- The College has been invited to participate and the President will provide a presentation at the ICEF Conference being held in Berlin, Germany from November 3 – 5, 2019. ICEF Berlin is the largest agent networking event of its kind, bringing together educational institutions and industry service providers with student recruitment agents. This marks the first time that an Ontario college has been highlighted at the event.
- St. Clair College hosted three ambassadors from Argentina, Ecuador and Peru, September 25 – 27, 2019. The College took the opportunity to market St. Clair as a Destination College and to encourage their country's participation in promoting us in their home countries.
- On Monday, October 21, 2019 the provincial government announced a realignment within the Ministry. Training and Skills Development will move from the Ministry of Training, Colleges and Universities to the Ministry of Labour. This will potentially affect the College in terms of apprenticeships, however this information has not yet been provided. The President will provide more information regarding this realignment as it becomes available.
- President France sent Waseem Habash and Amar Singh best wishes for a Happy Birthday today.

A copy of the President's Report is attached as [Item #4.0](#).

The President stated that the [media report](#) was sent out electronically, has been posted on the Board portal and is attached.

## 5.0 **Consent Agenda**

The Chair noted the following items that have been provided on the Consent Agenda:

- 5.1 Key Performance Indicator Surveys (KPIs)
- 5.2 Enhance Student Life – build Additional Residence Capacity at the Windsor Campus
- 5.3 Section 28 Approval – Academic Tower

**RESOLVED THAT** the Board of Governors receive and approve the contents of the October 22, 2019 Consent Agenda, as presented.

## 6.0 **Monitoring Reports**

### 6.1 Financial Update

The Board Chair called upon Mr. Jones to report on this item. Mr. Jones reviewed the information contained in the Financial Monitoring Report for the period ending September 30, 2019 and provided a PowerPoint presentation which highlighted the following:

#### Income Statement for the Period Ending September 30, 2019

- The deficit at September 30, 2019 is \$3.9 million, which is a significant decrease of \$12.6 million from the prior year.
- Mr. Jones stated that the College is on track to achieve the \$11.1 million surplus forecasted in the 2019-2020 budget.

## Revenues:

At September 30, 2019 in a year over year comparison:

- Ministry Operating Grants are consistent with the original budget projection and have decreased over the 2018 comparative period by \$2.4 million. This decrease can be attributed to the following:
  - Discontinued Supporting Quality Programs and Student Outcomes grant.
  - Increase in the International Student Recovery program due to higher International student enrolment.
- Contract Income is trending below the original budget projection and has decreased over the 2018 comparative period by \$984,640, due to the following:
  - No revenue deferral for the School College Work Initiative program.
  - Decrease in funding for the Employing Youth Talent Incentive, Second Career and Youth Job Link programs.
- Tuition revenue is trending below the original budget projection and has increased over the 2018 comparative period by \$3.9 million, primarily due to the following:
  - A decrease in International Tuition revenue over the comparative period.
  - A decrease in Domestic Tuition revenue due to lower enrolment and the Ministry's 10% tuition reduction.
- Other income is trending higher than the original budget and is consistent with the 2018 comparative period.

## Actual to Budget at September 30, 2019

- Ministry Operating Grants are consistent with budget.
- Contract Income is trending lower than budget which can be attributed to the time lines regarding the flow of funding from the Ministry and a decrease in funding from the grants.
- Tuition is currently under budget due to lower enrolment and student retention. Administration has a strategy to close this variance at mid-year review.
- Other Revenue is trending higher than budget, which can be attributed to a conservative budget from the perspective of ancillary fees.

### Expenditures:

At September 30, 2019 in a year over year comparison:

- Salary and Benefits have increased \$2.1 million which can be attributed to compensation adjustments across all constituent groups, net new staffing and an increase in faculty to accommodate student enrolment.
- Non-Salary Expenditures have increased by approximately \$11.3 million. Expenses associated with Ace Acumen account for \$7.4 million of the increase. The remaining increase in expenditures can be attributed to increased costs for cleaning, insurance, premise rental, municipal taxes, amortization and student bursaries.

### Actual to Budget at September 30, 2019

- Salary and Benefits are consistent with budget.
- Non-Salary Expenditures are trending slightly over budget which is largely due to the cyclical nature of the expenditures that are associated with the academic year.

### Ancillary Operations Surplus

- The Ancillary Operations surplus is trending higher than the original budget projection and has increased by \$175,881 over the 2018 comparative period. This is primarily due to an increase in the surplus from Parking Operations.

### Capital Update at October 2019

- The fiscal year budget is \$11.9 million.
- The actual spend is at \$4.4 million which has improved the variance.

After a brief discussion it was,

**RESOLVED THAT** the Board of Governors receive the report on the financial results for the six months ended September 30, 2019 as information.

Mr. Jones' PowerPoint presentation is attached as [Item #6.1](#).

## 6.2 Risk Management

The Board Chair called upon Mr. Singh to report on this item. Mr. Singh reviewed the information contained in the Risk Management Report and provided a PowerPoint presentation which highlighted the following:

- St. Clair College has incorporated Risk Management into the daily operations of the College by anticipating potential risks, planning reasonable recourse, ensuring risk mitigation strategies are in place and continuous review of identified risks.
- A proactive risk management strategy includes:
  - Identifying the risk.
  - Analyzing and categorizing the risk.
    - Determining the probability scale (High, Medium, Low).
    - Determining the impact scale (High, Medium, Low, Not Applicable).
  - Managing the risk.
  - Reviewing and monitoring the risk.
- Mr. Singh provided an overview of the categories used to identify potential risks. While these are not limited, the following top three areas have been deemed to be high risk:

### 1. Deferred Maintenance

- In the 2018-2019 fiscal year the College received and utilized funding for the Greenhouse Gas Reduction Program and Facilities Renewal Program for deferred maintenance.
- The College allocated \$2.7 million for capital projects in the 2018-2019 fiscal year and has allocated \$2.8 million in capital to Facilities and Deferred Maintenance projects in the 2019-2020 budget.
- In compliance with the Ministry, the College has committed to completing the Building Condition Assessment (BCA).
- The College also funded Accessibility Assessments to ensure that we are in compliance with all upgrades that are required to be completed by 2025.

### 2. Revenue

- Revenue is a risk in every institution and is considered high risk because a loss of revenue can adversely affect the entire institution.
- Administration continues to take a conservative approach to budgets.
- The creation of an Internal Reserves policy and the restricted reserves fund.



- Administration continues to provide regular financial monitoring reports.

### 3. IT Security

- The College performs annual IT audits and has zero tolerance for any security breaches.
- The College's internal and external firewalls are extensive.
- Minimal access is allowed for VPN access which requires two levels of authentication into the College.
- Networks are monitored on a twenty-four hour basis with the assistance of a third party.
  - The College is a stakeholder member of Connecting Windsor-Essex (CWE), which provides the College with additional oversight of upstream network providers.
  - The College has recently joined a shared Chief Information Security Office (CISO) which is the highest designation of IT security that can be attained. There are twelve universities and eight colleges involved in the CISO which works to build better governance, policies and to ensure the most up to date security.
- St. Clair College works to continuously improve risk mitigation strategies and has a Risk Assessment and Mitigation Committee that meet a few times annually.

Discussion following Mr. Singh's presentation included the following:

- A Governor inquired whether other colleges and universities have been breached. Mr. Singh indicated that he is aware of other colleges and universities having been breached, however, due to the sensitive and confidential nature of the information, he could not divulge specific details of the breach.

Mr. Singh stated that St. Clair College has not been breached in any way. He further explained that the College has two sets of next generation firewalls that automatically alert the IT department when there are any attempts to breach the system.

The President explained that Risk Management is fairly new to the College system, however, St. Clair College was one of the first colleges to create and implement a Risk Management plan and process. She further explained that the key to effective risk mitigation is continuous review and adjustments, for example, as the demographics of enrolment evolve, Immigration issues are now included in the Risk Management report.

The President also noted that the College system works hard to share information so that when issues arise, information is provided and other colleges are able to prepare and implement risk mitigation strategies.

- A Governor noted that many IT threats are introduced to the institution internally and inquired about the implementation of internal training to avoid security breaches. Mr. Singh stated that when a risk or threat is detected, the IT department will send our warnings to all staff in advance. The IT department also initiated a warning for all external emails that appear as a yellow banner on all external emails, cautioning staff to be aware prior to acting on the email or opening any potential threats that are sent as attachments.

After a brief discussion it was,

**RESOLVED THAT** the Board of Governors receive the Risk Assessment/Management Report, for information.

Mr. Singh's PowerPoint presentation is attached as [Item #6.2](#).

## 7.0 **Policy/By Law Review**

### 7.1 **Policy 2003-8 – 2<sup>nd</sup> Reading**

After a brief discussion, it was,

**RESOLVED THAT** the Board of Governors approve the 2<sup>nd</sup> reading of Policy 2003-8, as presented.

### 7.2 **Policy 2003-9 – 1<sup>st</sup> Reading**

After a brief discussion, it was,

**RESOLVED THAT** the Board of Governors approve the 1st reading of Policy 2003-9, as presented.

## 8.0 **Date of the Next Meeting**

- 8.1 The next meeting is scheduled for Tuesday, November 26, 2019 in the President's Board Room.

The Full Board meeting adjourned at 7:00 p.m.

## MISSION STATEMENT

Transforming lives and strengthening communities through high quality and accessible educational experiences that support career-readiness, innovation, and life-long learning.

### ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

#### 477<sup>th</sup> FULL BOARD MEETING

of the

#### BOARD OF GOVERNORS

#### NOTICE OF MEETING

**DATE:** Tuesday, October 22, 2019

**TIME:** 6:30 p.m. – Meeting

**PLACE:** Alumni Skyline Room A, St. Clair College Centre for the Arts,  
201 Riverside Drive West, Windsor, ON.

**\*\* NOTE:** Dinner will be served for Senior Management, Constituent Representatives and Observers in the Port of Windsor Room at 5:45 p.m., prior to the meeting.

#### AGENDA

- 1.0 ADOPTION OF THE AGENDA AND DECLARATION OF CONFLICT OF INTEREST
- 2.0 APPROVAL OF THE MINUTES OF THE FULL BOARD MEETING HELD ON TUESDAY, SEPTEMBER 24, 2019 IN WINDSOR, ON
- 3.0 CONSTITUENT REPORTS
- 4.0 PRESIDENT'S REPORT  
(Policy – Executive Limitations Communication & Counsel #2003-21)

**Information Item** – The President will provide her report to the Board apprising the Board of any new developments since the last meeting.

- 5.0 CONSENT AGENDA

- 5.1 Key Performance Indicator Surveys (KPIs)  
(Regulation 34/03, Article 8.2a)

**Information Item** – Administration has provided a report regarding the KPI Survey results, attached as Item #5.1.

5.2 Enhance Student Life – Build Additional Residence Capacity at the Windsor Campus

**Information Item** – Administration has provided a report on Strategic Direction #2 – Students (Success, Grad Rate, Entrepreneurial, International) – In conjunction with the third party partner, develop timelines to ensure additional capacity for a student residence at the Windsor campus by December 2020, attached as Item #5.2.

5.3 Section 28 Approval – Academic Tower

**Information Item** – Administration has provided an update regarding Section 28 approval to proceed with the Academic Tower, attached as Item #5.3.

6.0 MONITORING REPORTS

6.1 Financial Update

**Information Item** – An update has been provided to the Board pertaining to Actual to Budget: April 1, 2019 – September 30, 2019, attached as Item #6.1.

6.2 Risk Management

**Information Item** – Administration has provided a report to the Board regarding Risk Management, attached as Item #6.2.

7.0 POLICY/BY LAW REVIEW

7.1 Policy 2003-8 – 2<sup>nd</sup> Reading

**Approval Item** – The Board will review policy 2003-8 for 2<sup>nd</sup> reading, attached as Item #7.1.

7.2 Policy 2003-9 – 1<sup>st</sup> Reading

**Approval Item** – The Board will review policy 2003-9 for 1<sup>st</sup> reading, attached as Item #7.2.

8.0 DATE OF THE NEXT MEETING

8.1 The next meeting is scheduled for Tuesday, November 24, 2019 in the President's Board Room, Windsor Campus.



**TO: THE BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: OCTOBER 22, 2019**

**RE: 2018-2019 KEY PERFORMANCE INDICATORS (KPI)**

**SECTOR: ALL SECTORS**

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**AIM:**

To provide the Board with the results of the 2018-2019 Key Performance Indicators (KPI) Surveys.

**BACKGROUND:**

Key Performance Indicator (KPI) Surveys are completed on a College wide basis annually and are a Ministry Directive. Forum Research, an independent third party company, manages the data collected from KPI surveys on behalf of the provincial government for all 24 Colleges, with the exception of Graduation Rate.

The five indicators used to measure college performance include the following:

- Student Satisfaction
- Employer Satisfaction
- Graduate Satisfaction
- Graduate Employment
- Graduation Rate

Also included in the summary results are key capstone questions that address overall quality of the institution in the areas of knowledge and skills, learning experience, services at the College and overall quality of the facilities/resources in the College.

St. Clair College has exceeded provincial averages in nearly every category of the 2018-2019 KPI Survey. In accordance with the Minister's Binding Policy Directive on Governance and Accountability, St. Clair College has completed the 2018-2019 Surveys (as attached).

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive the 2018-2019 Key Performance Indicator (KPI) Survey results, for information.



**ST. CLAIR**  
COLLEGE

2018-19  
**KPI Survey Results**

October 22, 2019

START **HERE** GO ANYWHERE

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October 22, 2019



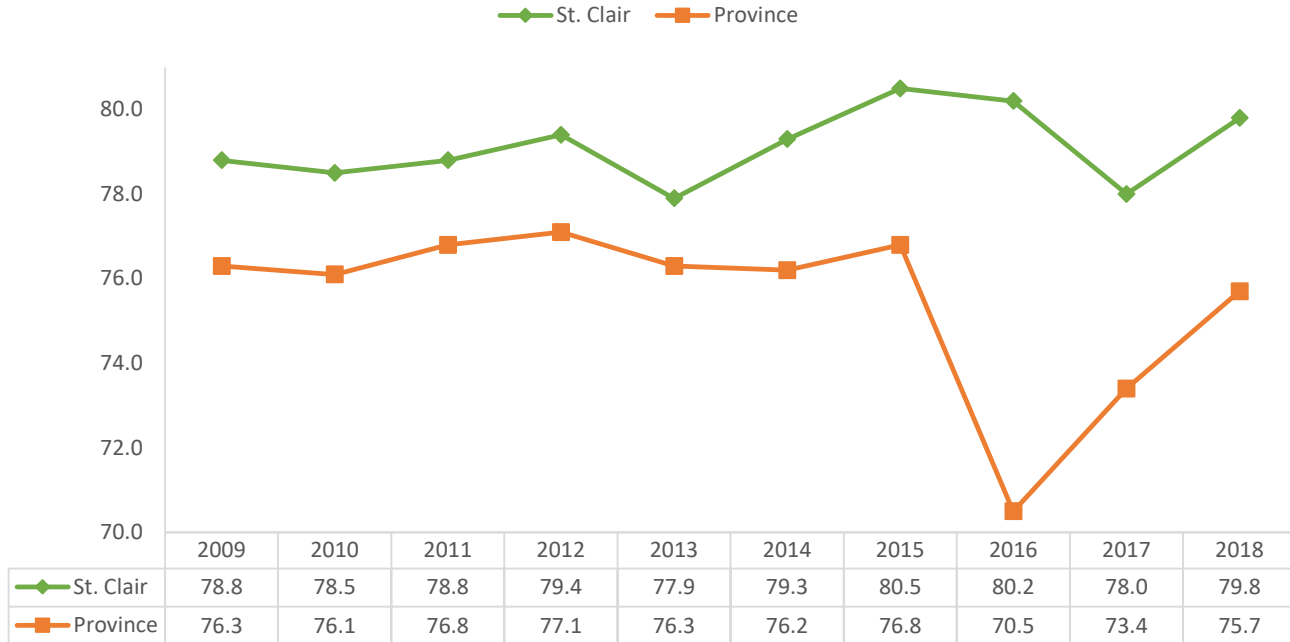
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# 2019 KPI – Summary Results

	Province	St. Clair College
Student Satisfaction	75.7%	79.8%
Employer Satisfaction	89.6%	84.0%
Graduate Satisfaction	79.9%	82.8%
Graduate Employment	86.2%	87.5%
Graduation Rate	67.2%	66.6%
<b>Capstone Question 13</b> – Overall, your program is giving you knowledge and skills that will be useful in your future career.	86.2%	89.1%
<b>Capstone Question 24</b> – The overall quality of the learning experience in this program.	78.3%	84.0%
<b>Capstone Question 39</b> – The overall quality of the services in the College.	63.6%	68.4%
<b>Capstone Question 49</b> – The overall quality of the facilities/resources in the College.	74.8%	77.7%

# KPI – Student Satisfaction

## STUDENT SATISFACTION



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	College	2018 KPI Student Satisfaction %
	<b>Province</b>	<b>75.7</b>
1	Boréal	87.0
2	La Cité	84.5
3	Sault	83.0
4	Loyalist	80.9
5	Cambrian	80.4
6	Niagara	80.4
7	Northern	80.2
8	<b>St. Clair</b>	<b>79.8</b>
9	Confederation	79.2
10	Canadore	78.3
11	Fanshawe	77.8
12	St. Lawrence	76.9
13	Algonquin	76.2
14	Fleming	76.1
15	Lambton	76.0
16	Georgian	75.8
17	Mohawk	75.7
18	Conestoga	74.8
19	Sheridan	74.1
20	Centennial	73.9
21	Durham	73.6
22	Humber	73.0
23	George Brown	72.9
24	Seneca	72.4

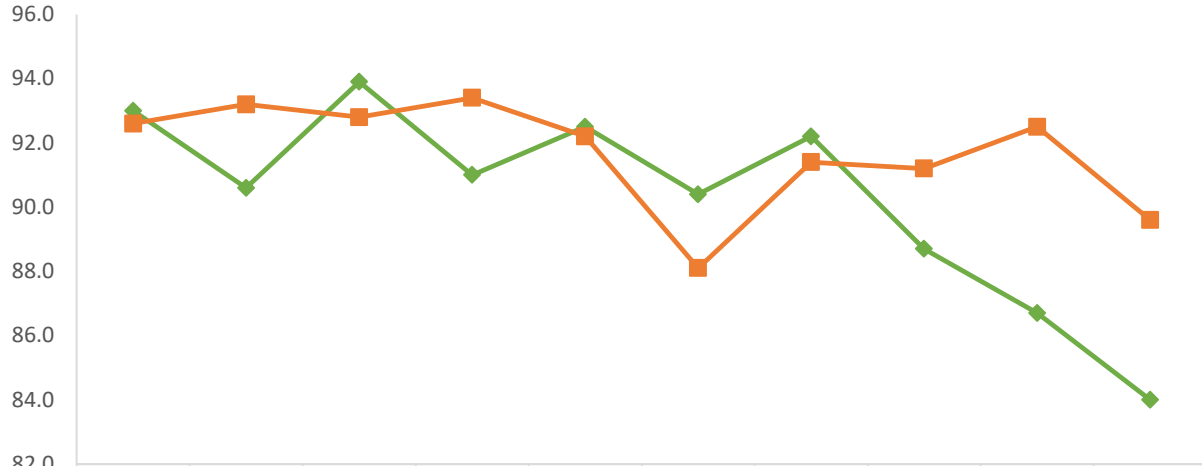
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# KPI – Employer Satisfaction

## EMPLOYER SATISFACTION

—◆— St. Clair —■— Province



◆ St. Clair	93.0	90.6	93.9	91.0	92.5	90.4	92.2	88.7	86.7	84.0
■ Province	92.6	93.2	92.8	93.4	92.2	88.1	91.4	91.2	92.5	89.6

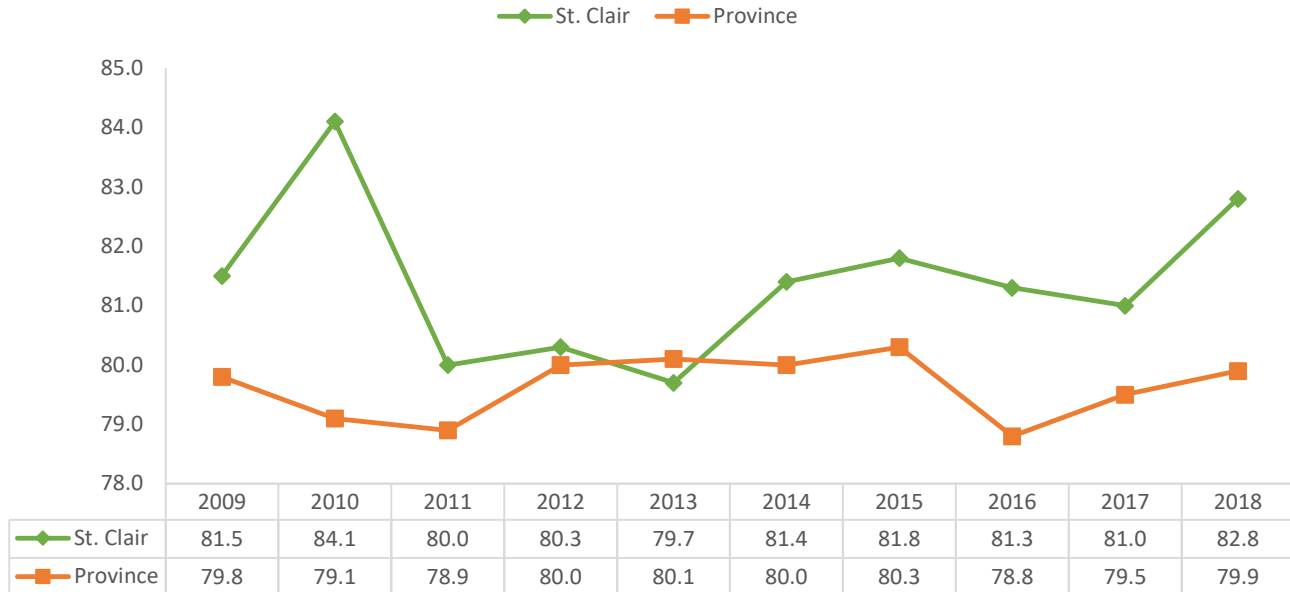
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	College	2018 KPI Employer Satisfaction %
	<b>Province</b>	<b>89.6</b>
1	Lambton	100.0
2	Northern	100.0
3	La Cité	95.2
4	Durham	93.9
5	Boréal	93.8
6	Seneca	93.1
7	Sault	92.9
8	Sheridan	91.5
9	Algonquin	91.4
10	Loyalist	91.1
11	Niagara	91.0
12	Mohawk	90.9
13	Centennial	90.8
14	Fleming	90.1
15	Cambrian	89.6
16	George Brown	89.3
17	St. Lawrence	88.6
18	Conestoga	88.2
19	Georgian	87.9
20	Fanshawe	85.8
21	<b>St. Clair</b>	<b>84.0</b>
22	Humber	83.0
23	Canadore	80.0
24	Confederation	78.6

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## KPI - Graduate Satisfaction

### GRADUATE SATISFACTION

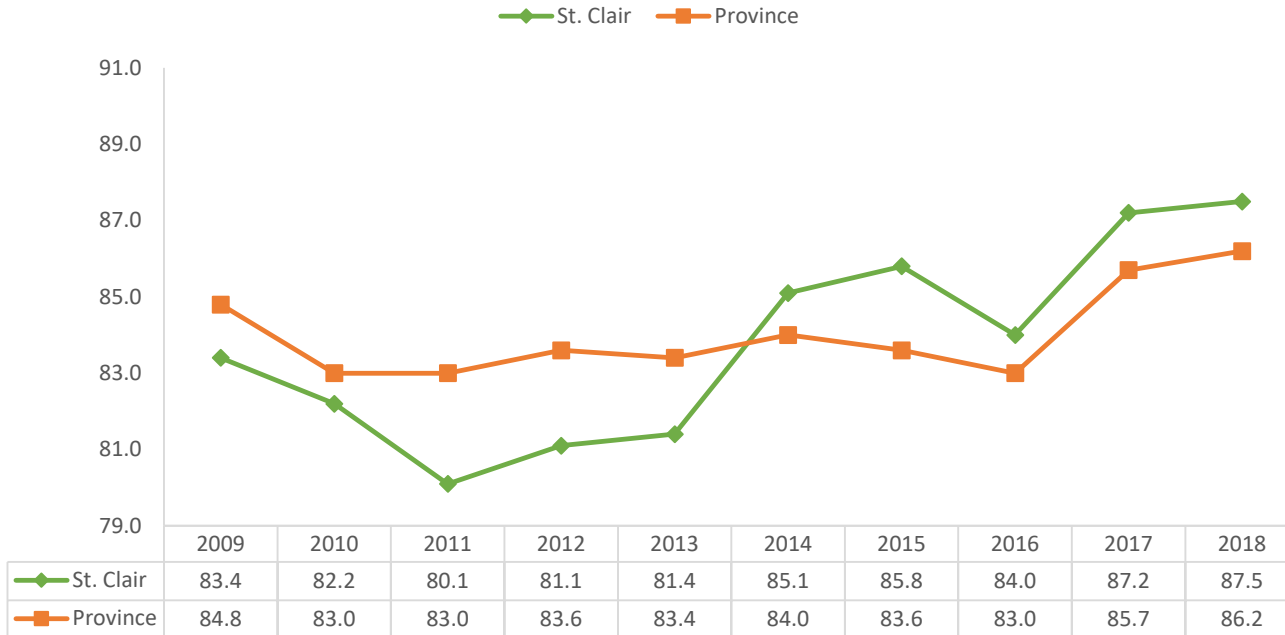


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College	2018 KPI Graduate Satisfaction %
<b>Province</b>	<b>79.9</b>
1 La Cité	87.7
2 Confederation	87.0
3 Boréal	86.2
4 Canadore	86.1
5 Cambrian	85.8
6 Northern	84.1
7 St. Lawrence	83.8
8 <b>St. Clair</b>	<b>82.8</b>
9 Sault	82.6
10 Niagara	81.9
11 Fleming	81.8
12 Fanshawe	81.2
13 Algonquin	81.1
14 Georgian	80.9
15 Conestoga	80.7
16 Loyalist	80.5
17 Mohawk	80.2
18 Lambton	79.0
19 George Brown	78.6
20 Sheridan	78.6
21 Seneca	77.8
22 Centennial	77.7
23 Durham	76.8
24 Humber	75.6

# KPI - Graduate Employment

## GRADUATE EMPLOYMENT



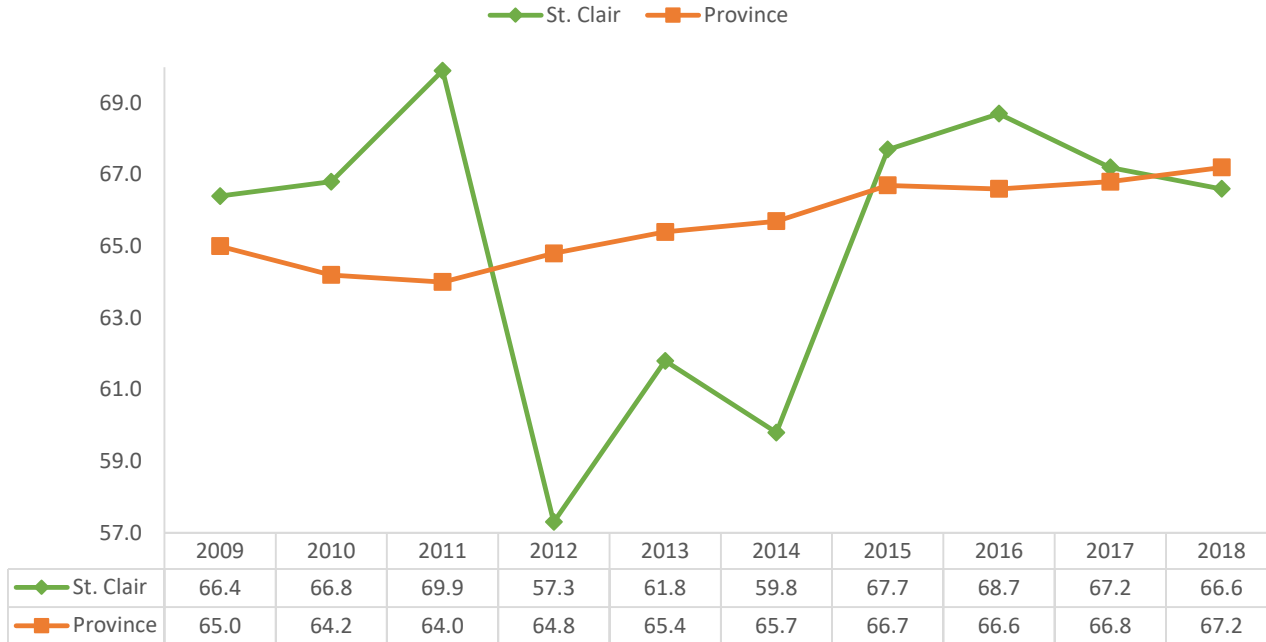
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	College	2018 KPI Graduate Employment %
	<b>Province</b>	<b>86.2</b>
1	Fanshawe	90.3
2	Cambrian	90.2
3	Georgian	89.7
4	Canadore	89.3
5	St. Lawrence	89.0
6	Fleming	88.6
7	Loyalist	88.5
8	Mohawk	88.4
9	Confederation	88.4
10	La Cité	88.4
11	Conestoga	88.3
12	Niagara	88.1
13	Lambton	87.9
14	<b>St. Clair</b>	<b>87.5</b>
15	Humber	86.8
16	Durham	86.6
17	Boréal	86.5
18	Algonquin	85.5
19	Northern	85.5
20	George Brown	84.1
21	Sheridan	83.3
22	Seneca	82.8
23	Centennial	79.5
24	Sault	78.1

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# KPI – Graduation Rate

## GRADUATION RATE



Full Board Minutes:  
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	College	2018 Graduation Rate %
	<b>Province</b>	<b>67.2</b>
1	Boréal	76.3
2	Conestoga	74.1
3	St. Lawrence	72.6
4	Cambrian	71.9
5	Canadore	70.6
6	Fanshawe	69.5
7	Fleming	69.4
8	Lambton	68.9
9	Loyalist	68.3
10	Confederation	67.5
11	Durham	67.5
12	George Brown	67.3
13	Niagara	67.1
14	Sheridan	67.0
15	Humber	66.9
16	<b>St. Clair</b>	<b>66.6</b>
17	Algonquin	66.6
18	Mohawk	65.8
19	La Cité	65.6
20	Sault	65.2
21	Georgian	65.0
22	Northern	63.4
23	Centennial	63.1
24	Seneca	62.2

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# 2019 KPI Graduation Rate by type

	Province	St. Clair College	Rank
Ontario College Certificates (1 year)	69.5%	71.6%	10 (tie)
Ontario College Diplomas (2 years)	65.7%	68.6%	8 (tie)
Ontario College Advanced Diplomas (3 years)	61.4%	58.4%	20
Ontario College Graduate Certificates (1 year)	86.2%	98.2%	2

START **HERE** GO ANYWHERE

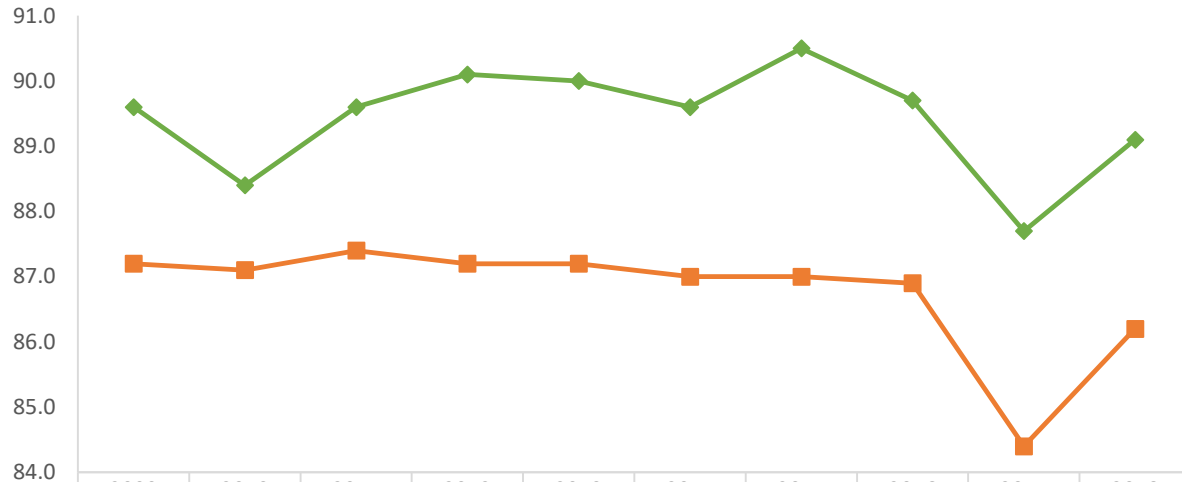
## KPI – Capstone Question 13

- Overall, your program is giving you knowledge and skills that will be useful in your future career.

# KPI – Capstone Question 13

## KNOWLEDGE AND SKILLS

—◆— St. Clair —■— Province



◆ St. Clair	89.6	88.4	89.6	90.1	90.0	89.6	90.5	89.7	87.7	89.1
■ Province	87.2	87.1	87.4	87.2	87.2	87.0	87.0	86.9	84.4	86.2

Full Board Minutes:  
October 22, 2019

College	2018 KPI Capstone 13 %
<b>Province</b>	<b>86.2</b>
1 Boréal	94.3
2 La Cité	92.9
3 Northern	92.9
4 Loyalist	90.9
5 Cambrian	89.4
6 Canadore	89.2
7 <b>St. Clair</b>	<b>89.1</b>
8 Sault	89.1
9 Niagara	88.1
10 St. Lawrence	88.0
11 Confederation	87.5
12 Fanshawe	87.1
13 Durham	86.9
14 Sheridan	86.9
15 Conestoga	86.8
16 Fleming	86.7
17 Algonquin	86.5
18 Mohawk	86.0
19 Georgian	85.4
20 George Brown	84.7
21 Humber	84.7
22 Lambton	84.5
23 Centennial	83.8
24 Seneca	82.0

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## KPI – Capstone Question 24

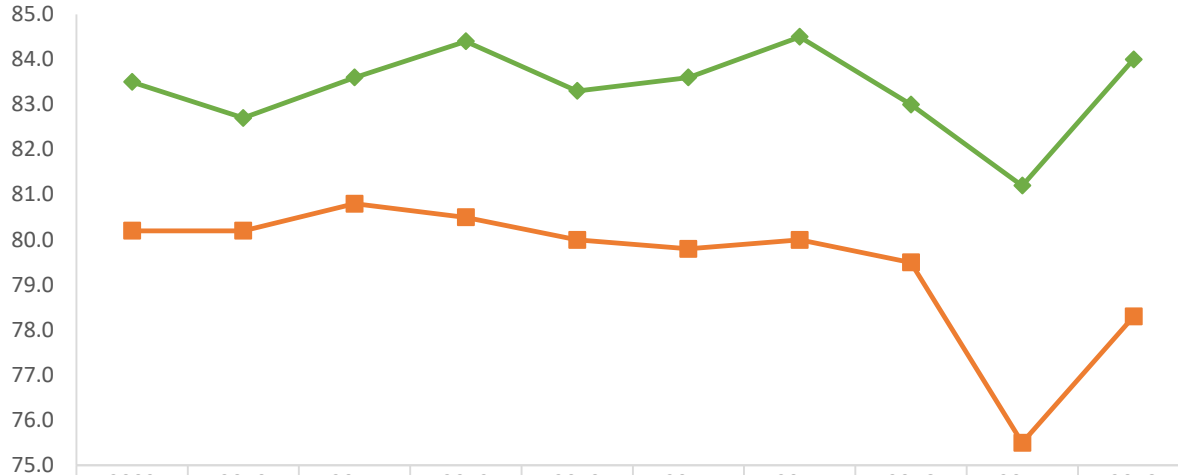
- The overall quality of the learning experience in this program.



# KPI – Capstone Question 24

## LEARNING EXPERIENCES

—◆— St. Clair —■— Province



◆ St. Clair	83.5	82.7	83.6	84.4	83.3	83.6	84.5	83.0	81.2	84.0
■ Province	80.2	80.2	80.8	80.5	80.0	79.8	80.0	79.5	75.5	78.3

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October 22, 2019

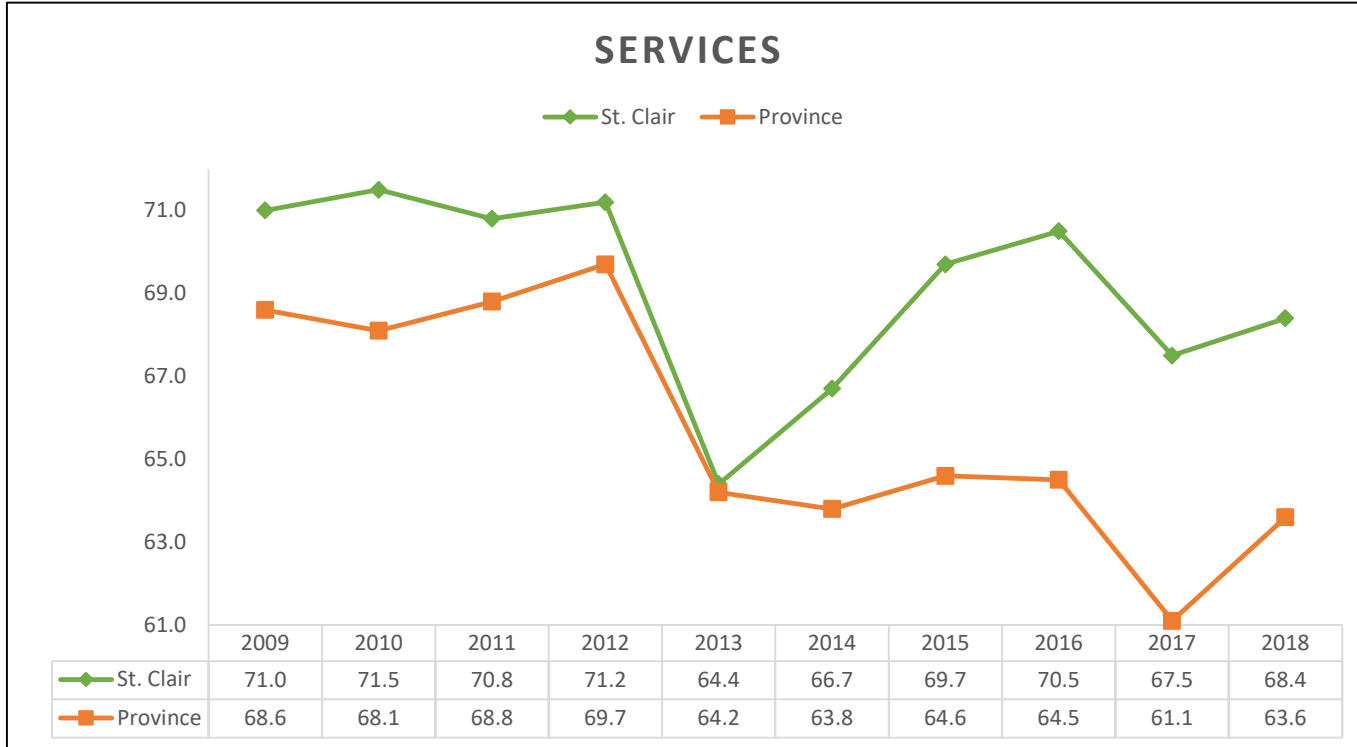
	College	2018 KPI Capstone 24 %
	<b>Province</b>	<b>78.3</b>
1	Boréal	88.1
2	Sault	85.5
3	La Cité	85.4
4	Cambrian	84.2
5	<b>St. Clair</b>	<b>84.0</b>
6	Loyalist	83.6
7	Confederation	83.3
8	Canadore	82.8
9	Niagara	81.7
10	Northern	81.2
11	St. Lawrence	80.6
12	Fanshawe	80.5
13	Sheridan	79.3
14	Lambton	78.4
15	Fleming	78.2
16	Conestoga	77.9
17	Algonquin	77.4
18	Georgian	77.3
19	Durham	77.2
20	Mohawk	76.5
21	Centennial	76.3
22	George Brown	76.2
23	Humber	76.0
24	Seneca	73.4

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## KPI – Capstone Question 39

- The overall quality of the Services in the College.

# KPI – Capstone Question 39



Full Board Minutes:  
October 22, 2019

College	2018 KPI Capstone 39 %
<b>Province</b>	<b>63.6</b>
1 Boréal	83.8
2 La Cité	76.2
3 Sault	75.7
4 Loyalist	72.5
5 Niagara	71.3
6 Cambrian	70.1
7 <b>St. Clair</b>	<b>68.4</b>
8 Fanshawe	67.6
9 Northern	67.4
10 Canadore	67.3
11 Lambton	66.6
12 Confederation	66.5
13 Algonquin	66.3
14 St. Lawrence	65.4
15 Georgian	63.8
16 Mohawk	63.8
17 Centennial	61.7
18 Fleming	61.6
19 Conestoga	61.5
20 George Brown	61.3
21 Sheridan	60.4
22 Durham	60.2
23 Seneca	58.1
24 Humber	57.3

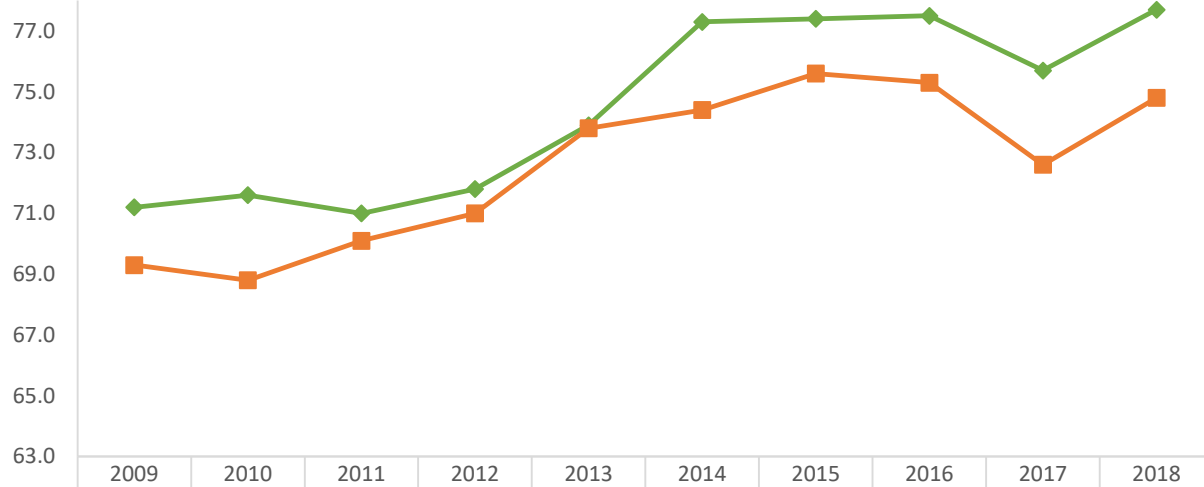
## KPI – Capstone Question 49

- The overall quality of the facilities / resources in the College.

# KPI – Capstone Question 49

## FACILITIES AND RESOURCES

—◆— St. Clair —■— Province



◆ St. Clair	71.2	71.6	71.0	71.8	73.9	77.3	77.4	77.5	75.7	77.7
■ Province	69.3	68.8	70.1	71.0	73.8	74.4	75.6	75.3	72.6	74.8

College	2018 KPI Capstone 49 %
<b>Province</b>	<b>74.8</b>
1 La Cité	83.6
2 Boréal	82.0
3 Sault	81.6
4 Niagara	80.3
5 Confederation	79.5
6 Northern	79.4
7 Cambrian	78.1
8 Fleming	77.9
9 <b>St. Clair</b>	<b>77.7</b>
10 Loyalist	76.7
11 Georgian	76.6
12 Mohawk	76.5
13 Fanshawe	76.0
14 Seneca	76.0
15 Algonquin	74.8
16 Lambton	74.7
17 Humber	74.0
18 Canadore	73.8
19 Centennial	73.8
20 St. Lawrence	73.6
21 Conestoga	72.9
22 Durham	70.2
23 Sheridan	69.7
24 George Brown	69.5

Full Board Minutes:  
October 22, 2019

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**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: OCTOBER 22, 2019**

**RE: STRATEGIC DIRECTIONS UPDATE – STUDENTS (SUCCESS, GRAD RATE, ENTREPRENEURIAL, INTERNATIONAL) – ENHANCE STUDENT LIFE**

**SECTOR: RON SEGUIN, VICE PRESIDENT, INTERNATIONAL RELATIONS, CAMPUS DEVELOPMENT AND STUDENT SERVICES**

**AIM:**

To provide the Board of Governors with an update on the Strategic Directions (2019 – 2020). This update is related to Strategic Direction #2 – Students (Success, Grad Rate, Entrepreneurial and International) regarding the building of additional residence capacity at the Windsor campus.

<b>Goal</b>	<b>Objective</b>	<b>Measure</b>
Enhance Student Life.	Build additional residence capacity at Windsor campus.	Building of student residence is in progress.

**BACKGROUND:**

The building and design process for the Residence has commenced. St. Clair College has signed a 49 year land lease with Global Education Mihome Corporation (GEM) that allows GEM to proceed with the building and development process. Additionally, GEM has signed a design and engineering agreement with Z-Modular Corporation that will incorporate approximately 512 beds with associated residential amenities.

GEM Corporation has completed its financing package with Windsor Family Credit Union. At this point GEM Corporation has paid a quarter of the \$20 million in fees to Z-Modular Corporation with an additional quarter to be paid in January 2020.

Ongoing construction/design meetings with St. Clair College, GEM and Z-Modular have started in order to allow the College the opportunity to supervise and provide input into the facility details to ensure College standards are met.

The College plans to apply the new College branding to the building with a large steel College Gryphon, including the structural steel required for its base.

Regular construction meetings are occurring between St. Clair College, GEM, Z-Modular and Petretta Construction (site manager).

St. Clair College continues to work with the Ministry of Transportation who has requested that a multi-faceted traffic study occur that incorporates the new Residence, Sports Park, Schlegel Village addition and the Academic Tower. Completion of this study and associated permits should occur in November.

As of October, 2019 the following project details have been completed:

- Review of site servicing and preparation budget.
- Final design of building layout, residential unit layout, parking and common area layout.
- Full review of mechanical, electrical and plumbing equipment specifications.
- Full review of interior finishes and furniture layouts.
- Final design and approval of exterior building design and colour selections.

Production of building units will commence at Z-Modular (Kitchener plant), in mid to late October. College representatives have been invited to the Z-Modular facility in November to see a sample room suite which is currently being constructed. This will create photo opportunities and subsequent marketing materials for the September 2020 intake.

### **RECOMMENDATION:**

**IT IS RECOMMENDED THAT** the Board of Governors receive this update on Strategic Direction # 2 – Students (Success, Grad Rate, Entrepreneurial and International) as it pertains to the building of additional residence capacity at the Windsor campus for information.





# ST. CLAIR

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C O L L E G E

**TO: THE BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: OCTOBER 22, 2019**

**RE: SECTION 28 APPROVAL – ACADEMIC TOWER**

**SECTOR: FINANCE**  
**MARC JONES, VICE PRESIDENT & CHIEF FINANCIAL OFFICER**

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**AIM:**

To provide the Board with an update on the College's Section 28 application for the Academic Tower.

**BACKGROUND:**

The College submitted its Section 28 application to the Ministry of Training, Colleges and Universities (MTCU) on March 23, 2018. On October 1, 2019 the College officially received the September 24, 2019 Section 28 approval letter (Appendix A) from the Ministry of Finance to MTCU.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive this update pertaining to the College's Section 28 application for the Academic Tower, for information.





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Télécopieur: 416-327-0374

September  
~~August~~ 24, 2019

**TO: Ministry of Training, Colleges and Universities  
The St. Clair College of Applied Arts & Technologies**

**SUBJECT: Approval granted pursuant to subsection 28(1.1)  
of the *Financial Administration Act***

For the purpose of subsection 28(1.1) of the *Financial Administration Act* (the "FAA"), I hereby approve the entry by The St. Clair College of Applied Arts & Technology (the "College") into the financial arrangements, financial commitments, guarantees, indemnities and similar transactions that would increase, directly or indirectly, the indebtedness or contingent liabilities of Ontario, substantially in the form contained in the St. Clair Academic Tower Construction Management Contract with Oscar Construction Company Limited, and the New Academic Tower Architect's Services Contract with Glos Associates Inc., both attached hereto as Schedules A and B, respectively.

This approval is subject to the following conditions:

1. this approval does not apply to any additional financial arrangement, financial commitment, guarantee, indemnity or similar transaction that would increase, directly or indirectly, the indebtedness or contingent liabilities of Ontario which the Agreement contemplates that the Agencies may enter into in the future by way of agreement, change order, renewal, extension, transfer, assignment, novation or otherwise; and
2. any variance from the Agreement that might increase, directly or indirectly, the indebtedness or contingent liabilities of Ontario will require separate approval under section 28 of the FAA.

A handwritten signature in black ink, appearing to read "Rod Phillips", written over a horizontal line.

Rod Phillips  
Minister of Finance



# ST. CLAIR

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C O L L E G E

**TO: THE BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: OCTOBER 22, 2019**

**RE: FINANCIAL MONITORING REPORT  
FINANCIAL RESULTS FOR THE SIX MONTHS ENDED  
SEPTEMBER 30, 2019**

**SECTOR: FINANCE  
MARC JONES, VICE PRESIDENT & CHIEF FINANCIAL OFFICER**

---

**AIM:**

To provide the Board with a report on the financial results for the six months ended September 30, 2019.

**BACKGROUND:**

It is the practice of St. Clair College to review its expenditure and revenue patterns to ensure that the financial plan is being achieved. To this end, College Administration communicated to the Board of Governors that regular financial reports would be provided.

This year's report represents a change in philosophy in determining revenues and related expenditures as of September 30, 2019, as requested last year by the Board of Governors. For example, tuition revenues will now be captured on the Financial Monitoring Reports as earned within the appropriate semester (Spring, Fall, Winter). This report will, therefore, only capture the Spring 2019 semester and a portion of the Fall 2019 semester opposed to the entire year.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive the Financial Monitoring Report for the six months ended September 30, 2019, as information.

## **SUMMARY OF REVENUES AND EXPENDITURES - (Schedule 1)**

With the new philosophy of reporting, the net deficit at September 30, 2019 of \$3,970,013 is a significant decrease from the net surplus noted for the 2018 comparative period of \$8,723,873. The variance is primarily due to the following:

- Revenues: Decrease in MTCU Operating Grants, Contract Income, Domestic and International Student Tuition, and Other International Revenues.
- Expenditures: Increase in Salaries and Benefits, particularly Full-Time and Part-Time Faculty, Cleaning Services, Insurance, Municipal Taxes, Premise Rental, and Amortization.

## **REVENUE - (Schedule 2)**

The following highlights the major changes in revenue compared to the original budget projections and the 2018 comparative period:

- Year-to-date MTCU Operating Grants are trending consistent with the original budget projection at 50% and has decreased over the 2018 comparative period by \$2,436,626 or 10.5% due to the following:
  - Discontinued Supporting Quality Programs and Student Outcomes grant (Bill 148).
  - Increase in the International Student Recovery program due to higher international student enrolment.
- Year-to-date Contract Income is trending below the original budget projection at 39% and has decreased over the 2018 comparative period by \$978,640 or 16% due to the following:
  - No revenue deferral for the School College Work Initiative program.
  - Decrease in funding for the Employing Youth Talent Incentive, Second Career, and Youth Job Link programs.

Contract income is established based on agreements with the MTCU and other partners. The College anticipates meeting its budget projections. Any shortfalls in contract income will be mostly offset by a decrease in expenditures.

- Total Tuition revenue is trending below the original budget projection at 36.7% and has increased over the 2018 comparative period by \$3,998,054 or 12.4% due to the following:

Semester	Enrolment Day 10					
	Domestic			International		
	Budget	Actual	Variance	Budget	Actual	Variance
Spring 2019	1,315	1,158	(157)	3,858	3,335	(523)
Fall 2019	7,600	7,552	(48)	4,729	4,188	(541)

- Decrease in International Tuition revenue of \$2,148,574 over the comparative period due to students that were eligible to receive a free Spring and Fall 2019 semester within the International Business program, and lower student retention.
- Decrease in Domestic Tuition revenue of \$1,327,211 over the comparative period due to lower enrolment and the Ministry's 10% tuition reduction.
- To support recommendations to enhance quality assurance and minimize risk, beginning in the Spring 2019 semester, the College began collecting tuition revenue for students attending Ace Acumen. As a result, these transactions are recorded in the same manner as tuition revenues from students attending the College's Windsor and Chatham Campuses. The budget variance of \$7,076,951 is a result of uncertainty, during the development of the original budget, as to when the College would begin collecting tuition revenues from students attending the Toronto Campus.
- Total "Other" income is trending higher than the original budget projection at 64.2% and is consistent with the 2018 comparative period, due to the following:
  - Decrease in International Project revenue resulting from application fees no longer being eligible.
  - Decrease in Acumen revenue due to lower enrolment.
  - Increase in Divisional Income due to higher international insurance fees as a result of international student enrolment.

### **EXPENDITURES - (Schedule 3)**

The following highlights the major changes in expenditures compared to the original budget projections and the 2018 comparative period:

- Total Salaries & Benefits are trending below the original budget projection at 47%, and have increased over the 2018 comparative period by \$2,158,905 or 5%. The increases are primarily due to the following:
  - Compensation adjustments due to collective bargaining agreements, the College re-organization and net new staffing. Additional faculty were hired to accommodate student enrolment.

- Total Non-Salary expenditures are trending slightly higher than the original budget projections at 54%, and have increased by \$11,326,656 or 41.6%. The increase is due to the following:
  - Increase in Cleaning Services due to the addition of net new facilities.
  - Increase in Contracted Education Services due to College collecting tuition revenues from students attending the Toronto Campus, and flowing the applicable funds to Ace Acumen.
  - Increase in Insurance expense due to the health insurance coverage provided to international students.
  - Increase in Municipal Taxes due to higher enrolment applied to the levy from the City of Windsor.
  - Increase in Premise Rental due to incurring a full year's lease payment at One Riverside Drive.
  - Increase in Amortization due the College's increased investment in capital assets funded through reserves.
- Many expenditures are cyclical and simply follow the timing associated with the academic year.
- Administration is managing Non-Salary expenditures through ongoing Senior Operating Group (SOG) review, in order to ensure the overall expenditures budget is met.

**ANCILLARY OPERATIONS - (Schedule 4 & 4B)**

- The Ancillary Operations surplus is trending higher than the original budget projection at 129% and has increased by \$175,881 or 12.5% over the 2018 comparative period. This is primarily due to an increase in the surplus from Parking Operations due to an increase in parking fees and permit sales in Downtown Windsor, and the St. Clair College Centre for the Arts banquet operation.

SCHEDULE 1

ST. CLAIR COLLEGE  
 SUMMARY OF REVENUES AND EXPENDITURES  
 FOR THE SIX MONTHS ENDED SEPTEMBER 30, 2019

	MTCU BUDGET <u>(12 months)</u>	A ACTUAL YR-TO-DATE <u>(6 months)</u>	B ACTUAL PRIOR YEAR <u>(6 months)</u>	A - B VARIANCE <u>(6 months)</u>
<b><u>REVENUE</u></b>				
Operating Grants	41,371,986	20,754,127	23,190,753	(2,436,626)
Contract Income	13,147,147	5,141,575	6,120,215	(978,640)
Tuition	98,417,000	36,155,666	32,157,612	3,998,054
Other	24,922,931	15,999,383	15,966,377	33,006
Total Operating Revenue	177,859,064	78,050,751	77,434,957	615,794
Total Ancillary Revenue	10,339,843	5,730,861	5,491,930	238,931
<b>TOTAL REVENUE</b>	<b>188,198,907</b>	<b>83,781,612</b>	<b>82,926,887</b>	<b>854,725</b>
<b><u>EXPENDITURES</u></b>				
Salary and Benefits	96,166,764	45,081,422	42,922,517	2,158,905
Non Salary	71,247,622	38,514,189	27,187,533	11,326,656
Ancillary	9,652,005	4,156,014	4,092,964	63,050
<b>TOTAL EXPENDITURES</b>	<b>177,066,391</b>	<b>87,751,625</b>	<b>74,203,014</b>	<b>13,548,611</b>
<b>Total Net Surplus (Deficit)</b>	<b>\$11,132,516</b>	<b>(\$3,970,013)</b>	<b>\$8,723,873</b>	<b>(\$12,693,886)</b>

**ST. CLAIR COLLEGE  
REVENUES  
FOR THE SIX MONTHS ENDED SEPTEMBER 30, 2019**

	<b>A</b>	<b>B</b>	<b>A - B</b>	
	<b>MTCU</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	
	<b>BUDGET</b>	<b>YR-TO-DATE</b>	<b>PRIOR YEAR</b>	
	<b>(12 months)</b>	<b>(6 months)</b>	<b>(6 months)</b>	
			<b>VARIANCE</b>	
			<b>(6 months)</b>	
<b><u>REVENUE</u></b>				
Enrollment Based Envelope: See note 1	42,772,490	21,458,613	21,845,930	(387,317)
Differentiation Envelope: See note 2	2,215,621	383,827	383,827	-
Other MTCU Grants and Recoveries: See note 3	(3,616,125)	(1,088,313)	960,996	(2,049,309)
<b><i>Total MTCU Operating Grants</i></b>	<b>41,371,986</b>	<b>20,754,127</b>	<b>23,190,753</b>	<b>(2,436,626)</b>
Apprenticeship	4,327,315	1,477,843	1,400,500	77,343
Canada Ontario Jobs Grant	662,235	100,327	141,451	(41,124)
Employment Ontario	3,086,813	1,574,198	1,780,152	(205,954)
Youth Job Connection	1,343,600	698,980	748,362	(49,382)
Literacy & Basic Skills	1,344,184	693,078	700,806	(7,728)
School College Work Initiative	1,760,000	-	616,735	(616,735)
Second Career	420,000	449,523	540,835	(91,312)
Other: See note 4	203,000	147,626	191,374	(43,748)
<b><i>Total Contract Income</i></b>	<b>13,147,147</b>	<b>5,141,575</b>	<b>6,120,215</b>	<b>(978,640)</b>
Post Secondary - Domestic	24,300,000	4,958,262	6,285,473	(1,327,211)
Post Secondary - International	71,750,000	21,980,364	24,128,938	(2,148,574)
Post Secondary - Acumen	-	7,076,951	-	7,076,951
Continuing Education	2,227,000	1,991,151	1,665,220	325,931
Tuition Short	140,000	148,938	77,981	70,957
<b><i>Total Tuition</i></b>	<b>98,417,000</b>	<b>36,155,666</b>	<b>32,157,612</b>	<b>3,998,054</b>
Investment Income	1,800,000	504,119	755,490	(251,371)
Contract Training	450,000	142,596	207,217	(64,621)
International Projects	2,300,000	804,185	1,862,380	(1,058,195)
Acumen	6,000,000	4,026,050	4,892,297	(866,247)
Other: See note 5	645,000	1,760,709	785,769	974,940
Technology Access Fee	-	315,094	501,077	(185,983)
Divisional Income	8,412,931	5,705,382	4,422,468	1,282,914
Amortization DCC	5,315,000	2,741,248	2,539,679	201,569
<b><i>Total Other</i></b>	<b>24,922,931</b>	<b>15,999,383</b>	<b>15,966,377</b>	<b>33,006</b>
				-
<b>Total Revenue Before Ancillary</b>	<b>177,859,064</b>	<b>78,050,751</b>	<b>77,434,957</b>	<b>615,794</b>
				-
Ancillary Revenue (Schedule 4)	10,339,843	5,730,861	5,491,930	238,931
<b>Total Revenues</b>	<b>\$188,198,907</b>	<b>\$83,781,612</b>	<b>\$82,926,887</b>	<b>\$854,725</b>

**ST. CLAIR COLLEGE  
EXPENDITURES  
FOR THE SIX MONTHS ENDED SEPTEMBER 30, 2019**

	A	B	A - B	
MTCU BUDGET	ACTUAL YR-TO-DATE	ACTUAL PRIOR YEAR	VARIANCE	
<u>(12 months)</u>	<u>(6 months)</u>	<u>(6 months)</u>	<u>(6 months)</u>	
<b><u>SALARY &amp; BENEFITS</u></b>				
Administrative : Full-time	6,988,628	3,562,533	3,318,285	244,248
Administrative : Part-time	1,197,942	717,935	739,687	(21,752)
Faculty: Full-time	32,344,083	15,664,262	14,759,135	905,127
Faculty : Part-time	16,074,590	6,787,309	6,240,784	546,525
Support Staff : Full-time	15,874,625	7,587,626	7,661,757	(74,131)
Support Staff : Part-time	6,264,731	2,813,071	2,651,761	161,310
Fringe Benefits	17,422,165	7,948,686	7,551,108	397,578
<b>Total Salary &amp; Benefits</b>	<b>96,166,764</b>	<b>45,081,422</b>	<b>42,922,517</b>	<b>2,158,905</b>
<b><u>NON-SALARY EXPENSE</u></b>				
Advertising & Promotion	2,897,600	1,091,653	1,057,704	33,949
Contracted Cleaning Services	2,870,288	1,417,576	1,169,863	247,713
Contracted Educational Services	1,447,800	8,175,670	359,461	7,816,209
Contracted Services Other	15,580,368	5,587,590	6,164,160	(576,570)
Equipment Maintenance & Repairs	3,036,507	1,474,041	1,424,743	49,298
Equipment Rentals	2,694,854	1,263,429	1,133,162	130,267
Instructional Supplies	5,080,072	2,501,741	2,303,573	198,168
Insurance	4,530,000	2,691,127	1,567,637	1,123,490
Janitorial & Maintenance Supplies	500,150	331,523	190,508	141,015
Memberships & Dues	570,914	351,375	335,588	15,787
Municipal Taxes	709,500	887,913	675,577	212,336
Office Supplies	719,490	345,241	254,465	90,776
Premise Rental	1,836,170	927,023	525,993	401,030
Professional Development	595,717	225,600	183,581	42,019
Security Services	1,965,100	773,482	663,588	109,894
Stipends & Allowances	2,369,300	742,116	746,013	(3,897)
Student Assistance 30% Tuition	1,932,250	671,990	565,614	106,376
Travel	1,217,543	393,319	495,378	(102,059)
Utilities	4,850,300	1,793,117	1,909,484	(116,367)
Other: See note 6	5,446,699	2,310,620	1,624,772	685,848
Amortization	10,397,000	4,558,043	3,836,669	721,374
<b>Total Non Salary Expense</b>	<b>71,247,622</b>	<b>38,514,189</b>	<b>27,187,533</b>	<b>11,326,656</b>
<b>Total Operating Expenses</b>	<b>167,414,386</b>	<b>83,595,611</b>	<b>70,110,050</b>	<b>13,485,561</b>
<b>Ancillary Expenses (Schedule 4)</b>	<b>9,652,005</b>	<b>4,156,014</b>	<b>4,092,964</b>	<b>63,050</b>
<b>Total Expenditures</b>	<b>\$177,066,391</b>	<b>\$87,751,625</b>	<b>\$74,203,014</b>	<b>\$13,548,611</b>



SCHEDULE 4

ST. CLAIR COLLEGE  
 ANCILLARY OPERATIONS  
 FOR THE SIX MONTHS ENDED SEPTEMBER 30, 2019

	MTCU BUDGET <u>(12 months)</u>	A ACTUAL YR-TO-DATE <u>(6 months)</u>	B ACTUAL PRIOR YEAR <u>(6 months)</u>	A - B VARIANCE <u>(6 months)</u>
<b><u>Revenue</u></b>				
Beverage Supplier	50,000	11,184	42,181	(30,997)
Bookstore - Windsor & Chatham	280,000	18,780	38,794	(20,014)
Cafeteria - South Campus	-	7,246	17,015	(9,769)
IRCDSS Special Events	100,000	42,025	63,814	(21,789)
Lockers Administration	48,000	44,835	44,985	(150)
Parking Lots	1,626,912	1,369,066	1,177,328	191,738
Residence - Windsor	3,176,477	956,190	790,243	165,947
Saints Store	22,500	4,318	16,637	(12,319)
Green Giants	150,000	126,610	140,043	(13,433)
St Clair Centre for the Arts	3,573,954	2,310,071	2,367,475	(57,404)
Sky Volleyball	80,000	9,094	18,582	(9,488)
Basketball Project	2,000	112		112
Varsity Sports	905,000	527,861	518,050	9,811
Sports Park	30,000	-	-	-
Woodland Hills Golf Course	295,000	303,469	256,783	46,686
	<u>10,339,843</u>	<u>5,730,861</u>	<u>5,491,930</u>	<u>238,931</u>
<b><u>Expenditures</u></b>				
Bookstore - Windsor & Chatham	-	-	64	(64)
Cafeteria - South Campus	-	-	1,371	(1,371)
IRCDSS Special Events	100,000	15,250	20,399	(5,149)
Parking Lots	1,220,205	314,786	235,565	79,221
Residence - Windsor	2,876,477	1,003,960	978,862	25,098
Residence - Chatham	60,000	15,567	-	15,567
Saints Store	15,500	7,671	11,816	(4,145)
Green Giants	150,000	148,799	154,836	(6,037)
St Clair Centre for the Arts	3,790,808	1,941,226	2,004,604	(63,378)
Sky Volleyball	80,000	60,435	32,075	28,360
Varsity Sports	1,034,015	400,372	394,419	5,953
Sports Park	30,000	-	-	-
Woodland Hills Golf Course	295,000	247,948	258,953	(11,005)
	<u>9,652,005</u>	<u>4,156,014</u>	<u>4,092,964</u>	<u>63,050</u>
<b>Total Net Surplus</b>	<b><u>\$687,838</u></b>	<b><u>\$1,574,847</u></b>	<b><u>\$1,398,966</u></b>	<b><u>\$175,881</u></b>

**ST. CLAIR COLLEGE**  
**ANCILLARY OPERATIONS: SURPLUS / (DEFICIT)**  
**FOR THE SIX MONTHS ENDED SEPTEMBER 30, 2019**

**SCHEDULE 4B**

	MTCU BUDGET \$	ACTUAL YTD \$	ACTUAL PRIOR YTD \$
Beverage Supplier: Revenue	50,000	11,184	42,181
Bookstore - Windsor & Chatham: Revenue	280,000	18,780	38,794
Bookstore - Windsor & Chatham: Expenditures	-	-	64
	<b>280,000</b>	<b>18,780</b>	<b>38,730</b>
Cafeteria - South Campus: Revenue	-	7,246	17,015
Cafeteria - South Campus: Expenditures	-	-	1,371
	-	<b>7,246</b>	<b>15,644</b>
Lockers Administration: Revenue	<b>48,000</b>	<b>44,835</b>	<b>44,985</b>
IRCDSS Special Events: Revenue	100,000	42,025	63,814
IRCDSS Special Events: Expenditures	100,000	15,250	20,399
	-	<b>26,775</b>	<b>43,415</b>
Parking Lots: Revenue	1,626,912	1,369,066	1,177,328
Parking Lots: Expenditures	1,220,205	314,786	235,565
	<b>406,707</b>	<b>1,054,280</b>	<b>941,763</b>
Residence - Windsor: Revenue	3,176,477	956,190	790,243
Residence - Windsor: Expenditures	2,876,477	1,003,960	978,862
	<b>300,000</b>	<b>(47,770)</b>	<b>(188,619)</b>
Residence - Chatham: Expenditures	<b>60,000</b>	<b>15,567</b>	-
Saints Store: Revenue	22,500	4,318	16,637
Saints Store: Expenditures	15,500	7,671	11,816
	<b>7,000</b>	<b>(3,353)</b>	<b>4,821</b>
Green Giants: Revenues	150,000	126,610	140,043
Green Giants: Expenditures	150,000	148,799	154,836
	-	<b>(22,189)</b>	<b>(14,793)</b>
St. Clair Centre for the Arts: Revenue	3,573,954	2,310,071	2,367,475
St. Clair Centre for the Arts: Expenditures	3,790,808	1,941,226	2,004,604
	<b>(216,854)</b>	<b>368,845</b>	<b>362,871</b>
Sky Volleyball: Revenue	80,000	9,094	18,582
Sky Volleyball: Expenditures	80,000	60,435	32,075
	-	<b>(51,341)</b>	<b>(13,493)</b>
Basketball Project: Revenue	<b>2,000</b>	<b>112</b>	-
Varsity Sports: Revenue	905,000	527,861	518,050
Varsity Sports: Expenditures	1,034,015	400,372	394,419
	<b>(129,015)</b>	<b>127,489</b>	<b>123,631</b>
Sports Park: Revenue	30,000	-	-
Sports Park: Expenditures	30,000	-	-
	-	-	-
Woodland Hills Golf Course: Revenue	295,000	303,469	256,783
Woodland Hills Golf Course: Expenditures	295,000	247,948	258,953
	-	<b>55,521</b>	<b>(2,170)</b>
Total Revenue	10,339,843	5,730,861	5,491,930
Total Expenditures	9,652,005	4,156,014	4,092,964
Surplus	<b>\$687,838</b>	<b>\$1,574,847</b>	<b>\$1,398,966</b>

**Notes: Revenues & Expenditures**

**Note 1 REVENUE: Enrollment Based Envelope**

Operating Grant - Base Funding  
Clinical Education

**Note 2 REVENUE: Differentiation Envelope**

Funding Formula Holdback  
Performance Funding (KPI)

**Note 3 REVENUE: Other MTCU Grants**

Accessibility Funding for Disabled Students  
Collaborative Nursing  
International Student Recovery  
Municipal Taxes  
Mental Health Worker and Services  
Support Programs and Students

**Note 4 REVENUE: Other**

Career Ready Fund  
Indigenous Student Success Fund  
Reporting Entities Project  
Women Campus Safety  
WSIB  
Youth Job Link

**Note 5 REVENUE: Other**

Administration Fees  
Apprenticeship Classroom Fees  
CT In-Service Teacher Training  
Graduation Fees  
Miscellaneous Income  
Termination Gratuities  
Unrestricted Donations

**Notes: Revenues & Expenditures (continued)**

**Note 6 EXPENDITURES: Other**

Audit Fees  
Bad Debt Expense  
Bank Charges  
Building Repairs & Maintenance  
Capital Non-Depreciable  
College Employer Council  
Field Studies  
Food Service  
Grounds Maintenance  
Learning Resource Material  
Long-Term Debt - Interest  
Postage  
Professional Fees  
Staff Employment  
Student Scholarships: International & Athletics  
Telephone  
Vehicle Expenses



**TO: THE BOARD OF GOVERNORS**  
**FROM: PATRICIA FRANCE, PRESIDENT**  
**DATE: OCTOBER 22, 2019**  
**RE: RISK ASSESSMENT/MANAGEMENT REPORT**  
**SECTOR: ALL SECTORS**

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**AIM:**

To provide the Board with an updated report on the College's Risk Assessment and mitigation strategies.

**BACKGROUND:**

St. Clair has incorporated risk management into the daily operations of the College by anticipating potential risks, planning reasonable recourse, ensuring risk mitigation strategies are in place and continuous review of our eight categories of the identified risks at St. Clair College.

Since 2009, as part of the College's Risk Mitigation Strategies, a formal Risk Assessment/Management Report is conducted annually and presented to the Board of Governors for information.

Senior Management ensures that appropriate steps are taken to identify, assess and manage risk and potential hazards associated with the organization, its activities and services. The College's risk management strategy provides a structured and coherent approach to identifying, assessing, monitoring and managing risk. A Risk Management Committee has been established and endeavours to meet on a quarterly basis to regularly review, assess and update new developments or actions taken.

Managers and staff, at all levels, have a responsibility to identify, evaluate, report and manage risks. Management fosters a culture that supports and provides for disseminating best practices, lessons learned and expertise acquired from our risk management activities across the organization.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive the Risk Assessment/Management Report for information.



# Risk Management Report

# Risk Management

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## Preamble

St. Clair College has incorporated risk management into the daily operations of the College by anticipating potential risks and planning reasonable recourses. Since 2009, a formal Risk Management Report is conducted annually and presented to the Board of Governors. Other proactive measures include policy development, promoting health and safety, professional development, safeguarding our staff, students and other clients, the development of Business Continuity Plans to ensure the effective, continuous operations of the College and conducting ongoing reviews for risk mitigation opportunities.

At St. Clair College, risk management is the process of identifying, analyzing and addressing areas of existing or potential risks. Proactive risk management practices can help avoid or reduce liability to the College. The risk management strategy has included four basic questions:

1. What can go wrong?
2. What can we do to prevent it from happening?
3. What will we do if it happens?
4. If something happens, how will we pay for it?

A risk management strategy provides a structured, coherent approach to identifying, assessing and managing risk. It builds in a process for regularly updating and reviewing the assessment based on new developments or actions taken.

## Risk Management Strategy

The College's risk management strategy will provide a structured and coherent approach to identifying, assessing and managing risk. The strategy will incorporate a process for regularly updating and reviewing the assessment based on new developments or actions taken.

### 1. Identify the Risk

Every operation involves some degree of risk or uncertainty about future events. An important step in managing those risks is to acknowledge and identify them.

When identifying risks the College is committed to ensuring that appropriate measures are put in place to:

1. Safeguard the lives and safety of students, staff and visitors.
2. Mitigate personal injuries that can or will occur.
3. Protect the assets of St. Clair College.
4. Preserve our ability to ensure ongoing operations of St. Clair College.
5. Protect the reputation and goodwill of St. Clair College.

To support the above objectives, the following main categories continue to be used to identify potential risks. These include:

1. Academic and Student Services
2. Facilities Management
3. Financial
4. Human Resources
5. Health and Safety
6. Health Services
7. Information Technology
8. Corporate

## 2. Analyze and Categorize the Risk

Evaluate and prioritize the risk. Under this step, the Senior Operations Group (SOG) assesses the probability of each threat becoming a reality and estimates the possible effect(s) and cost to the institution.

### Probability Scale

For each risk element identified the probability of occurrence has been determined based on the following scale:

Symbol	Probability	Colour	Description
<b>H</b>	<b>High</b>	<b>Red</b>	<b>Has happened frequently, or has a very significant chance of happening in the future.</b>
<b>M</b>	<b>Medium</b>	<b>Orange</b>	<b>Has happened occasionally, or has a reasonable chance of happening in the future.</b>
<b>L</b>	<b>Low</b>	<b>Green</b>	<b>Has happened infrequently, or is not expected to happen.</b>
<b>NA</b>	<b>Not Applicable</b>	<b>Not Applicable</b>	<b>Risk is irrelevant to the operation of the College.</b>
<b>TBD</b>	<b>To be determined</b>	<b>To be determined</b>	<b>Additional information is required to determine probability. Considered as high probability until otherwise identified.</b>



## Impact Scale

The following simplified scale was used to determine “Impact” if the risk were to occur:

Rating	Description	Impact on Organization
3	High	The issue would have a <b>major</b> impact on services.
2	Medium	The issue would have <b>some</b> impact on services.
1	Low	<b>No</b> service disruption or negative effects are expected. Any negative impact can be corrected without significant effort or visibility.
0	Not Applicable	The risk is not relevant.

### 3. Manage the Risk

The next step is to determine how the risk will be managed or minimized. Controls, procedures, policies or operational steps will be outlined indicating how the risk is being managed and/or minimized.

### 4. Review the Risk

Our risk management process includes regularly updating and reviewing the assessment based on new developments or actions taken. This will be done annually by the Senior Operations Group and brought to the Board of Governors for information.

## Information and Communication

Managers and staff, at all levels, have a responsibility to identify, evaluate, report and manage risks.

## Monitoring

Management will foster a culture that provides for disseminating best practices, lessons learned and expertise acquired from our risk management activities across the organization. Monitoring will be done through ongoing operations or separate evaluations as required.

## Summary

Senior Management ensures that appropriate steps are taken to identify, assess and manage risk and potential hazards associated with the organization, its activities and services. The College's risk management strategy provides a structured and coherent approach to identifying, assessing, monitoring and managing risk. A Risk Management Committee has been established and endeavours to meet on a quarterly basis to regularly review, assess and update new developments or actions taken.

# St. Clair College Risk Assessment

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
	<b>1. ACADEMIC &amp; STUDENT SERVICES</b>			
1.1	Meeting Enrolment Projections	Low - Medium	2-3	<ul style="list-style-type: none"> <li>• Rebranding campaign commenced (in 2018 and is ongoing) to increase public awareness and position St. Clair College as a “Destination” college.</li> <li>• Creation of a College “Enrolment Management Committee”.               <ul style="list-style-type: none"> <li>a. This committee establishes and monitors the Annual Enrolment Management Plan in conjunction with Senior Management.</li> <li>b. Projected enrolment established for the next 5 years by program/AAL/domestic/international/campus program mix.</li> <li>c. Weekly/Daily monitoring of application and registration statistics.</li> <li>d. Statistics are monitored by utilizing a newly developed enrolment management plan by AAL.</li> </ul> </li> <li>• Aggressive marketing strategies for domestic enrolment developed with SOG input. Strategies include:               <ul style="list-style-type: none"> <li>a. Offering of specialized scholarships (i.e. skills scholarships).</li> <li>b. Demographic diversification (special focus on non-direct, university transfer students).</li> <li>c. Geographic diversification (GTA as well as international recruitment strategies).</li> <li>d. Special strategies to mitigate loss of high school students to existing programs at Fanshawe and Lambton from Chatham-Kent and Essex County, (i.e. Police Foundations and Business Programs- Fanshawe, Developmental Services Worker – Lambton)</li> </ul> <p style="margin-left: 40px;">1) Continue our strong partnership with the school boards. This includes presentations to school board personnel and high school principals.</p> </li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
1.1	Meeting Enrolment Projections	Low - Medium	2-3	<p>2) Continuing the dual credit program which exposes high school students to college. The success rate of students coming from high school to college is extremely high.</p> <p>3) Participate in community driven education fairs. This includes the Skilled Trades and events that took place last fall and will continue to take place on an annual basis.</p> <p>4) Expand our brand exposure in the Chatham-Kent community including outdoor advertising and transit shelter advertising.</p> <p>5) Social media and digital advertising is being developed and will be focused in the Chatham-Kent, Sarnia Lambton and London regions. These campaigns will be extremely targeted and will focus on individual programs as well as the overall image of the Chatham campus.</p> <p>6) Continue to run the Amazing Skills Challenge event in Chatham and Windsor. This will expose students in younger grades to the College at an earlier age.</p> <p>7) Develop an event specifically targeted to parents of high school students for both the Windsor and Chatham-Kent markets.</p> <ul style="list-style-type: none"> <li>• Increase institutional space capacity. Strategies include: <ul style="list-style-type: none"> <li>a. College facility planning for a physical footprint expansion. Acquired additional space downtown – One Riverside Drive.</li> <li>b. Working through the approval process under Section 28 of the Financial Administration Act, in order to construct the Academic Tower.</li> <li>c. Evaluation of academic delivery to optimize both academic quality and delivery efficiencies.</li> <li>d. Increased recruitment strategy through the Human Resources Department to ascertain qualified individuals for program delivery in partnership with the Academics.</li> </ul> </li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
1.1	Meeting Enrolment Projections	Low - Medium	2-3	<ul style="list-style-type: none"> <li>• Continued engagement of the Recruitment and Retention Committee.</li> <li>• Retention strategies developed and implemented (retention is a large part of meeting enrolment targets).</li> <li>• Partnership strategies continue to be pursued (Articulation Agreements).</li> <li>• Stronger emphasis on student life by implementing “Destination College” initiatives:               <ul style="list-style-type: none"> <li>a. Student Life Centre</li> <li>b. Saints Gaming/eSports Arena (SRC)</li> <li>c. Sports Park</li> <li>d. Academic Tower</li> <li>e. Windsor and Chatham Residence expansions</li> <li>f. International student growth and the provision of culturally diverse events.</li> </ul> </li> <li>• Annual Report presented to the Board of Governors regarding the progress of new programs for monitoring new programs.</li> </ul>
1.2	International Student Recruitment	Medium	2	<ul style="list-style-type: none"> <li>• Currently there is very little diversity in the recruitment effort for international enrolment.</li> <li>• Systemization of international application process. Implementation of OCAS application system (to mirror domestic process). Student recruitment integrated within our Student Information System, (SIS).</li> <li>• Daily reports and meetings are conducted to review international application data to ensure consistency amongst College departments who handle international student matters. This will help with challenges and dynamic elements of international student recruitment, for example student visa approval rates that are outside of the College’s control.</li> <li>• Brand recognition in the international marketplace is monitored through frequent feedback provided by partners overseas.</li> </ul>
1.3	Program Mix	Low - Medium	2-3	<ul style="list-style-type: none"> <li>• Continual work by the College Program Accountability Committee (CPAC) in the oversight of new program development and existing program sustainability.               <ul style="list-style-type: none"> <li>a. Development of new programs and offerings in order to attract a more diverse student population and enhance the destination strategy.</li> </ul> </li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
1.4	Maintaining/Seeking Program Accreditation	Low	3	<ul style="list-style-type: none"> <li>• Complying with program standards and accreditation standards.</li> <li>• Annual Internal Program Review.</li> <li>• Cyclical Review Process.</li> <li>• External Review Process.</li> <li>• Internal Auditing of Annual reviews and Credit Transfers.</li> <li>• Implement recommendations of Accreditation Panels where possible.</li> <li>• Ongoing communication with corresponding accrediting bodies.</li> <li>• Benchmarking facilities and curriculum against other colleges.</li> <li>• Ongoing review of College policies.</li> <li>• Upgrading academic equipment/facilities.</li> <li>• Community feedback (Placements, Program Advisory Committees, etc.).</li> <li>• Oversight of regulations and policies of PPP in Toronto.</li> </ul>
1.5	Academic Equipment Replacement/Upgrade	Medium	1	<ul style="list-style-type: none"> <li>• Submission of capital requirements incorporated as part of the annual budget process and reviewed at mid-year.</li> <li>• Impact analysis is provided for any equipment deemed critical.</li> <li>• Due to uncertainty of the new provincial governments funding allocation, funding may not be allocated as it has in the past. The College is investing into capital with surplus money from previous fiscal year.</li> <li>• Capital requirements categorized by priority. Impact of not purchasing is communicated and understood by Senior Operations Group (SOG).</li> <li>• \$1M in reserves for emergency requirements. Creation of a new internal reserve policy, and a recommendation to the BOG to internally restrict \$20M of reserves for financial sustainability.</li> <li>• Maintain inventory of academic equipment which is now tied to Annual Review/Quality Assurance Plans.</li> <li>• Over the past three fiscal years, the following funds have been made available for academic equipment: <ul style="list-style-type: none"> <li>a. Grants: <ul style="list-style-type: none"> <li>I. CERF: \$3,325,400 (2016-17 = \$314,200, 2017-18 = \$2,238,600, 2018-19 = \$772,600)</li> <li>II. AEF: \$1,766,656 (2016-17 = \$602,997, 2017-18 = \$607,497, 2018-19 = \$556,162)</li> <li>III. Toldo: \$450,000 (2016-17 = \$150,000, 2017-18 = \$150,000, 2018-19 = \$150,000)</li> </ul> </li> <li>b. College Funds: <ul style="list-style-type: none"> <li>I. \$692,000</li> </ul> </li> </ul> </li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
1.6	Quality Assurance	Medium	2-3	<ul style="list-style-type: none"> <li>• Creation and continued engagement from the Quality Assurance Committee, chaired by the College President. <ul style="list-style-type: none"> <li>a. Annual audit of Course Outlines.</li> <li>b. Internal Audits on Advanced Standings and on Annual Program Reviews.</li> <li>c. Annual Reviews are conducted every spring semester for all programs.</li> <li>d. Cyclical Reviews are scheduled and performed for all programs every 5 years.</li> </ul> </li> <li>• Continued investment of the College’s Centre for Academic Excellence. Establishing an Academic Integrity Officer for awareness and oversight of academic integrity.</li> <li>• Program Advisory Committees used to obtain relevant feedback.</li> <li>• Key Performance Indicators reviewed annually and strategies aligned for improvement with Services and Academics.</li> <li>• Review and adherence of the Quality Learning Environment Policy.</li> <li>• Instructional Feedback Surveys (IFS) conducted and reviewed every semester.</li> <li>• Ongoing annual training and professional development conducted on the following quality assurance components (mainly for new faculty): <ul style="list-style-type: none"> <li>a. Course Outcome Education</li> <li>b. General Education</li> <li>c. Creation of Course Outlines (Essential Knowledge and Skills, Essential Employability Skills, Assessment, etc.).</li> </ul> </li> <li>• Periodic training for existing faculty – “Refresh and Reboot”</li> <li>• Internal Audits on Advanced Standings and on Annual Program Reviews.</li> <li>• Ensure Ministry compliance as it relates to Academic programs and courses.</li> <li>• Creation of a depository documenting all experiential learning initiatives.</li> <li>• Mandatory review date being applied to all College policies. All policies are to be reviewed, at a minimum, every five years.</li> <li>• Technology used as a tool to facilitate quality teaching (<i>i.e.</i> templates for course outlines, portal used for Internal Program Reviews).</li> <li>• Catalogue of quality teaching materials available to faculty.</li> <li>• Annual funding available for professional development and College Educator Development Program (CEDP).</li> <li>• Ongoing communication to all academic staff regarding Audit requirements.</li> <li>• Ongoing documentation and communication of College processes.</li> <li>• Board awareness and updates provided.</li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
1.7	Student Accidents/Incidents/Violent Behaviour	Medium	1-3	<ul style="list-style-type: none"> <li>• Code of Student Rights &amp; Responsibilities reviewed and revised annually by internal and external advisors, with College solicitation. This policy outlines required and expected student behaviour.</li> <li>• Code is reviewed annually with Class Representatives.</li> <li>• Code is communicated to all first-year students and is also available on the internet/intranet and changes are communicated to all staff.</li> <li>• Departmental Health and Safety policies, procedures and regulations are reviewed regularly by the College's Joint Health and Safety Committee. Suggested changes are reviewed and approved by SOG. Annual review and sign off of the Health and Safety Policy is conducted by the President.</li> <li>• Respectful Workplace and Education Policy reviewed annually. Changes are communicated to all staff.</li> <li>• Establishment of a Behavioural Assessment and Care Team (BACT). This team is made up of a group of multi-disciplinary, targeted employees to review behaviour concerns and assess risk. External resources are available for consultation dependent on the nature of the concern.</li> <li>• Departmental "Violence Risk Assessments" are conducted in conjunction with departmental risk assessments.</li> <li>• Violent Risk Assessment (VRA) Training is part of the College's Health and Safety Training that all employees must take initially and repeat every 3 years. Community table for VRA's has been established by Windsor Police. The College has participated in training and awareness and has the ability to move VRA's to the table. Most VRA's have to do with students with mental health concerns and are experienced across the community.</li> <li>• Policies outlining staff protocols have been developed to assist staff when dealing with student behavioural concerns. This includes a Behavioural Intervention Plan.</li> <li>• A Campus Active Shooter Video has been used for Active Attacker training for staff and students.</li> <li>• Security is present at all campus locations.</li> <li>• A staffed Dispatch Centre is in place at the Windsor Campus monitoring all campus locations.</li> <li>• Added Police Presence - Contract Duty Police Officers are hired for Windsor and Downtown campus locations on a rotating 4-hour/day basis in fall and winter semesters.</li> </ul>



	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
1.7	Student Accidents/Incidents/Violent Behaviour	Medium	1-3	<ul style="list-style-type: none"> <li>• A Sexual Violence Prevention Committee has been established to implement measures to reduce incidents of sexual violence on and off campus which includes communication, training and education activities.</li> <li>• Annual mandatory consent training at both the Windsor and Chatham residences.</li> <li>• A Sexual Assault and Sexual Violence Policy and Procedure was first initiated in 2016 and was update in 2019. This includes the College’s response to disclosures and reports of sexual violence and resources available to assist students.</li> </ul>
1.8	Knowledge/Implementation of Immigration Laws/Regulations	High	1-3	<ul style="list-style-type: none"> <li>• To ensure that St. Clair is up to date to date on Immigration Laws/Regulations that impact students’ ability to acquire a Post Graduate Work Permit (PGWP) and ensure that the College is compliant with all elements of being a Designated Learning Institute (DLI) to host international students. The College will: <ul style="list-style-type: none"> <li>a. Have two College staff members become certified as immigration advisors for the sole purpose of ensuring acquired knowledge of changing immigration legislation/guidelines.</li> <li>b. SOG to have monthly updates from the College’s immigration lawyers on changing legislation and/or government bulletins.</li> <li>c. Modify all College related admission documents and website.</li> </ul> </li> </ul>
1.9	Student Lawsuits/Harassment/Bullying Complaints	High	1	<ul style="list-style-type: none"> <li>• Code of Student Rights and Responsibility reviewed annually prior to the upcoming academic year.</li> <li>• Formal College liaison assigned to SRC and TSI.</li> <li>• Quality Learning Environment Policy.</li> <li>• Grade Appeal Policy.</li> <li>• Legal expertise obtained when required.</li> <li>• Staff training conducted annually on “Duty to Accommodate”, etc.</li> <li>• “Conduct Depository” created in the Student Administration System to allow better monitoring of progressive/repeated negative behaviour across the College community.</li> <li>• Dedicated College Resolution Officer appointed to allow for greater dedication of resources consistently across campuses, also to provide updates as required.</li> <li>• Board of Governors review of student lawsuits and harassment complaints.</li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
1.10	Compliance with Accessibility for Ontarians with Disabilities Act; Human Rights Commission policies related to Accessibility and Human Rights	High	1	<ul style="list-style-type: none"> <li>• Accessibility Committee meets 3 times a year.</li> <li>• All staff trained in Customer Service for Persons with Disabilities Standards.</li> <li>• All staff who deliver and develop curriculum are trained in Educator Awareness Training.</li> <li>• All staff trained in Integrated Accessibility Regulation Standards.</li> <li>• Website indicates St. Clair's commitment and understanding of compliance obligations; Accessibility Plan posted on the web.</li> <li>• On-line training available for new staff.</li> <li>• Transition workshops are hosted at St. Clair College to communicate and promote available services to incoming students with accessibility needs.</li> <li>• Human Resources recruitment policies rewritten for compliancy and reviewed annually.</li> <li>• Development and implementation of Student Equity, Inclusion and Accessibility Policy (2016).</li> <li>• Updated procedures for Academic Accommodation Plan development and disbursement (2016).</li> <li>• Information sessions and online sessions provided to all faculty on the new Ontario Human Rights Code expectations pertaining to post-secondary students with disabilities.</li> <li>• Professional Development opportunities such as Mental Health First Aid Training; Identifying and Referring Students in Distress, Accommodation plan.</li> <li>• Accessibility assessments are being conducted across all sites to develop a plan for compliance with 2025 building code changes as they relate to accessibility.</li> </ul>
1.11	Varsity Athletics/Clinic	Low	1	<ul style="list-style-type: none"> <li>• Student consent required to participate in varsity sports/intramurals.</li> <li>• Physical evaluation recommended to all students prior to participation.</li> <li>• Pre-Medical History Summary.</li> <li>• Emergency Information Form provided in the event therapy is required.</li> <li>• Informed Consent Form – Clinic.</li> <li>• Coaches and Assistant Coaches are responsible for oversight of all trips.</li> <li>• Annual Coaches Training.</li> <li>• OCAA concussion protocol - A Certified Athletic Therapist is at every game.</li> <li>• All travel is chaperoned.</li> </ul>
1.12	SportsPlex/HealthPlex	Low	1	<ul style="list-style-type: none"> <li>• Use of SportsPlex/HealthPlex Waiver Forms.</li> <li>• Use of Police Clearance Forms.</li> <li>• Physical Activity Readiness Questionnaire required for fitness and instructional led courses.</li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
1.12	SportsPlex/HealthPlex	Low	1	<ul style="list-style-type: none"> <li>Third party events require certificate of insurance naming the College as an additional insured.</li> </ul>
<b>2. FACILITIES MANAGEMENT</b>				
2.1	Deferred Maintenance Items	Low - High	2-3	<ul style="list-style-type: none"> <li>In the 2018/2019 fiscal year, the College received \$6.2 million in funding towards greenhouse gas emission reductions. These projects will help to further decrease the deferred maintenance budget by replacing six boilers at South Campus and the St. Clair College Centre for the Arts as well as the replacement of one Air Conditioning Unit at South Campus.</li> <li>Also in the 2018/2019 fiscal year, the College received \$1.03 Million in Facilities Renewal Funding to address deferred maintenance. This was allocated to plumbing, HVAC, and door maintenance upgrades/replacements.</li> <li>Other deferred maintenance addressed through capital approval process annually.</li> <li>"Impact Analysis" is provided to SOG for all items not funded.</li> <li>Capital contingency available with approval from SOG.</li> <li>Continual advocacy for required funds is communicated consistently on an ongoing basis.</li> <li>A Facilities Building Condition Assessment was initiated in 2018/2019 to review all infrastructure across all campuses. This will be used to set a new benchmark for deferred maintenance. Ontario Colleges have committed to complete a minimum 1/5 of the campus buildings and grounds each year for the next 5 years. St. Clair has committed funds to complete these assessments within a two-year window.</li> <li>The College continues to dedicate funds for deferred maintenance projects for grounds, classroom renovations and campus upgrades.</li> </ul>
<b>3. FINANCIAL</b>				

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
3.1	Asset Protection	Medium	2	<ul style="list-style-type: none"> <li>• Operating and capital budgets.</li> <li>• Insurance.</li> <li>• Investment and Endowment Policy for Foundation investments.</li> <li>• Approval/Signature Authorization for Acquisition and/or Sale of Goods and Services Policy.</li> <li>• Cash Receipts Control Policy for all College departments.</li> <li>• Fixed Assets-Acquisition Policy.</li> <li>• Fixed Assets-Disposition Policy.</li> <li>• Purchasing Policy.</li> <li>• Monthly account reconciliations.</li> <li>• External audit.</li> <li>• MTCU to review and explore options and strategies to reduce duplication and ensure best practices around capital asset management.</li> </ul>
3.2	Internal Fraud/Theft	Low	3	<ul style="list-style-type: none"> <li>• Cash Receipt Control Policies/Processes for all College departments. Administrator oversight over cash processes.</li> <li>• Approval/Signature Authorization for Acquisition and/or Sale of Goods and Services Policy.</li> <li>• Board Audit Committee reviews and monitors annual process as part of annual audit.</li> <li>• Segregation of duties to minimize risk.</li> <li>• Physical controls (<i>i.e.</i> vaults).</li> <li>• Ongoing management and review of processes.</li> <li>• Monthly account reconciliations.</li> </ul>
3.3	Revenue	High	3	<ul style="list-style-type: none"> <li>• Budget process used to determine revenue projections (Conservative approach is taken). A two-year forecast was included in the 2018-19 and 2019-20 budget.</li> <li>• Monthly account reconciliations performed.</li> <li>• Monthly reports provided to budget holders.</li> <li>• Mid-Year Review used to mitigate financial risk.</li> <li>• Chief Financial Officer reports any potential risks to SOG for assessment, review and action.</li> <li>• \$1M in reserves for emergencies (Board approval required). Creation of a new internal reserve policy, and a recommendation to the BOG to internally restrict \$20M of reserves for financial sustainability.</li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
3.3	Revenue			<ul style="list-style-type: none"> <li>Quarterly financial monitoring reports provided to the Board of Governors.</li> <li>With corridor funding taking effect in 2019-20, the following are performed: actively monitor program mix impact on weighted funding unit, impact of new programs that do not bring funding, and long-term enrolment forecasting.</li> <li>PPP is actively monitored and managed.</li> <li>Beginning in the Spring 2019 semester, the College began collecting all tuition and related fees, and remitting appropriate amounts to the partner.</li> <li>An appropriate security deposit is held as a contingency. (MTCU's draft revision to the entrepreneurial directive could create unintended consequences for the sector.)</li> <li>MTCU directive to reduce domestic tuition by 10% for 2019-20 and keep frozen for 2020-21. The College increased international tuition accordingly.</li> <li>MTCU change to the tuition and ancillary fee framework (i.e. Student Choice Initiative). The College proposed new and updated ancillary fees, as well as adjusted its 2019-20 budget in order to support our partners.</li> <li>MTCU (SMA3) will increase the amount of funding that is tied to performance from 1.2% to 25% in the first year and 60% by 2024-25. Performance metrics will decrease from 38 to 10 in order to align with government priorities in skills and job outcomes and economic and community impact, as well as to reduce reporting burden while supporting sustainability through a focus on institutional strengths and differentiation. It will be critical for the College to properly align its metrics with our institutional strengths.</li> </ul>
3.4	Expenses	Medium	2	<ul style="list-style-type: none"> <li>Budget process used to determine expense projections (Conservative approach is taken). A two-year forecast was included in the 2018-19 and 2019-20 budget.</li> <li>Monthly account reconciliations.</li> <li>Monthly reports provided to budget holders.</li> <li>Mid-Year Review used to mitigate financial risk.</li> <li>Purchasing guidelines available for administration.</li> <li>Chief Financial Officer reports any potential risks to SOG for assessment, review and action.</li> <li>\$1M in reserves for emergencies (Board approval required). Creation of a new internal reserve policy, and a recommendation to the BOG to internally restrict \$20M of reserves for financial sustainability.</li> <li>Quarterly financial monitoring reports provided to the Board of Governors.</li> <li>Participate in centralized buying when possible.</li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
3.4	Expenses	Medium	2	<ul style="list-style-type: none"> <li>Working through the approval process under Section 28 of the Financial Administration Act, in order to borrow funds to construct the Academic Tower.</li> <li>Continue working with the Student Representative Council to determine the financial capacity for the Sports Park.</li> <li>Bill 148 took effect on January 1, 2018. Human resources, part-time contract and payroll processes have been updated to comply with the legislation.</li> <li>Part-time support unionization took effect February 21, 2019. College processes are being updated to comply with the CBA. MTCU has implemented centralized procurement (interim measures) across the broader public sector.</li> <li>MTCU will consolidate transfer payments to reduce administrative costs.</li> </ul>
3.5	Insurance	Low	1	<ul style="list-style-type: none"> <li>Adequate insurance determined, secured and reviewed annually (includes general liability and Director and Officers Liability).</li> <li>General liability has a total coverage \$40M.</li> <li>One of 21 colleges included in "College Insurance Group".</li> <li>Any potential risks are communicated and discussed with Insurer.</li> <li>Cyber insurance, business interruption, active assailant, terrorism and sabotage insurance has been purchased.</li> <li>Appendix A – Insurance Limits</li> </ul>
3.6	Compliance to College Purchasing Policies	Medium	1	<ul style="list-style-type: none"> <li>Purchasing Policy. Compliant with Broader Public Sector Guidelines.</li> <li>Purchasing Department acts as "gate keeper" to ensure compliance with Board and College policies.</li> <li>Reports provided to SOG.</li> <li>Fixed Assets-Acquisition Policy available for guidance.</li> <li>Government Policies used: Canadian Free Trade Agreement, Comprehensive and Economic Trade Agreement and Broader Public Sector.</li> <li>Participate in Cooperative Purchasing when possible: OECM, and Windsor-Essex Purchasing CO-OP.</li> <li>Association memberships and seminars: Ontario Colleges Purchasing Managers Association, Ontario University Purchasing Managers Association, Ontario Public Buyers Association.</li> </ul>
3.7	Bill 148 / Bill 47 (NEW)	Low	2	<ul style="list-style-type: none"> <li>Communication and training provided to Administration by HR.</li> <li>Part time absence report created to monitor usage.</li> <li>Support received from the College Employer Council.</li> <li>Training and consultation provided to HR by Hicks Morley.</li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
3.7	Bill 148 / Bill 47 (NEW)	Low	2	<ul style="list-style-type: none"> <li>Part-time contract template updated.</li> <li>Part-time wage grids updated. In anticipation of Bill 148, part-time support staff wage grids were revised during 2017.</li> <li>Financial implications reviewed by the Senior Management Team.</li> <li>Procedures within the Finance Department updated for Payroll and Part-Time contract processing.</li> <li>Destination College strategy implemented in order to grow revenues to overcome the substantial increase in costs.</li> <li>Continue to perform Request for Proposals in order to ensure costs from third party services are reasonable given the minimum wage and price increases as a result of the implementation of Bill 148.</li> <li>Bill 47 took effect November 21, 2018, and repealed aspects of Bill 148. The College has made the appropriate decisions and updated processes where applicable.</li> </ul>
	<b>4. HUMAN RESOURCES</b>			
4.1	Staff (Skill set requirements, staff performance, FT hiring practices for new staff and staff retention)	High	2	<ul style="list-style-type: none"> <li>Recruitment and Selection Policy.</li> <li>Recruitment and Selection Procedure.</li> <li>Adherence to Faculty and Support Staff Collective Agreements.</li> <li>Hiring/Selection process in place to ensure equity and unbiased practices.</li> <li>Hiring based on vocational skills, credentials and organizational fit. Reference checks must be completed prior to a full time job being offered to an applicant.</li> <li>Medical note required for all full-time staff at the time of offer.</li> <li>Confidentiality Agreement must be signed prior to staff commencing their job.</li> <li>Money allocated annually to support professional development and tuition reimbursement programs.</li> <li>Probationary period is used to monitor performance and determine organizational fit.</li> <li>Progressive discipline process used when necessary to clarify performance goals and employer expectations.</li> <li>Performance appraisals are conducted to promote employee/employer communication.</li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
4.1	Staff (Skill set requirements, staff performance, FT hiring practices for new staff and staff retention)	High	2	<ul style="list-style-type: none"> <li>• Strategies to mitigate impact of critical staff leaving includes the following strategies:               <ul style="list-style-type: none"> <li>a. Back up staff are designated or step-by-step instructions are available for most critical functions (Desk manuals).</li> <li>b. Agency staff available for interim requirements of special skills (electrician, etc.).</li> <li>c. Talent Management Policy was developed and created in Fall 2016.</li> <li>d. Succession planning template created populated and reviewed annually.</li> <li>e. Presidential Succession Plan documented for emergency purposes.</li> <li>f. Annual retirement planning.</li> </ul> </li> </ul>
4.2	WSIB Claims	Medium	1	<ul style="list-style-type: none"> <li>• Return to Work Committee in place (RTW).</li> <li>• Return to Work Policy developed which incorporates a full Return to Work protocol.</li> <li>• Functional Ability Form (FAF) required for all staff absent from work that may require accommodation(s).</li> <li>• Staff safety and ergonomics training performed annually.</li> <li>• Staff ergonomics assessments completed on request.</li> <li>• NEER (New Experimental Experience Rating) Statements and quarterly WSIB summary reports are submitted and reviewed by SOG.</li> <li>• Specialized lawyer is used when required.</li> </ul>
4.3	Work Stoppage/Strike	Low	3	<ul style="list-style-type: none"> <li>• Developed robust work stoppage plan for both faculty and support staff. These plans also ensured effective communication with all parties.</li> <li>• VP HR/Safety &amp; Facilities Management is designated as liaison to the Unions to support open communication with Support Staff and Faculty Unions.</li> </ul>
4.4	Staff – Human Rights, Harassment and Bullying	Medium	2	<ul style="list-style-type: none"> <li>• Respectful Workplace and Educational Policy reviewed annually.</li> <li>• A “Coordinator” is formally assigned to the Respectful Workplace and Educational Policy for continuity and communication of the policy.</li> <li>• Legal advice obtained when required (Expertise in Human Rights/Harassment laws).</li> <li>• Adherence to Collective Agreements and legislation.</li> <li>• Annual training provided to staff to communicate staff obligations.</li> <li>• Investigations conducted immediately when required.</li> </ul>



	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
4.5	Grievances/Lawsuits/Union Relationships	Medium	2	<ul style="list-style-type: none"> <li>St. Clair College is a responsible employer, setting fair personnel policies and meeting all known legal and contractual obligations.</li> <li>Legal advice is obtained when required (Expertise in Collective Agreements, Termination Grievances/Lawsuits).</li> <li>Union College Committees are in place for both Faculty and Support Staff to allow effective communication of key issues.</li> </ul>
4.6	Part time unionization – Faculty/Support	High	2-3	<ul style="list-style-type: none"> <li>Unionization of faculty may increase compensation costs (i.e. wages and benefits). New wage structure was developed and implemented that reduced this risk.</li> <li>Flexibility in operating all areas of the business will be reduced.</li> <li>UCC meetings are held to continue to promote ongoing communication and collaboration.</li> <li>Support Staff collective agreement formalized, currently working through first year growing pains.</li> </ul>
<b>5. HEALTH AND SAFETY</b>				
5.1	Health and Safety/Ministry of Labour Compliance	Low	2	<ul style="list-style-type: none"> <li>Dedicated Health and Safety Manager.</li> <li>Required Monthly Management Inspections assigned and monitored.</li> <li>Health and Safety training provided for all Managers.</li> <li>Health and Safety Awareness training required of all new staff within one week of hire and a refresher is required of all staff every 3 years.</li> <li>Training matrix established for all employee groups and training on equipment and materials are conducted as required by law or CSA standards.</li> <li>Senior Management participation on the Health and Safety Committee.</li> <li>Annual review of Health and Safety Polices. Current Policies include the following: <ul style="list-style-type: none"> <li>a. Health and Safety Program Manual</li> <li>b. Health and Safety Policy</li> <li>c. Health and Safety Discipline Policy</li> <li>d. Incident Reporting and Investigation Procedure</li> <li>e. Blood and Bodily Fluid Spills</li> <li>f. Hazardous Materials and MSDS Management</li> </ul> </li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
5.1	Health and Safety/Ministry of Labour Compliance	Low	2	<ul style="list-style-type: none"> <li>g. Radiation Safety</li> <li>h. Work Area Environment Reporting – Environmental Hazards or Irritants</li> <li>i. Emergency Eyewash and Shower Station</li> <li>j. Video Surveillance</li> <li>k. Workplace Hazard Assessments</li> <li>l. Personal Protective Equipment (PPE)</li> <li>m. Workplace Safety Inspection Protocol</li> <li>n. Work Refusal Procedure</li> <li>o. Provision for First Aid and Automatic External Defibrillator(AED) Response</li> <li>p. Smoking Policy</li> <li>q. Workplace Violence Prevention and Reporting</li> <li>r. Respectful Work and Educational Place Policy</li> <li>s. Footwear Policy</li> <li>t. Workplace Wellness Policy</li> <li>u. Healthy Food Policy</li> <li>v. Employee Fitness Policy</li> <li>w. Infection Control Policy</li> <li>x. Bike Friendly Workplace Policy</li> <li>y. Occupational Health and Safety Orientation and Training Procedure</li> <li>z. Contractor Management Policy</li> <li>aa. Return to Work Case Management</li> <li>bb. Workplace Mental Wellbeing</li> <li>cc. Cardiovascular and Respiratory Health Management</li> <li>dd. Slips, Trips and Fall Prevention</li> <li>ee. Take Your Kids to Work Day</li> <li>ff. Staff Protocols for Dealing with Student/Staff Behavioural Concerns</li> <li>gg. Equipment Purchase, Donations and/or Modifications – Safety Review</li> <li>hh. Hot Work Procedure</li> <li>ii. Emergency Response Plan</li> </ul> <ul style="list-style-type: none"> <li>• Progressive Disciplinary Health and Safety Policy in place to ensure compliance to the College’s Health and Safety Program.</li> <li>• Health and Safety is a standard weekly agenda item at SOG meetings.</li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
5.1	Health and Safety/Ministry of Labour Compliance	Low	2	<ul style="list-style-type: none"> <li>• “Two-Month-Old” items discussed and documented at SOG meetings for resolution.</li> <li>• WSIB report reviewed at SOG annually.</li> <li>• NEER Statement (New Experimental Experience Rating) reviewed annually by SOG.</li> <li>• Work Wellness program incorporated for staff. It should be noted that St. Clair College has won awards for this program every year since 2008.</li> </ul>
5.2	Emergency associated with Fire, Active Shooter, Bomb Threat, Violence and Disruptive behaviour, etc.	High	3	<ul style="list-style-type: none"> <li>• A comprehensive Emergency Response Plan (ERP) has been created and is reviewed annually by the Health and Safety Committee and the Emergency Management Planning Committee. A major update to the ERP was implemented in 2018. Recommendations are forwarded to and approved by SOG. Specific plans have been developed for: <ul style="list-style-type: none"> <li>a. Medical Emergencies</li> <li>b. Fire Emergency (for each Campus)</li> <li>c. Severe Weather</li> <li>d. Hazardous Material Release</li> <li>e. Bomb Threat</li> <li>f. Active Attacker</li> <li>g. Elevator Failure Procedure</li> <li>h. Other Emergencies (Power Outage, Gas Leak, Water Main Break)</li> </ul> </li> <li>• An Emergency Response Planning Committee meets to review the ERP.</li> <li>• Training and table-top drills are scheduled at all campuses to effectively communicate evacuation requirements and ensure compliance with above policies.</li> <li>• All ERT members attended IMS 100 and IMS 200 training in 2019.</li> <li>• Fire Detection Systems are tested per Fire Code.</li> <li>• Respectful Work and Educational Place Policy.</li> <li>• Violence Risk Assessment Training completed in June 2013 for identified managers. Extensive training for team members in 2013 with updated training completed in June 2017. New team members attended updated training in July 2019.</li> <li>• Emergency numbers have been set up for Windsor and Chatham campuses.</li> <li>• College has purchased an emergency communication system called Alertus which includes a safety app. Emergency communications are pushed to all users. In addition, staff and students can alert Security to situations through the app.</li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
5.2	Emergency associated with Fire, Active Shooter, Bomb Threat, Violence and Disruptive behaviour, etc.	High	3	<ul style="list-style-type: none"> <li>An Active Attacker video has been purchased and has been and will continue to be used to conduct training for staff and students.</li> <li>Contract Emergency Management Coordinator hired in 2017 to further develop plans, conduct drills and table tops and enhance partnerships with Police and emergency management resources in the community - Paladin.</li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
<b>6. HEALTH SERVICES</b>				
6.1	Pandemic Planning	Medium	2	<ul style="list-style-type: none"> <li>College Pandemic plan created and communicated to all staff and students when required.</li> <li>Internet/intranet site created to ensure effective communication to students and staff which allows for ongoing updates as required.</li> <li>Health Centres work regularly with local Health Units to keep abreast of new and upcoming health concerns and ensure that vaccination programs are up to date.</li> </ul>
6.2	Substance Control	Medium	2	<ul style="list-style-type: none"> <li>The College has updated it's Smoking, Alcohol and Substance Abuse Policy which has been approved by the Health and Safety Committee and SOG. This incorporates the new cannabis de-regulation.</li> </ul>
6.3	Other Infections Concerns	Medium	1	<ul style="list-style-type: none"> <li>The College is notified by the Health Unit should a student be diagnosed with an infectious disease for which surveillance protocols need to be established. The Manager, Health, Safety and Wellness and the Health Centre team works closely with the Health Unit when such concerns. Communication and education protocols are put in effect per the Health Unit guidelines.</li> </ul> <p>(With the increase in International students, there has been a slight increase in cases related to Tuberculosis, as it is a disease associated outside of Canada.)</p>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
<b>7. INFORMATION TECHNOLOGY</b>				

7.1	Information Technology – Data Corruption, etc.	Low	2-3	<ul style="list-style-type: none"> <li>• Annual IT Audit performed by external auditors which includes: security, change management processes and documentation, account creation/modifications, duties and responsibilities of staff and Disaster Recovery Plan and review of IT Policies and Procedures.</li> <li>• Daily, Weekly, Monthly disk to disk backup procedures are in place to protect critical data.</li> <li>• Backup disks are kept off site with full redundancy on critical systems.</li> <li>• As set out in section 3.5, Cyber and business interruption insurance has been purchased.</li> <li>• Annual review of IT Polices include the following:               <ol style="list-style-type: none"> <li>1. Asset Management:                   <ul style="list-style-type: none"> <li>➤ Asset Control</li> <li>➤ Peripheral Devices</li> <li>➤ Maintenance</li> </ul> </li> <li>2. Software Licensing/Deployment:                   <ul style="list-style-type: none"> <li>➤ Software Licensing</li> <li>➤ Software Procurement</li> <li>➤ Software Deployment</li> </ul> </li> <li>3. Software Maintenance/Upgrades/Enhancements:                   <ul style="list-style-type: none"> <li>➤ Software Maintenance</li> <li>➤ Software – Request for Modification</li> </ul> </li> <li>4. Network Infrastructure:                   <ul style="list-style-type: none"> <li>➤ Network Access</li> <li>➤ Wireless Technologies</li> <li>➤ Firewall</li> <li>➤ Virtual Private Network (VPN)</li> </ul> </li> </ol> </li> </ul>
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7.1	Information Technology – Data Corruption, etc.	Low	2-3	<p>5. Web/Email:</p> <ul style="list-style-type: none"> <li>➤ User Accounts</li> <li>➤ User Names and Passwords</li> </ul> <p>6. Web Pages:</p> <ul style="list-style-type: none"> <li>➤ Acceptable Use Policy</li> <li>➤ Computing, Network Communication Resources</li> </ul> <p>7. Principles:</p> <ul style="list-style-type: none"> <li>➤ Unacceptable Uses</li> <li>➤ Discipline, Jurisdiction and Penalties</li> </ul> <p>8. Supplemental Email Use Policy</p> <p>9. Student Email Policy</p>
7.2	IT Security	High	1-3	<ul style="list-style-type: none"> <li>• IT Services reviews security resources on an ongoing basis.</li> <li>• IT policies pertaining to Security include: <ul style="list-style-type: none"> <li>a. Defining the Need for Security</li> <li>b. Security policy</li> </ul> </li> <li>• Security Processes audited annually.</li> <li>• Security investigations completed and documented as required.</li> <li>• Zero tolerance given for security breaches. <ul style="list-style-type: none"> <li>a. New firewalls have been acquired with the capability of: Intrusion detection that will not allow any IP address into the College network unless an explicit rule has been put in place.</li> <li>b. State full packet inspection as well as application analysis that will help with unwanted access to the College.</li> <li>c. Logging traffic for all users which allows the College to conduct security investigation in a more efficient manner.</li> <li>d. Locking of specified sites are handled by our security software.</li> <li>e. Minimal access is allowed for VPN (Virtual Private Network) access which requires 2 levels of authentication into the College.</li> <li>f. Student and College Administration domains are separated to prevent unauthorized access, as well Finance systems are only available internal to the College network.</li> </ul> </li> </ul>

7.2	IT Security	High	1-3	<ul style="list-style-type: none"> <li>IT Services is currently in talks with third party Security Vendor to augment security and threat monitoring.</li> <li>The College has signed a 1-year agreement with ORION, along with 12 other Colleges and 5 Universities for a shared CISO – Chief Information Security Officer. The goal of this group is to share security governance models, as well as share security threat intelligence and remediation.</li> <li>IT Services currently has 3<sup>rd</sup> party after hours monitoring of College network connectivity.</li> <li>The College is a stakeholder member of CWE (Connecting Windsor Essex), this group provides the College with additional oversight of upstream network providers.</li> </ul>
<b>8. CORPORATE</b>				
8.1	PCI Compliancy	Low	2	<ul style="list-style-type: none"> <li>Payment Card Industry (PCI) Committee formed (includes VPs, IT, Registrar's Office, SCCCA, Government Electronic Tendering Service).</li> <li>Review PCI Compliancy Plan on an ongoing basis.</li> <li>Firewalls have been acquired that now conform to PCI compliancy standards.</li> <li>Removal of acceptance of credit cards for tuition payments has been in place since September 2017.</li> </ul>
8.2	Special Events/Alcohol/Pubs/Golf Course/St. Clair College Centre for the Arts	Low	1-3	<ul style="list-style-type: none"> <li>Liability Insurance.</li> <li>Smart Serve.</li> <li>Police presence at Pub Nights and special events.</li> <li>Liquor serving policies/protocols documented.</li> <li>SRC/TSI now have their own Liquor license and will no longer use the College license.</li> </ul>
8.3	Ministry Compliance/Special Projects, (CERF/Multi-Year Agreement, Special Funding, etc.)	Low	1-3	<ul style="list-style-type: none"> <li>Project Leads identified for all major projects.</li> <li>Major projects are standard agenda items on SOG Agenda to ensure compliance, and project progress (on date/on budget).</li> <li>College review and follow up prior to deadline submissions by Presidents Office.</li> </ul>
8.4	Goodwill and Reputation of St. Clair College	Low	1-3	<ul style="list-style-type: none"> <li>Identified senior manager responsible for St. Clair College media to ensure consistent messaging and build relationships with the media.</li> <li>Potential risks are discussed and reviewed at SOG.</li> <li>Monthly meetings scheduled with SRC/TSI/SAA and the SOG to ensure complaints or concerns are dealt with in a timely manner.</li> </ul>

				<ul style="list-style-type: none"> <li>• President’s Office has an open door policy to encourage communication and dispute resolution.</li> <li>• Social Media is monitored and responded to in a timely fashion.</li> </ul>
8.5	Strategic Mandate Agreement Performance and Accountability (SMA2) and SMA3	Medium	1-3	<ul style="list-style-type: none"> <li>• Complying with SMA2 mandate- identified senior managers responsible and strategies in place for execution of organizational mandate.</li> <li>• Achieving metrics outlined in the SMA2 - performance measures monitored by semester/annually, as applicable, to ensure on target.</li> <li>• Establishing benchmarks in order to measure performance.</li> <li>• Ongoing communication regarding SMA2 requirements.</li> <li>• Acceptability of system-wide and institutional metrics – Provincial government consulting with stakeholders and opportunities to provide input; under review by provincially-appointed committee comprised of cross-section of key stakeholders.</li> <li>• Advocating to limit the number of metrics to be linked to funding.</li> <li>• Guidelines/criteria that assist with selecting institutional metrics and equivalent transparent approaches to selection across all colleges.</li> <li>• Outcomes that are objective, accurate and reasonably within the College’s control.</li> <li>• Increased competition across College sector to maximize incentive funding - reduction or elimination of regulatory barriers that stand in the way of better outcomes.</li> <li>• Preparation and submission of SMA3 Agreement – identified senior managers responsible and plan in place to ensure alignment with strategic directions and organizational mandate and input/commitment from key stakeholders.</li> </ul>



## Appendix A - Insurance Limits

### Property

Primary = \$200,000,000 per occurrence

Excess = \$100,000,000 per occurrence

Total = \$300,000,000

There is \$10,000,000 in extra expense coverage under the property policy. This type of coverage pays for additional costs in excess of normal operating expenses that an organization incurs to continue operations while its property is being repaired or replaced after having been damaged by a covered cause of loss.

### Commercial General Liability

Primary = \$25,000,000 per occurrence

Umbrella = \$15,000,000 per occurrence

Total = \$40,000,000

### Directors & Officers

Primary = \$5,000,000 each loss

Excess = \$10,000,000 each loss

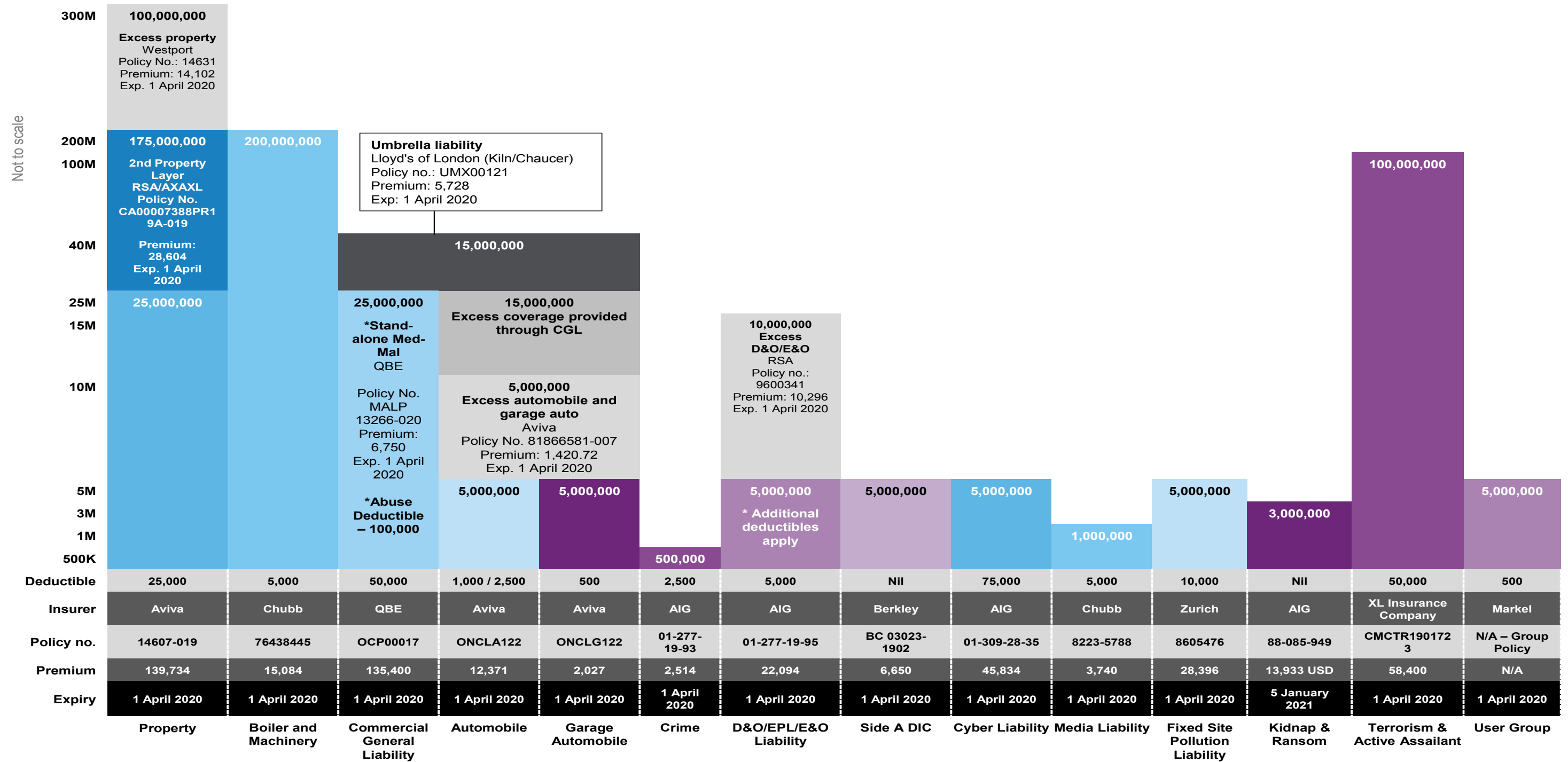
Total = \$15,000,000

Cyber insurance coverage is in place for \$5,000,000. If a cyber-related event were to occur, the cyber insurance policy would cover: data breach crisis management, business interruption, cyber extortion, network security liability and privacy liability.

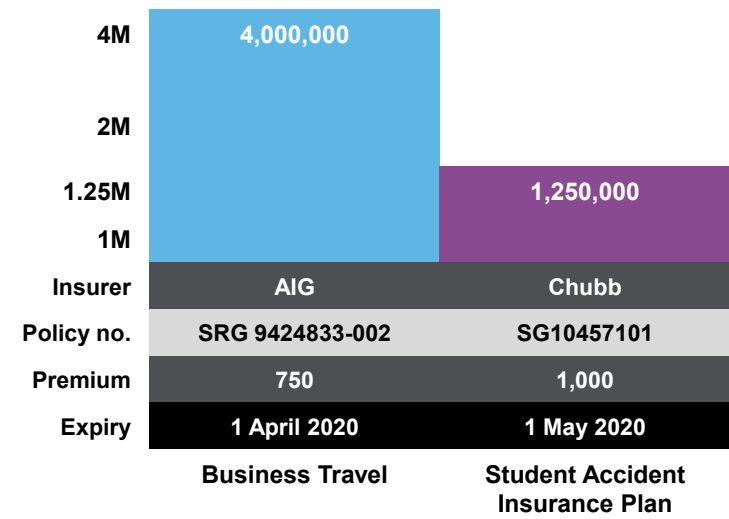
Active Assailant coverage is in place for \$10,000,000. If an active assailant (*i.e.* active shooter) event were to occur, the active assailant policy would cover liability, including bodily injuries, property damage, and business interruption, including loss of attraction. Terrorism and Sabotage coverage is in place for \$100,000,000. If a terrorism event were to occur, the terrorism policy would cover liability, including property damage, bodily injuries, and business interruption.

# St. Clair College of Applied Arts and Technology

## Property and Casualty Program Structure



## Health and Benefits Program Structure





<b>POLICY TYPE:</b>	<b>Governance Process</b>	<b>NUMBER:</b>	<b>2003-8.</b>
<b>POLICY TITLE:</b>	<b>Annual Board Planning Cycle</b>	<b>DATE:</b>	<b>May 2003</b>
		<b>REVISED:</b>	<b>March 2009</b>
		<b>REVIEWED:</b>	<b>September 2019</b>

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To accomplish its job outputs with a governance style consistent with Board policies, the Board will follow the “Board Annual Work Plan” and “Event Schedule” to ensure compliance with legislation (34/03), Board Policies and Board Operating By-laws. In addition the Board will:

1. Complete a re-exploration of Ends policies annually;
2. Continually improve its performance through attention to Board education and to enrich input and deliberation; and
3. Consider proposed new or revised policy twice, first as an information item, and second as a recommendation for approval. Upon majority vote of the Board, the policy will be incorporated into the Board’s policies.

Accordingly,

1. The Board shall maintain control of its own agenda by developing an annual schedule that includes, but is not limited to:
  - a) Considered review of the Ends in a timely fashion prior to the President building a budget.
  - b) Scheduled time for consideration of information relating to the internal and external environment and exploration of future perspectives, which may have implications for the direction of the College.
  - c) Scheduled time for monitoring of the Board’s own compliance with its Governance Process policies, and for review of the policies themselves.
  - d) Scheduled time for monitoring compliance by the President with Executive Limitations policies, and for review of the policies themselves.

- e) Scheduled time for Board orientation and education.
2. Based on the outline of the annual schedule, the Board delegates to the Chair, the authority to fill in the details of the meeting content. The Board Chair in consultation with the President shall prepare the detailed agenda. Potential agenda items shall be carefully screened to ensure that they relate to the Board's job description, rather than simply reviewing staff activities. Screening questions shall include:
- a) Clarification as to whether the issue clearly belongs to the Board or the President.
  - b) Identification of what category an issue relates to: Ends, Executive Limitations, Governance Process, Board-President linkage.
  - c) Review of what the Board has already said in this category, and how the current issue is related; identification of whether the Board already dealt with the issue; of whether the issue is one level below current Board policy, or several levels lower; identification of the broadest way to address this issue so that it is still "under" the Board policy that already exists.
3. The Board shall annually establish for itself, a set of desired performance objectives related to the governance process. Review of progress towards these objectives shall form a meaningful part of each meeting agenda.



**POLICY TYPE:** Governance Process      **NUMBER:** 2003-9.  
**POLICY TITLE:** Board Standards,  
Procedures and Self-Policing      **DATE:** May 2003  
   **REVISED:** January 2015  
   **REVIEWED:** October 2019

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The Board shall institute standards and procedures as well as enforce sanctions in the endeavor to govern with excellence. These standards, procedures and methods of self-policing shall apply to participation/attendance at meetings, visibility at College functions, linkage activities with the community, speaking with one voice, and self-policing of a Board's tendency to stray from rigorous governance.

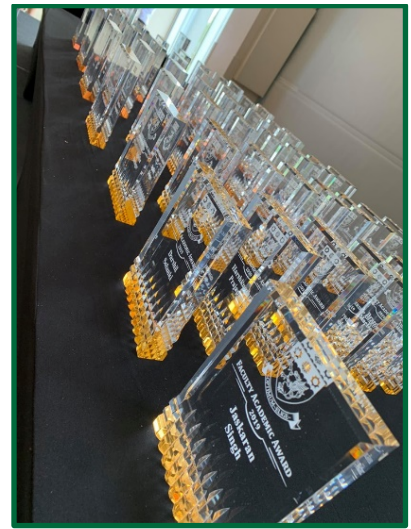
1. Governors shall make every effort to attend and participate in Board meetings. Attendance guidelines for such Board business require a member to notify the Chair of the Board, through the Secretary, in advance of the meeting of his or her inability to attend. The Board may terminate a Governorship, based on attendance record, as prescribed in the Board of Governors' Operating By-laws.
2. Governors shall make every effort to attend at least two (2) College functions during a twelve (12) month period.
3. Governors shall make every effort to attend Board linkage activities with the community, as apprised of such activities.
4. Governors shall, in all instances, speak with one voice on issues that concern the College. The Governors' sole voice shall be the Chair of the Board of Governors, or someone formally designated by the Chair who is authorized to speak on such issues.

## PRESIDENT'S REPORT

### Meeting of the Board of Governors Full Board – October 22, 2019

#### 1. Academic Awards Banquets

Over 80 students were honoured at the Fall 2019 Academic Awards Banquets held in Windsor on Wednesday, October 2, 2019 at the St. Clair College Centre For The Arts. Students from our Windsor, Chatham and Toronto campuses who were the recipients of our Student Leadership and Academic Awards were honoured. These students were also recognized at the Fall Convocation sessions held on Tuesday, October 8, 2019 in Windsor and on Thursday, October 10, 2019 in Chatham. Congratulations to all of the award recipients!



#### 2. New President of the University of Windsor

On Friday, October 4, 2019, President France hosted an inaugural meeting welcoming Dr. Robert Gordon, the new President of the University of Windsor. The College is looking forward to working together with the University and President Gordon to strengthen post-secondary education in our region.



### 3. 53<sup>rd</sup> Annual Convocation

Congratulations to the approximate 2,400 students who graduated during the 53<sup>rd</sup> Annual Convocation which took place over three sessions at both the WFCU Centre in Windsor on Tuesday, October 8, 2019 and at the St. Clair College HealthPlex in Chatham on Thursday, October 10, 2019. All sessions were well attended and created a truly memorable occasion for all graduating students and their family and friends.

We are proud of all of our graduates, who have now transitioned to Alumni, and wish them the best for their futures. The College also wishes to extend their appreciation to the Advancement Office, volunteers and guests that made the event a success!



### 4. Saints Golfer Coffey Earns Prestigious CCAA All Canadian Award

Congratulations to Saints golfer Shannon Coffey who has been named a CCAA All-Canadian in addition to being named to the OCAA Women's All-Ontario Team. Coffey had an outstanding final round shooting a 4-over 76 to move up to 2<sup>nd</sup> place overall and earn an individual silver medal. It is the first individual medal in women's golf in 5 years for St. Clair College. Only 6 female golfers in Canada earn this Prestigious Award.





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## 5. Suicide Prevention Awareness

On Sunday, September 29, 2019, President France welcomed more than 800 walkers at the 4th annual Suicide Prevention Awareness Walk, which started at the SportsPlex and continued on to the Herb Gray Parkway.

The walk was the culmination of a month-long awareness campaign organized by the Canadian Mental Health Association, Windsor-Essex County Branch to bring attention to what has been described as a health care crisis. According to the CMHA, suicide is the second leading cause of death for those under the age of 25.



## 6. Sad News

The College was advised by the OPP of a single-vehicle crash that took place on Friday, October 4, 2019 at around 1:30 a.m. on Oil Heritage Road just south of Petrolia that resulted in the death of three passengers and sent the driver and a 4<sup>th</sup> passenger to the hospital. In order to assist staff and students with mental health supports internal and external resources were communicated and made available to staff and students.

Our condolences are with the families, loved ones, friends and staff who have been affected by this unfortunate tragedy.

## 7. ICEF Conference

The College will be participating and presenting at the ICEF Conference which is taking place in Berlin, Germany from November 3 to 5, 2019. ICEF Berlin is the largest agent networking event of its kind in the world that brings together educational institutions and industry service providers with high-quality, pre-screened student recruitment agents. This will be the first time that an Ontario College is being highlighted and allowed to present. As such, the College has had a professional marketing video prepared which will be presented by the President along with a PowerPoint presentation. A marketing portfolio has also been prepared which will be distributed to agents at the conference.

ICEF Berlin, which is the leading international networking forum focused on international education, will provide St. Clair College with the perfect venue to develop additional international contacts, strengthen brand recognition in the international market and assist with diversification of global networks.

## 8. Ambassador Tour

From September 25 to 27, 2019, St. Clair College hosted a tour of the College and local community for three (3) ambassadors from Argentina, Ecuador and Peru. The purpose of the visit was to market the College as a Destination College and encourage their country's participation in promoting St. Clair College to their home countries as an option. The President hosted the Ambassadors for lunch on Friday, September 27, 2019 prior to their departure. The College has since received a letter of gratitude from Roberto Redriguez Arnillas, the Ambassador of Peru, advising of his interest in achieving an increase of Peruvian students at St. Clair College.

# St. Clair College In The News

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# St. Clair College scores high in graduate satisfaction

Windsor Star - September 26, 2019



Students are shown near the main entrance to the St. Clair College main campus on Thursday, September 27, 2018.

Almost 90 per cent of the newest graduates from St. Clair College find work within six months of graduation, according to data collected by the Ministry of Colleges, Training and Universities.

According to Key Performance Indicators released Wednesday, 87.5 per cent of St. Clair students find work within six months of graduation.

That number exceeds the provincial average of 86.2 per cent.

The graduate employment rate is among the data included in a KPI survey that is independently administered on behalf of Ontario's 24 colleges and the provincial government.

St. Clair exceeded provincial averages in nearly every category.

According to the survey, 84 per cent of St. Clair grads said they were satisfied or very satisfied with the overall quality of the learning experience compared to the provincial average of 78.3 per cent.

The data showed 89 per cent of St. Clair grads were satisfied or very satisfied their programs gave them the knowledge and skills that will be useful in their future careers.

Nearly 78 per cent of students said they were satisfied or very satisfied with the overall quality of the facilities in the college, compared to 74.8 per cent provincially.

Overall, 79.8 per cent of students were satisfied or very satisfied with St. Clair College, while provincially the number stood at 75.7 per cent.

And 84 per cent of employers were either satisfied or very satisfied with St. Clair College graduates.

"I view our provincewide, top-eight results in the surveys dealing with academic satisfaction as a well-deserved recognition of our exceptional faculty and staff," said St. Clair College President Patti France in a media release.

More than 12,000 full-time students are enrolled in St. Clair College programs.

The KPI initiative is an attempt to ensure that college programs remain accountable, responsive, and effective in meeting the needs of its stakeholders.

# Windsor joins in on climate strike

## Hundreds across the city joined in on the climate strike day of action

CBC News · Sep 27, 2019



Students from Vincent Massey Secondary School made posters and walked out of the school as a call for action against climate change. (Tahmina Aziz/CBC)

Hundreds in Windsor-Essex participated in a climate strike day of action Friday, inspired by Swedish teenager Greta Thunberg.

Students at multiple area high schools, including Vincent Massey Secondary School walked out and marched the perimeter of their school to participate.

St. Clair College students at main campus also marched the Herb Gray Parkway near the college around noon Friday.

Students weren't the only residents to participate in the strike. Residents like Candyce Mollard, who brought her three-year-old and five-year-old, also joined the march.

"Unfortunately, it's come to a time where we really need to stand up as a community and make sure we're taking care of the future," she said. "My kids are certainly going to be an advocate for the environment, I'm hoping. I didn't have much of a voice myself ... but I'm really excited to be here and to share this community event with them."

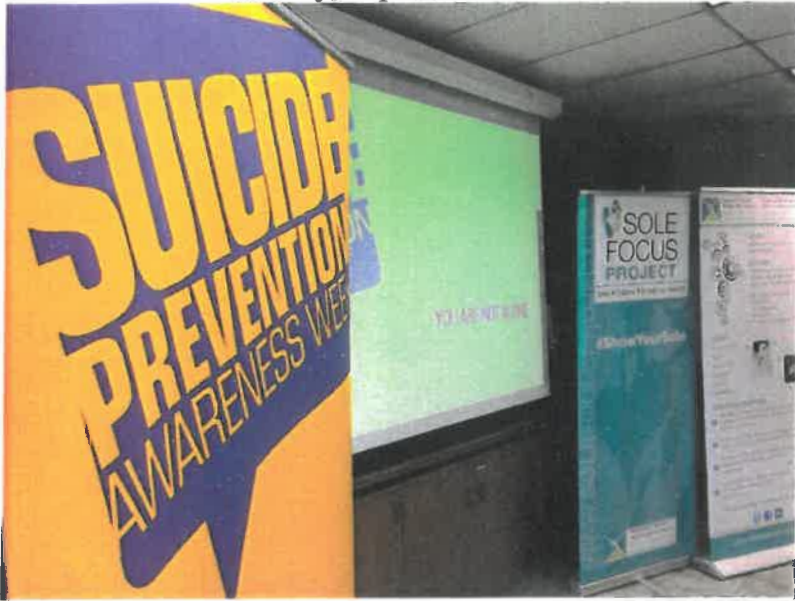
Local businesses also closed their doors to participate in and show support for the strike.

Taloola Cafe, a Walkerville-based coffee shop, closed for the afternoon. Owner Linda Zagaglioni said she was concerned the government wasn't doing enough for climate change.

It's a day of action on Climate Change, with protests planned across the globe.. we hear from a Walkerville business that's shutting down for the afternoon to join in the cause. 6:12

# Suicide Prevention Awareness Walk Set for Sunday

AM800 CKLW - Sunday, September 29th 2019



AM800 file photo

The fourth annual Suicide Prevention Awareness Walk takes place on Sunday.

The event is put on by the local chapter of the Canadian Mental Health Association.

Mental Health Educator Jenny Lee Almeida says participants have the option of doing a 2K or 5K walk.

She says so far 540 people have registered, but close to 1,000 are expected to attend.

"It shows that our community really really, we have the same goal, we want to raise awareness, we want everyone in our community to understand you're not alone or if you're feeling alone, you don't have to be alone," says Almeida. "We can provide those supports."

Almeida says the community continues to raise awareness.

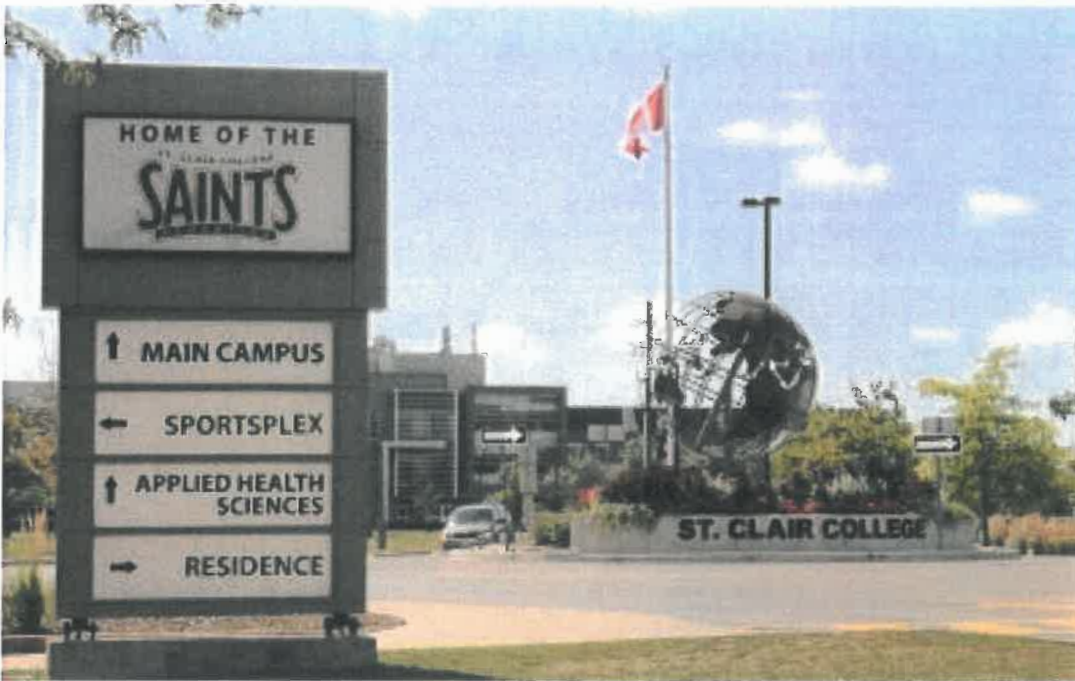
"It's just really telling when you have so many people, last year we had 740 so far there's about 540 registered participates already," says Almeida.

She says it's important for the community to understand, you are not alone.

"This really helps us end that stigma and for everybody in our community to really know you are not alone," says Almeida.

The CMHA says more than 150 people died in Windsor-Essex from suicide between 2012 and 2016.

The walk begins at 9:30am at the St. Clair College Sportsplex.



St. Clair College, south Windsor main campus. Blackburn News file photo.

## St. Clair grads who get jobs exceeds provincial average

Blackburn news - September 29, 2019

Key Performance Indicators released this week suggest 87.5 per cent of St. Clair College graduates had found a job within six months.

The provincial average is 86.2 per cent.

The College, with campuses in Windsor and Chatham, exceeded provincial averages in almost every category.

Compared with 78.3 per cent of graduates across Ontario, 84 per cent at St. Clair said they were satisfied or very satisfied with the overall quality of their learning experiences.

When it came to learning the skills needed to be successful in their chosen career, 89 per cent said they were satisfied or very satisfied their program had adequately prepared them.

That level of satisfaction continued even after graduation with 82.8 per cent expressing approval compared to the provincial average of 79.9 per cent.

As for employers, 84 per cent surveyed said they were satisfied or very satisfied with the quality of graduates.

More than 12,000 full-time students are enrolled in programs at St. Clair College.

# St. Clair College Grads Exceed Provincial Averages

AM800 CKLW – October 1, 2019



The majority of students at St. Clair College are happy with their post secondary education.

According to Key Performance Indicators, 87.5 per cent of the college's newest graduates were working within six months of graduation.

The provincial average is 86.2 per cent.

It also found 84 per cent of employers were either satisfied or very satisfied with college graduates.

College President Patti France says the top eight results dealing with academic satisfaction are a well-deserved recognition of its exceptional faculty and staff.



# Saints Solid at Provincial Championship

AM 800 CKLW – October 1, 2019



St Clair College golf team- 2019 (photo courtesy of @StClairAthletics1 via Twitter)

The St. Clair College men's and women's varsity golf teams got off to a good start at the OCAA Championship on Monday.

The Championship is being hosted by St. Lawrence College at Cataraqui Golf and Country Club in Kingston from September 29 to October 2.

Rookie Shannon Coffey had a great start to the Championship shooting an 82 on the par 72 course.

She is currently tied for 3rd place but only 1 stroke back of first place.

The Saints as a team are in 5th place but only 7 strokes out of a Bronze medal.

The Saints men are currently sitting in 7th place out of 11 teams in the 3 day event with a team score of 316.

Leading the way for St. Clair was 2nd year player Derick Hare who shot a 5 over 75 which puts him in a tie for 14th place out of 55 golfers with 2 more rounds to play.

The Saints are coached by head coach Kevin Corriveau and assistant coach Heather MacKenzie.

# On-campus advanced voting available in Windsor

## Electors will use the special ballot process and must show proof of identity and address

CBC News · Posted: Oct 06, 2019 9:00 AM ET | Last Updated: October 6



Elections Canada is offering on-campus voting offices to both register and vote in the upcoming federal election. (Graham Hughes/Canadian Press)

Students can stop on-campus in Windsor this week to register or vote in the upcoming federal election.

Electors will use the special ballot process and must show proof of identity and address.

On-campus voting is available at St. Clair College at the residence and conference centre on main campus in South Windsor and at the University of Windsor in Dillon Hall.

### St. Clair College

- October 5, 9 a.m. to 6 p.m.
- October 6, 12 p.m. to 4 p.m.
- October 7, 10 a.m. to 10:30 p.m.
- October 8, 10 a.m. to 10:30 p.m.
- October 9, 10 a.m. to 10:30 p.m.

### University of Windsor

- October 5, 10 a.m. to 6 p.m.
- October 6, 12 p.m. to 4 p.m.
- October 7, 10 a.m. to 10:30 p.m.
- October 8, 10 a.m. to 10:30 p.m.
- October 9, 10 a.m. to 10:30 p.m.

# Shelley Harding-Smith, Canada's first black female master electrician, dead at 64

'She was a true changemaker' says sister

CBC News · Posted: Oct 07, 2019



Shelley Harding-Smith, born and raised in Windsor, died unexpectedly Friday at age 64. (CBC)

Canada's first black female master electrician is described as "remarkable" by her sister.

Shelley Harding-Smith, born and raised in Windsor, died unexpectedly Friday at age 64.

Described as "no-nonsense" by her sister Elise Harding-Davis, Harding-Smith was a St. Clair College graduate, Greater Essex County School Board trustee and community activist.

"The electrical trade was a man's domain — and largely still is," said Harding-Davis. "As a black woman and as a woman she suffered a lot of prejudice. She never let it stop her."

In 1978, Harding-Smith received her master electrician papers after finishing an apprenticeship at a family-owned business.

"She was dedicated to the craft," said Harding-Davis. "Adament about women working in trades."

She was a very tenacious individual. People will remember her as a fighter. - *Elise Harding-Davis, sister*

Harding-Smith went on to own and operating Harding-Smith Electic, as well as was employed by Chrysler Canada, the City of Windsor and on Boblo Island.

"We have a great deal of pride in what she accomplished," said Harding-Davis.

Harding-Davis said her sister inspired their family, and Harding-Smith's own children, to go on to great things.

"Our great grandfather was a slave ... each one of us, individually have progressed in a world where it has been challenging," said Harding-Davis. "We don't let things like that stand in our way."

Harding-Smith died surrounded by her family, including one child who works at the university and one who works for Canadian Border Services Agency. Her sister joked there "aren't any duds" in the family.

As a GECDSB trustee, Harding-Smith implemented a Black Studies guide for teachers. She served on several boards including the Amhersburg Freedom Museum and the Friends of Mackenzie Hall. Harding-Smith also received a Queen Elizabeth Diamond Jubilee medal.

"She was a true changemaker," said Harding-Davis. "She won't be forgotten."

# St. Clair College looking to acquire AKO Fratmen football franchise

Windsor Star - October 7, 2019



In this Aug. 14, 2019, photo, members of the Windsor AKO Fratmen are shown during a practice at the University of Windsor Alumni Field. Dan Janisse / Windsor Star

The Windsor AKO Fratmen football franchise could soon belong to St. Clair College's Student Athletic Association (SAA).

The long-time Canadian Junior Football League (CJFL) team and the student organization will enter into a two-month period of due diligence to see if the transition is possible before finalizing a deal.

If the SAA does acquire the franchise, the team would continue to play in the CJFL, and use as home field the soon-to-be completed Sports Park Stadium at St. Clair College's main campus. The team currently hosts home games at the University of Windsor's Alumni Field, and has also played at École E.J. Lajeunesse since relocating from a rundown Windsor Stadium in 2014.

St. Clair began offering college-enrolled AKO players varsity athletic scholarships in 2014. The college does not have a football team of its own.

Ron Seguin, vice-president of international relations, campus development and student services, said the acquisition would allow St. Clair to recruit prospective students interested in playing football.

The Fratmen franchise has been owned since 2014 by Mike Morencie, a former player, head coach and defensive coordinator.

# AKO Fratmen Football Franchise Could Soon Belong To St. Clair College's Student Athletic Association

WindsoriteDOTca News – Monday October 7<sup>th</sup>, 2019



The St. Clair College's Student Athletic Association has expressed an interest in acquiring the Windsor AKO Football, and in working with St. Clair College.

The two organizations will enter into a two-month period of due diligence to see if the transition is possible. The team would play in the Canadian Junior Football League and use the soon-to-be completed Sports Park Stadium at the main campus as its home field.

Ron Seguin, Vice President, International Relations, Campus Development and Student Services, said the acquisition would allow St. Clair to recruit prospective College students interested in playing football.

"The Fratmen franchise is historic in this community. We believe this could be an opportunity for our students to keep the franchise going and expand its resources moving forward."

The Fratmen franchise has been owned by Mike Morencie, a former player, head coach and defensive coordinator, since 2014. The team has played in the CJFL's Ontario Football Conference since the 1940s and has won national titles.

# Three 19 Year-Olds Living In Windsor Killed In Lambton County Crash

WindsoriteDOTca News – Monday October 7th, 2019



OPP photo

Three teenagers from India living in Windsor were killed in a crash last week in Lambton County.

According to the OPP, the single motor vehicle collision happened around 1:30am on Friday, October 4th, 2019, on Oil Heritage Road between Aberfeldy Line and Gum Bed Line in Dawn-Euphemia Township.

Three occupants were confirmed deceased at the scene. The driver was transported to the hospital as a precaution.

Police say that their investigation has revealed that none of the deceased were wearing a seatbelt at the time of the collision.

The three victims have been identified as Harpreet Kour, Gurvinder Singh and Tanveer Singh. All three were 19 years-old.

Lambton OPP say that they continue to investigate.

# Three St. Clair College students die in crash

Windsor Star - October 7, 2019



Police investigate a rural collision Friday morning after an overnight, single-vehicle collision in Lambton County south of Petrolia. Three students from St. Clair College in Windsor were pronounced dead and one other rushed to hospital.

The three people who died in a car crash early Friday south of Petrolia were students at St. Clair College in Windsor.

Tanveer Singh, Gurvinder Singh and Harpreet Kour, identified by Lambton OPP on Monday, were all 19 and studying business. They were international students who had come to the college this year from India's Punjab state.

A fourth student, also 19 and a business student at St. Clair, was taken to hospital as a precaution. He was the driver.

"This was just a big hit to the St. Clair family," said John Fairley, vice-president for communications.

Students who knew the victims were shocked, he said.

"International students have a different bond," he said. "They have a little more invested in each other, being away from their homes and families."

About 500 people, including college and University of Windsor students, attended Gurdwara Khalsa Prakash, the Sikh temple on County Road 42, on Sunday for prayers for the victims. Two of the deceased had regularly attended the temple on Sundays for prayers.

"We grieve the loss of these three students, and our hearts go out to their families," said temple committee member Kulwinder Kang. "We think especially of the victims' families, who are so far from their loved ones lost in the terrible accident."

The temple, if needed, will help the families get the victims' bodies back to India, Kang said.



Both the college and the temple offered counselling on the weekend.

The college also brought in the Windsor police counselling service and members of the New Canadians' Centre of Excellence.

The single-vehicle accident happened at about 1:30 a.m. on Oil Heritage Road between Aberfeldy Line and Gum Bed Line, in Dawn-Euphemia Township.

That stretch of road curves sharply. The car left the pavement and rolled several times, OPP have said. The crumpled vehicle finally stopped in a field beside the road. Two deep ruts could be seen in the grass, the Sarnia Observer reported.

None of the deceased had been wearing seatbelts, police said Monday. They were all confirmed dead at the scene.

Lambton OPP and paramedics and Dawn-Euphemia and Oil Springs firefighters all responded to the call. Collision investigators were also called in to assist. The road was closed until early afternoon while police investigated.

Lambton OPP continue to investigate. Police requested Sunday that the drivers and possible passengers of a red vehicle and a moving van that may have been in the area at the time of the crash contact the Lambton OPP Crime Unit at 1-888-310-1122 or 519-882-1011.

Police are also asking the public for help. Anyone with information is asked to contact police at 1-888-310-1122 or to call Crime Stoppers at 1-800-222-8477 (TIPS).

There have been at least two other fatal accidents on Oil Heritage Road this year. A 21-year-old pedestrian was hit by a transport truck just north of Edys Mill Line in August. And a 42-year-old Michigan man missed the curve near Douglas Line in May.

# Three St. Clair Students Die in Crash in Lambton County

AM800 CKLW - Monday, October 7th 2019



An OPP officer works at the scene of a crash that left three people dead in Oil Springs, Ont. on Friday, Oct. 4, 2019. (Gerry Dewan / CTV London)

Three international students from India, who are studying St. Clair College have died following a crash in Lambton County.

The OPP say the single vehicle collision happened last Friday (1:30am) in Oil Springs on Oil Heritage Rd. between Aberfeldy and Gum Bed Line.

Police say three passengers were pronounced dead at the scene and the driver was taken to hospital as a precaution.

According to police, the three victims were not wearing seatbelts.

College spokesperson John Fairley says the college was notified Friday morning about the crash.

"We've been spending the last few days dealing with students, answering questions," says Fairley. "We've had counselling on site at the college for our students and our staff and trying to reach our students when you hear the news like this, reach them where they're at."

Fairley says it's been a difficult time at the college.

"We don't have a lot of details of knowing them personally or what they were involved in at this stage, the level I'm at but obviously where they were known to many at the college."

The victims have been identified as Harpreet Kour, Gurbinder Singh and Tanveer Singh.

All were 19-years-old.

Lambton OPP continue to investigate.

Anyone with information is asked to call the OPP or Crime Stoppers.

# Three St. Clair College students killed in crash in Lambton County



An OPP officer works at the scene of a crash that left three people dead in Oil Springs, Ont. on Friday, Oct. 4, 2019. (Gerry Dewan / CTV London)

CTV Windsor - Monday, October 7, 2019

PETROLIA -- Three St. Clair College students killed in a Lambton County crash have been identified by Ontario Provincial Police.

Harpreet Kour, Gurvinder Singh and Tanveer Singh, all 19-year-old students from India, died in a violent single-vehicle crash in the early morning hours on Friday.

Emergency crews responded to the scene at Oil Heritage Road between Aberfeldy Line and Gum Bed Line in Dawn-Euphemia Township at around 1:30 a.m. on Oct. 4.



Road closure sign on Oil Heritage Road at Gum Bed Line in Lambton County, Ont. on Friday, Oct. 4, 2019. (Gerry Dewan / CTV London)

All three students were confirmed dead at the scene but the driver was taken to hospital as a precaution.

Investigators say none of the deceased were wearing a seatbelt at the time of the crash.

Earlier, the OPP had been looking to speak with the driver or occupants of a red vehicle a moving utility van, which may have been in the area of the collision.



Police investigate a fatal collision on Oil Heritage Road south of Oil Springs, October 4, 2019. (Photo courtesy of the OPP via Twitter)

## **Windsor residents identified as victims of fatal crash**

Blackburn News - October 7, 2019

Police have now identified three people killed in a crash south of Oil Springs as three 19-year-olds from Windsor.

The Ontario Provincial Police said Harpreet Kour, Gurvinder Singh and Tanveer Singh were pronounced dead at the scene on Friday at around 1:30 a.m, following the single-vehicle crash on Oil Heritage Road, between Aberfeldy Line and Gum Bed Line. The driver was taken to hospital as a precaution.

The three 19-year-olds who were originally from India were most recently living in Windsor. Police said they were not wearing their seat belts at the time of the crash.

The OPP said an investigation is ongoing.

Anyone with information regarding this collision is asked to contact OPP Lambton County at 1-888-310-1122 or Crime Stoppers anonymously at 1-800-222-8477 (TIPS).

# Crash victims mourned by St. Clair College community

Lambton OPP and paramedics and Dawn-Euphemia and Oil Springs firefighters all responded to the call.

Sarnia Observer - October 7, 2019



Police investigate a rural collision Friday morning after an overnight, single-vehicle collision in Lambton County south of Petrolia. Three people were pronounced dead and one other rushed to hospital. (Louis Pin/The Observer)

The three people who died in a car crash early Friday south of Petrolia were students at St. Clair College in Windsor.

Tanveer Singh, Gurvinder Singh and Harpreet Kour, identified by Lambton OPP on Monday, were all 19 and studying business. They were international students who had come to the college this year from India's Punjab state.

A fourth student, also 19 and a business student at St. Clair, was taken to hospital as a precaution. He was the driver.

"This was just a big hit to the St. Clair family," said John Fairley, vice-president for communications.

Students who knew the victims were shocked, he said.

"International students have a different bond," he said. "They have a little more invested in each other, being away from their homes and families."

About 500 people, including college and University of Windsor students, attended Gurdwara Khalsa Prakash, the Sikh temple on County Road 42, on Sunday for prayers for the victims. Two of the deceased had regularly attended the temple on Sundays for prayers.

"We grieve the loss of these three students, and our hearts go out to their families," said temple committee member Kulwinder Kang. "We think especially of the victims' families, who are so far from their loved ones lost in the terrible accident."

The temple, if needed, will help the families get the victims' bodies back to India, Kang said.

Both the college and the temple offered counselling on the weekend.

The college also brought in the Windsor police counselling service and members of the New Canadians' Centre of Excellence.

The single-vehicle accident happened at about 1:30 a.m. on Oil Heritage Road between Aberfeldy Line and Gum Bed Line, in Dawn-Euphemia Township.

That stretch of road curves sharply. The car left the pavement and rolled several times, OPP have said. The crumpled vehicle finally stopped in a field beside the road. Two deep ruts could be seen in the grass, the Sarnia Observer reported.

None of the deceased had been wearing seatbelts, police said Monday. They were all confirmed dead at the scene.

Lambton OPP and paramedics and Dawn-Euphemia and Oil Springs firefighters all responded to the call. Collision investigators were also called in to assist. The road was closed until early afternoon while police investigated.

The Lambton OPP continues to investigate. Police requested Sunday that the drivers and possible passengers of a red vehicle and a moving van that may have been in the area at the time of the crash contact the Lambton OPP Crime Unit at 1-888-310-1122 or 519-882-1011.

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There have been at least two other fatal accidents on Oil Heritage Road this year. A 21-year-old pedestrian was hit by a transport truck just north of Edys Mill Line in August. And a 42-year-old Michigan man missed the curve near Douglas Line in May.

# Three international students killed in vehicle collision

## The deceased were students at St. Clair College

CBC News · Oct 07, 2019



The collision took place near Oil Springs, Ont. in Lambton County. (Gian-Paolo Mendoza/CBC)

Three international students studying at St. Clair College were killed in a vehicle collision Friday, according to the school's vice president of communications and community relations.

The school has reached out to offer counselling to students.

"We've been dealing with this as a college," Fairley said. "We're doing the best we can right now."

In a Monday media release, Ontario Provincial Police (OPP) identified the victims as Harpreet Kour, 19, Gurvinder Singh, 19, and Tanveer Singh, 19.

OPP said officers with the Lambton County unit, as well as Lambton County Emergency Medical Services and Dawn-Euphemia and Oil Springs Fire Departments, attended a "single motor vehicle collision" at Oil Heritage Road between Aberfeldy Line and Gum Bed Line at approximately 1:30 a.m. Friday.

Three occupants were confirmed dead at the scene, and the vehicle's driver was taken to hospital "as a precaution."

OPP said an investigation revealed none of the deceased were wearing a seatbelt at the time of the incident.

Harjinder Singh, a member of Windsor's Sikh community, said the death of the three students is having a "big impact in the community, because these young people have come here to ... make their fortune."

Singh added that the deaths were a big shock, "not only to their parents, but their peers also."

"It's a big loss and very hard to recover from it, but all we can do is bear and also provide whatever needed support to the family at this moment," he said.

Windsor Ward 7 Irek Kusmierczyk addressed the Gurdwara Khalsa Prakash in Windsor on Sunday.

In a tweet, Kusmierczyk said he was "honoured for the opportunity to address Gurdwara Khalsa Prakash Windsor and also express our deepest sympathies" for the three students who died.

# Windsor Sikh community mourning three students killed in vehicle collision

## The deceased were international students at St. Clair College

CBC News · Oct 07, 2019



Kulwinder Kang, a member of the Windsor Sikh Temple's executive committee, says leaders from the temple have been in touch with the relatives of those who died. (Katerina Georgieva/CBC)

A leader at Windsor's Sikh temple is reminding international students to be careful and stay safe.

The community is reeling from the death of three international students.

"Community is very shocked right now ... They came from India for the good future," said Kulwinder Kang, a member of the Gurdwara Khalsa Prakash's executive committee.

All three students were studying at St. Clair College and were killed in a single-vehicle collision Friday in Lambton County, according to the school's vice president of communications and community relations.

The school has reached out to offer counselling to students.

"We've been dealing with this as a college," said John Fairley. "We're doing the best we can right now."

## Not wearing seatbelts

In a Monday media release, Ontario Provincial Police (OPP) identified the victims as Harpreet Kour, 19, Gurvinder Singh, 19, and Tanveer Singh, 19.





The collision took place near Oil Springs, Ont. in Lambton County. (Gian-Paolo Mendoza/CBC)

OPP said officers with the Lambton County unit, as well as Lambton County Emergency Medical Services and Dawn-Euphemia and Oil Springs Fire Departments, attended a "single motor vehicle collision" at Oil Heritage Road between Aberfeldy Line and Gum Bed Line at approximately 1:30 a.m. Friday.

Three occupants were confirmed dead at the scene, and the vehicle's driver was taken to hospital "as a precaution."

OPP said an investigation revealed none of the deceased were wearing a seatbelt at the time of the incident.

## 'It's a big loss'

Harjinder Singh, a member of Windsor's Sikh community, said the death of the three students is having a "big impact in the community, because these young people have come here to ... make their fortune."



The three students who died regularly attended Sunday prayer at the Gurdwara Khalsa Prakash, the Windsor Sikh Temple, explains Kulwinder Kang. (Katerina Georgieva/CBC)

Singh added that the deaths were a big shock, "not only to their parents, but their peers also."

"It's a big loss and very hard to recover from it, but all we can do is bear and also provide whatever needed support to the family at this moment," he said.

Kang said the temple has been in touch with the relatives of those who died.

"We promised them we can help you how much we can," he said.

St. Clair College has confirmed that the school is helping to return all three bodies to India, by covering any costs not paid for by insurance.

"Please, be careful," said Kang, with a message to other international students.

"This is Canada, so you have to learn about [Canada's rules and regulations], and please ... stay safe."

Windsor Ward 7 Irek Kusmierczyk addressed the Gurdwara Khalsa Prakash in Windsor on Sunday.

In a tweet, Kusmierczyk said he was "honoured for the opportunity to address Gurdwara Khalsa Prakash Windsor and also express our deepest sympathies" for the three students who died.

With files from Katerina Georgieva and Sonya Varma

# Fratmen May Join St Clair College

AM800 CKLW - October 8th 2019



AFO Fratmen football- Alumni Field University of Windsor (photo by Steve Bell)

The Windsor AKO Fratmen football team could soon belong to St. Clair College's Student Athletic Association (SAA).

The SAA has expressed an interest in acquiring the football franchise and in working with St. Clair College.

The two organizations will study the details for the next two months to see if the transition is possible.

The team would play in the Canadian Junior Football League and use the soon-to-be completed Sports Park Stadium at the main campus as its home field.

SAA President Kshitij Punj praised the acquisition as one that would make St. Clair College a destination for student athletes, while expanding the school's athletic footprint.

Since 2014, the College has been providing AKO players with a varsity athletic scholarship if they are enrolled at the College.

Ron Seguin, the vice president of International Relations, Campus Development and Student Services, says the acquisition would allow St. Clair to recruit prospective College students interested in playing football.

"The Fratmen franchise is historic in this community," says Seguin. "We believe this could be an opportunity for our students to keep the franchise going and expand its resources moving forward."

Jim Pankovich, the Commissioner of the Canadian Junior Football League, gave the league's blessing to a potential franchise transfer.

"The Canadian Junior Football League is aware of the transfer and looks forward to working with St. Clair College-SAA to continue delivering this valuable and historic asset to the Windsor community," says Seguin.

The Fratmen franchise has been owned by Mike Morencie, a former player, head coach and defensive coordinator, since 2014.

# Windsor's Sikh community grapples with deaths of students near Petrolia

Sarnia Observer - October 8, 2019



Police investigate a rural collision Friday morning after an overnight, single-vehicle collision in Lambton County south of Petrolia. Three people were pronounced dead and one other rushed to hospital. (Louis Pin/The Observer)

The bodies of three young international students killed in a violent Friday collision near Petrolia are now being returned to their grieving families in the Punjab state in north India.

Kulwinder Kang, a Sikh temple spokesperson in Windsor, said the remains of Tanveer Singh, Gurvinder Singh and Harpreet Kour were being sent home with the help of St. Clair College, where the three teens were studying business. One of the bodies, Kang said, was already on the way home.

“They are grieving. All (of them were) so young,” Kang said. “We just talked to (the families). One guy’s parents, he didn’t even believe it. He was still in shock over what happened.”

According to The Tribune, a major English language newspaper in India, Tanveer Singh’s father took out a significant loan – about \$28,000 – to send his son to study in Canada on a student visa. Tanveer Singh had found a job in Canada and talked to his parents over video “daily,” according to a Tribune interview with his father.

The same newspaper also reported that Gurvinder Singh and Harpreet Kour were married.

Kang said he and other regular attendees of Windsor’s Gurdwara Khalsa Prakash temple gathered Sunday to pray for the three 19-year-old victims.

A fourth St. Clair business student, also in the car at the time of the crash, escaped serious injury.

John Fairley, a spokesperson for the college, called the deaths “a big hit to the St. Clair family.”

“We all promised to the other students (to help),” Kang said. “We’re doing a seminar. We’re doing how much we can, right? Every Sunday, to explain to the other students this is a new country and they’re so young.”

The overnight collision happened just after midnight Oct. 4 on Oil Heritage Road, just south of Oil Springs. The vehicle involved in the crash was found crumpled beside the road, which veers sharply east before continuing south toward Chatham-Kent.

The three students were pronounced dead at the scene. The Lambton OPP later said the three victims were not wearing seatbelts. The rural police also suggested a red vehicle and moving van may have been in the area around the time of the collision, roughly 1:30 a.m.

Oil Heritage Road has been the scene of two other fatal collisions this year. In May a 42-year-old Michigan man missed a sharp turn near Douglas Line and later in August, a 21-year-old pedestrian was struck and killed by a transport truck.

# 'We can circumvent how serious it can get': Hotel-Dieu, St. Clair College teach healthy digital habits

**'It can become a very, very seriously problem depending on how it's handled,' says counsellor**

CBC News · Oct 11, 2019



Danielle Loiselle is a problem gambling counselor with Hotel-Dieu Grace Healthcare's Centre for Problem Gambling and Digital Dependency. She says education about harm reduction strategies is a way to circumvent serious gaming addiction. (Tahmina Aziz/CBC)

Members of the Hotel-Dieu Grace Healthcare Centre for Problem Gambling and Digital Dependency were at St. Clair College Thursday, to inform students about treatment options for digital addiction.

Diana Gabriel, a certified problem gambling counsellor at Hotel-Dieu Grace Healthcare, explained that the initiative was developed soon after Hotel-Dieu staff members, affiliated with St. Clair College, learned that the school planned on launching a dedicated esports course.

"I think it was a mutual reaching out to do some preventative care to educate the students and their families about the dangers of potential dependency, so that they could circumvent any of the dynamic negative fallout from gaming," said Gabriel.

Danielle Loiselle, another problem gambling counsellor with Hotel-Dieu, said gaming addictions can be a "very, very serious problem depending on how it's handled."

"If we are able to educate and bring harm reduction strategies to those who are facing this problem, I believe we can help circumvent how serious it will get," Loiselle said.

Gabriel said a lack of experience dealing with "major life challenges," like grief and loss, are some of the reasons why young minds can be highly susceptible to gaming addiction.



Diana Gabriel is a problem gambling counselor at Hotel-Dieu Grace Healthcare's Centre for Program Gambling and Digital Dependency. She says gaming addictions can be serious problems depending on how they're handled. (Windsor Morning/CBC)

"They're still learning how to develop those coping strategies and building that emotional resilience to deal with life," she said. "And because they haven't done that, they are susceptible to falling into the gaming world and using gaming to kind of anaesthetize the emotional discomfort that comes with stress."

A lack of exercise, a lack of healthy nutrition, as well as a lack of sleep are all some concerns associated with extensive gaming sessions both Gabriel and Loiselle identified.

And in addition to maintaining healthy eating and exercise habits, Gabriel said it's important for gamers to maintain non-digital connections with other people.

"When you're out connecting with people, you're developing those social skills, you're developing the emotional resilience to build the intimacy with others," she said. "That's a safeguard to any addiction."



Members of Hotel-Dieu Grace Healthcare were at St. Clair College to inform students about video game addiction and digital dependency. (Tahmina Aziz/CBC)

Though the school has a dedicated esports team, Gabriel said she doesn't have a problem with St. Clair College's program.

"Human behaviour is such that anyone can develop a dependency on almost anything," she said. "What we're most concerned about is teaching people how to find that balance, just like any other sport — just like football players, basketball players."

In addition to offering information about digital dependency, Hotel-Dieu representatives offered details about the healthcare provider's 21-day screen addiction rehabilitation program.

Gabriel explained that the program is open to all Ontario residents, and teaches different strategies to cope with digital addiction.



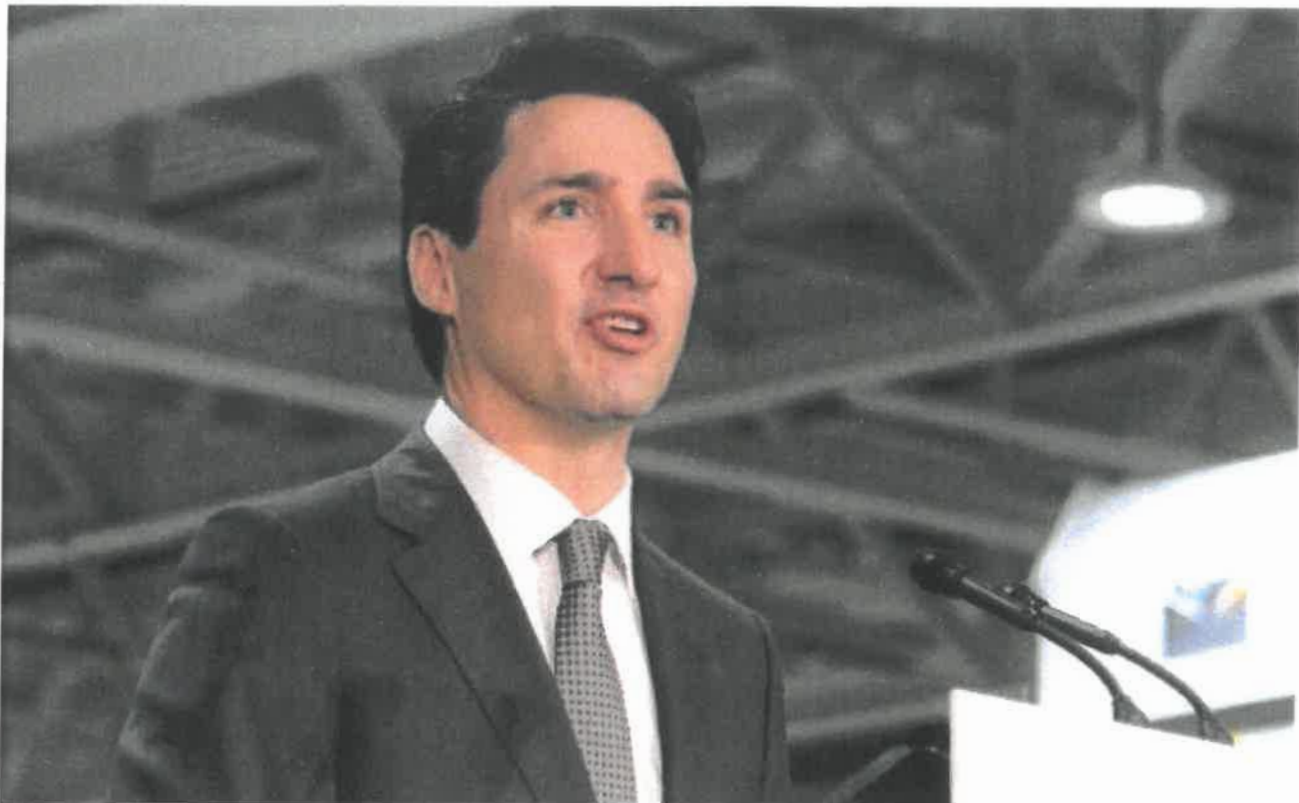
Nathan Robert Bezaire is a student at St. Clair College. He says he's concerned about a friend who may have a gaming problem. (Tahmina Aziz/CBC)

"They learn all these different strategies so that they can either resume their digital use to a much modified degree to keep it safe, or to abstain completely," She said.

For the most part, students seemed receptive to Hotel-Dieu's presence at St. Clair College.

Nathan Bezaire, a student at St. Clair College, said he plans to use what he learned Thursday to attempt to connect with a friend who he feels might have a gaming problem.

"Try and put your game down, read a book or maybe go for a walk, go for a bike ride and just not play games all the time," Bezaire recommended.



Prime Minister Justin Trudeau. (File photo by Maureen Revait, BlackburnNews.com)

## **Trudeau to campaign in southwestern Ontario**

Blackburn News - October 13, 2019

Liberal leader Justin Trudeau is set to visit Southwestern Ontario on Monday.

The Prime Minister will start his Thanksgiving morning at St. Clair College Centre for the Arts in Windsor.

He will be joined by the Liberal candidate for Windsor–Tecumseh, Irek Kusmierczyk, Liberal candidate for Windsor West, Sandra Pupatello and Essex Liberal MP candidate Audrey Festeryga.

Trudeau is scheduled to make remarks starting at 8:30 a.m.

The campaign trip will continue to Tilbury where he will visit a local restaurant with Liberal candidate for Chatham-Kent–Leamington, Katie Omstead.

He will then head to London to meet with volunteers alongside Liberal candidate for London–Fanshawe, Mohamed Hammoud.

The final stops of the day will include Hamilton, Cambridge and Manheim.

Those interested in attending are asked to RSVP beforehand.



# Friend mourns death of former teammate, 1 of 3 Windsor students killed in crash

A former teammate of Tanveer Singh, one of three Windsor students killed in a single-vehicle collision near Petrolia earlier this month, described his friend as a hard-working student with a natural gift for cricket which they played together in Jalandhar in north Punjab.

Windsor Star - October 14, 2019



Police investigate a rural collision after an overnight, single-vehicle collision in Lambton County south of Petrolia on Oct. 4. Three people were pronounced dead and one other rushed to hospital. The occupants were later identified as being international students attending St. Clair College in Windsor. (Louis Pin/Postmedia Network)

A former teammate of Tanveer Singh, one of three Windsor students [killed in a single-vehicle collision](#)

near Petrolia earlier this month, described his friend as a hard-working student with a natural gift for cricket, which they played together in Jalandhar in north Punjab.

“(Tanveer) is very good cricket player,” Earl Bharti, former cricket teammate, told the Observer over Facebook. “He was also a good student.”

St. Clair College students Singh, along with Gurvinder Singh and Harpreet Kour, all 19, were killed when their vehicle left the rural road Oct. 4 around 1:30 a.m. All three deaths were due to the students not wearing their seatbelts, the OPP said.

Bharti was one of numerous people to send their thoughts and prayers to the families of the three students, all from India. The remains of the students were still in the process of being returned home late last week.

The Lambton OPP has not charged anyone in the collision, which happened on Oil Heritage Road just after midnight about a half-hour southeast of Sarnia. No update have been made about a search for the drivers of a red vehicle and moving truck believed in the area at the time of the collision and sought by police following the incident.

On Saturday, the rural police service reported there have been 239 people killed in 216 collisions across Ontario this year. The OPP report those collisions have mainly been the result of speeding, inattentive driving, alcohol and drugs, and – as in the case of this recent Oil Heritage Road collision – failure to wear seatbelts.

Also killed this year on the north-south thoroughfare that runs through Wyoming, Petrolia and Oil Springs were a 42-year-old Michigan man and a 21-year-old pedestrian in May and August respectively.

A fourth student in the vehicle was taken to hospital as a precautionary measure and has not yet returned to school, a representative at St. Clair College said. A special service for the three students killed in the crash was held at a Sikh temple in Windsor on Oct. 6.

# Justin Trudeau warns against Conservative cuts on second election visit to Windsor

Windsor Star - October 14, 2019



Liberal leader Justin Trudeau arrives at the St. Clair Centre for the Arts in Windsor on Monday, Oct. 14, 2019 during a campaign stop with local candidates. Dan Janisse / Windsor Star

Liberal leader Justin Trudeau focused on NAFTA and stopping Conservative cuts during his second election visit to Windsor Monday.

“The only way to stop these Conservative cuts is to vote Liberal because just like the NDP couldn’t stop (former Prime Minister) Stephen Harper or (Ontario Premier) Doug Ford, they can’t stop Andrew Scheer,” Trudeau said as he started Thanksgiving Day in downtown Windsor before heading to Tilbury, London and other Ontario spots to campaign.

With a week left before the Oct. 21 election day, Trudeau stood with Windsor-Tecumseh candidate Irek Kusmierczyk, Windsor West candidate Sandra Pupatello and Essex candidate Audrey Festeryga at the St. Clair College for the Arts with the Detroit skyline as his backdrop.



Wiquar Husain, left, of Windsor, ON. poses with Liberal leader Justin Trudeau at the St. Clair Centre for the Arts in Windsor, ON. on Monday, October 14, 2019 during a campaign stop with local candidates. Dan Janisse / jpg

Trudeau said the Liberal government made significant investments in the Windsor area, stood up to U.S. president Donald Trump and punitive steel and aluminum tariffs, and secured a good trade deal with the United States.

“When our neighbours to the south said we want to rip up NAFTA, we promised we’d have your back. You know what? We got the job done,” he said to applause from more than 60 Liberal supporters. A revised version of NAFTA, the Canada-United States-Mexico Agreement, was signed by the three countries last year but is yet to be ratified.

When national and local media got a chance to ask questions, Trudeau didn’t want to talk about a potential coalition government. The Liberals and Conservatives are in a tight race and NDP Leader Jagmeet Singh has talked about the possibility of a coalition with the Liberals against the Conservatives.

When asked if that could hurt Liberal candidates in Windsor where NDP voters may stick with the NDP MPs here, Trudeau went back to talking about NAFTA, saying voters are concerned that Singh would reopen the trade deal.

“People in Windsor were really worried as we were facing Donald Trump and his desire to rip up NAFTA. The impact it would have on the entire Canadian economy, particularly economies here in Windsor that are so deeply tied to our American neighbours is a real concern.”

Both Trudeau and Singh visited Windsor early in the campaign, a sign that both parties considered the local ridings key.

Eyes were on Windsor West first when Papatello, a former Ontario Liberal cabinet minister, re-entered politics by becoming the candidate in the riding held by long-time NDP MP Brian Masse.

Kusmierczyk is the Liberal candidate in Windsor-Tecumseh, the riding currently held by NDP MP Cheryl Hardcastle and one that earlier this month was called a key race between Hardcastle, Kusmierczyk and Conservative candidate Leo Demarce.

Kusmierczyk, a Windsor city councillor, was the only Liberal candidate who got to speak for a few minutes as he introduced Trudeau Monday morning. He talked about recent commitment by the federal Liberals to help the city with \$80 million in anti-flood projects.

“The \$30 million for flood mitigation and a commitment to tackle climate change and its impacts are welcomed by the thousands of residents in Windsor and Tecumseh that were devastated by the floods in 2016 and 2017,” he said.

When asked about Trudeau’s second visit to Windsor this campaign, Kusmierczyk said he “cares deeply about this community” and Papatello said she was delighted.

“I want our residents in Windsor to finally get a taste of what it’s like to have access in government,” she said.



Liberal candidates from left, Irek Kusmierczyk, Leader Justin Trudeau, Sandra Pupatello and Audrey Festeryga are shown at the St. Clair Centre for the Arts in Windsor on Monday, Oct. 14, 2019 during a campaign stop. Dan Janisse / Windsor Star



Liberal Leader Justin Trudeau arrives at the St. Clair Centre for the Arts on Monday, Oct. 14, 2019 during a campaign stop with local candidates. Dan Janisse / Windsor Star

Heading east from Windsor, Trudeau made a whistle-stop in Tilbury to support the campaign of Chatham-Kent-Leamington Liberal candidate Katie Omstead, who is running for the second time.

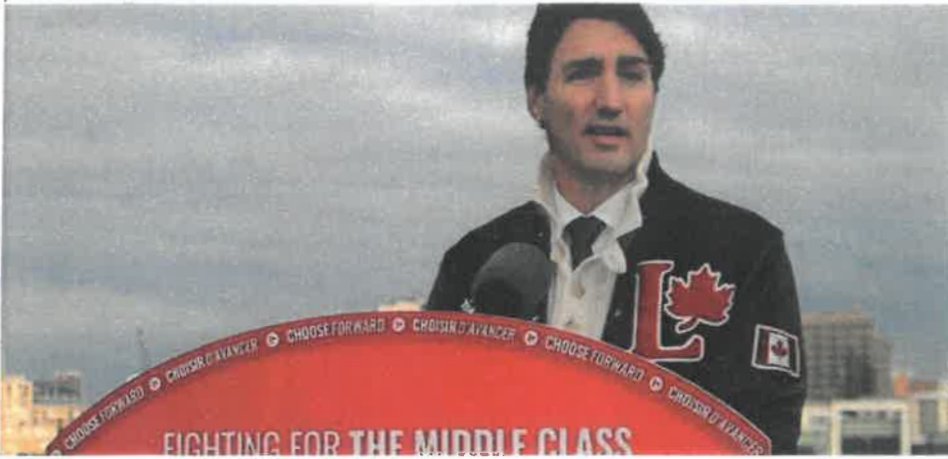
Omstead, who publicly stated her disappointment when images appeared of Trudeau in blackface, said Monday she's always had "a very open, honest relationship with him," when asked if this gained her more respect with Trudeau.

"He listens to the concerns about this community, he takes action, he appreciates people that speak their mind and that are able to make sure communities are put first and that issues matter," she said.

"I highly respect the fact that he always reaches out to check in and that he's willing to listen and that he's willing to have conversations about these types of important things," she added.

Omstead was pleased Trudeau brought his wife and children to the riding "to show support for our whole region and to show that we are in this race and we are going to win it on Oct. 21.

"We're going to have a seat at the table in Ottawa," she added.



Liberal Leader Justin Trudeau in Windsor, October 14, 2019. (Photo by Adelle Loiselle)

## Trudeau noncommittal on coalition government, outlines homeowners' climate change plan

Blackburn News - October 14, 2019

With tight electoral races in London West, Windsor West, and Windsor-Tecumseh, as well as nationally, Liberal Leader Justin Trudeau swooped through Southwestern Ontario to shore up support for Liberal candidates.

Trudeau started his day in Windsor on Monday before heading to Tilbury to shake hands at a restaurant. Over the noon hour, he spoke with volunteers working with Liberal candidate Mohamed Hammoud's campaign in London-Fanshawe. Then it was off to Hamilton, Cambridge, and Oktoberfest celebrations in Mannheim.

Hammoud is running against NDP candidate Lindsay Mathyssen, Conservative Michael van Holst, the Green Party's Tom Gull, and Bela Kosoian of the People's Party of Canada.

At the St. Clair Centre for the Arts in Windsor, Trudeau remained coy whether the Liberals were open to forming a coalition with Jagmeet Singh and the NDP should his party fail to form a majority on October 21. On Sunday, Singh told reporters his party would be willing to form a coalition with the Liberals to stop the Conservatives from forming the next government.



NDP Leader Jagmeet Singh in Windsor September 20, 2019. (Photo by Adelle Loiselle)

Trudeau, however, was unwilling to acquiesce.

“I’m campaigning hard to stop Conservative cuts, and elect a progressive government,” he told reporters Monday morning. “I think it’s very clear to Canadians what happened under Stephen Harper when we had a strong NDP, and we had a strong Bloc. Cuts to culture. Cuts to services. Cuts to veterans. Nothing done on climate change and indeed, a retreat from Kyoto.”

Instead, the Liberal Leader continued to hammer home his party’s record on reaching a trade deal with the United States and Mexico and lifting American tariffs on steel and aluminum, contrasting his party’s history with Conservative demands during trade negotiations to settle quickly, and the NDP’s announcement it would reopen the agreement.

Trudeau was not coy about the Liberal plan to address climate change, getting into the micro details that will help homeowners prepare.



*Erie Shore Drive August 27, 2019. (Photo courtesy of Trevor Thompson)*

“People want to fight climate change, but they might be worried about affordability, and groceries, and not have the capital upfront to change their windows or their furnace,” he said. “Which is why through CMHC (Canada Mortgage and Housing Corporation), we’re making available a \$40,000 interest-free loan.”

Trudeau also pledged free home audits for those homeowners considering renovations to make their homes more energy-efficient.

He also reminded supporters his government had doubled the gas tax allocation for infrastructure to municipalities. Trudeau said his government has infrastructure dollars ready to invest, but provincial governments have refused to allow the cash to flow to cities and towns.

“Provinces will have two years to provide a list of projects they have prioritized so the federal government can invest alongside them in municipalities in infrastructure they need,” he added. “And if they have not provided that list in two years, we will transfer that entire infrastructure allocation to municipalities.”

Climate change was pinpointed as one of the top five issues Canadians were concerned about heading into the federal election campaign. The other four issues identified by Ipsos before the writ was dropped September 11 were healthcare, affordability, taxes, and social inequality.

In Windsor West, Liberal Sandra Pupatello is running against NDP incumbent Brian Masse, Conservative Henry Lau, Quinn Hunt of the Green Party, Darryl Burrel of the People’s Party of Canada, and Marxist-Leninist Margaret Villamazar.

The Liberal candidate in Windsor-Tecumseh is Irek Kusmierczyk. He faces NDP incumbent Cheryl Hardcastle, Dan Burr of the People’s Party of Canada, Conservative Leo DeMarce, Marxist-Leninist Laura Chesnik, and Giovanni Abati of the Green Party.

Election Day is October 21.

Full Board Meeting:  
October 22, 2019

# Coffey Strong at National Championship

AM800 CKLW – October 17, 2019



Shannon Coffey - St Clair College golf- CCGC October 2019 (photo courtesy of @StClairAthletics1 via Twitter)

St. Clair rookie golfer Shannon Coffey, a Brennan grad, had a much better day on Wednesday in round two at the PING CCAA Golf National Championship.

The event is being hosted by Cégep André-Laurendeau at the Continental Golf Club in Sorel-Tracy, Quebec.

Coffey bounced back after a tough first day shooting a 6 over 78 in the second day of competition.

It was the 4th best score of the day for the women on a cool breezy day just north of Montreal.

Shannon is in 9th place halfway through the event with a two day total of 165. Coffey was tied for 12th after the first round.



# Windsor to offer training for residents looking to develop small-scale projects in their neighbourhoods

**It's a way to strengthen and build Windsor's communities, says Coun. Rino Bortolin**

CBC News · Oct 17, 2019



The Incremental Development Alliance defines small projects as one- to three-storey buildings under 15,000 square feet in size. (Tahmina Aziz/CBC)

The City of Windsor will be offering training aimed at helping local residents take on small-scale development projects within their neighbourhoods.

The city is working in partnership with the Incremental Development Alliance (IDA), which defines small projects as one- to three-storey buildings under 15,000 square feet in size.

The city is also working with St. Clair College, the Windsor Region Society of Architects, and is supported by the Downtown Windsor Community Collaborative, the Downtown Windsor BIA and the Ford City Neighbourhood Renewal.

Projects can vary depending on the needs of the city, according to Gracen Johnson, the director of content and contribution with the IDA.

In the past, projects have included the the construction of additional dwellings, as well as the expansion of business workspaces.

Johnson said her organization has worked with dozens of cities across the U.S. since launch in 2015, adding that Windsor is the first Canadian city with which the IDA has collaborated.



Gracen Johnson is the director of content and contribution with the Incremental Development Alliance. (Tahmina Aziz/CBC)

"This whole process is about helping people who love their neighbourhoods in Windsor," said Johnson.

Ward 3 Coun. Rino Bortolin said he wants to more local residents investing in their communities.

"A lot of this is really about having a different discussion," said Bortolin. "And not just ... hoping for an outside developer to come in and build huge houses or a condo or a housing development."

"They're not going to do it in some of these depressed neighbourhoods ... We need the residents that are there and the people that have been there to actually step up and to contribute and to actually want to make a change in their neighbourhoods."

Sarah Cipkar, the community development coordinator with the Downtown Windsor Community Collaborative, said she wants the training course to change the narrative around property development.



Ward 3 Coun. Rino Bortolin says he wants to see more local residents investing in their communities. (Tahmina Aziz/CBC)

"I think Windsor has a culture that is dominated by big developers and we don't always know how to do smaller scale development. We don't see it as possible," said Cipkar. "This is about eliminating some of those barriers."

Johnson said she understands people might be reluctant to take on a development project because it's unfamiliar to them.

"They don't know what they don't know," said Johnson. "We can't remove any of that risk but what we can do is help people understand how to make better decisions about what they're going to do, how to understand what they don't know."



Sarah Cipkar, the community development coordinator with the Downtown Windsor Community Collaborative, attended a training workshop last year. (Tahmina Aziz/CBC)

Johnson added that training is a "first step" for people to understand the process of real estate development, as well as tackling the obstacles one faces when building a property.

Two lectures introducing local residents to the initiative are set for next Wednesday and Thursday.

The lectures will be followed by a full-day workshop on Friday, Nov. 22.



# Financial Monitoring Report September 30, 2019

Presentation to the Board of Governors  
October 22, 2019

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- Income Statement for the Six Months Ended September 30, 2019
- Capital Update at October 2019
- Recommendation

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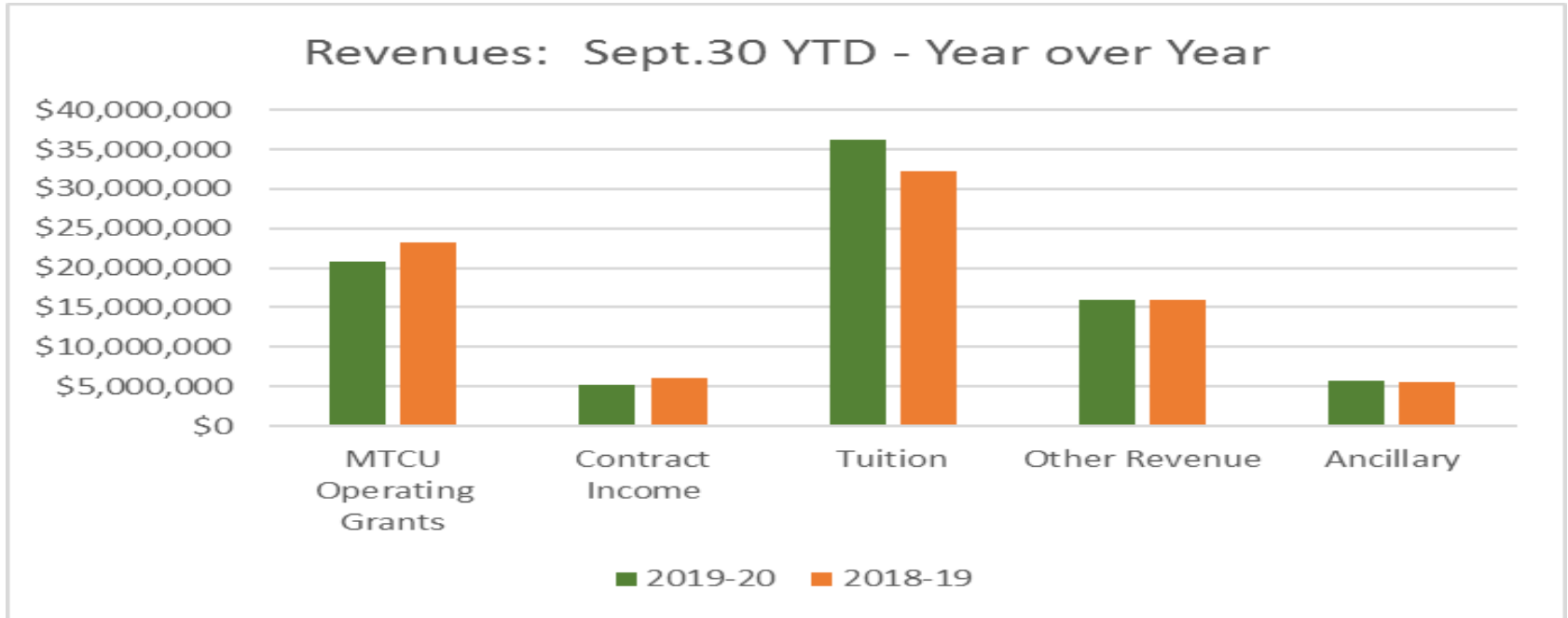


# Summary of Revenues and Expenditures

Schedule I (in 000s)			
Line Item	Fiscal Year Budget	Sept. 2019 Actual	Sept. 2018 Actual
Revenue	\$188,199	\$83,781	\$82,927
Expenditures	\$177,066	\$87,751	\$74,203
Surplus / (Deficit)	\$11,133	(\$3,970)	\$8,724

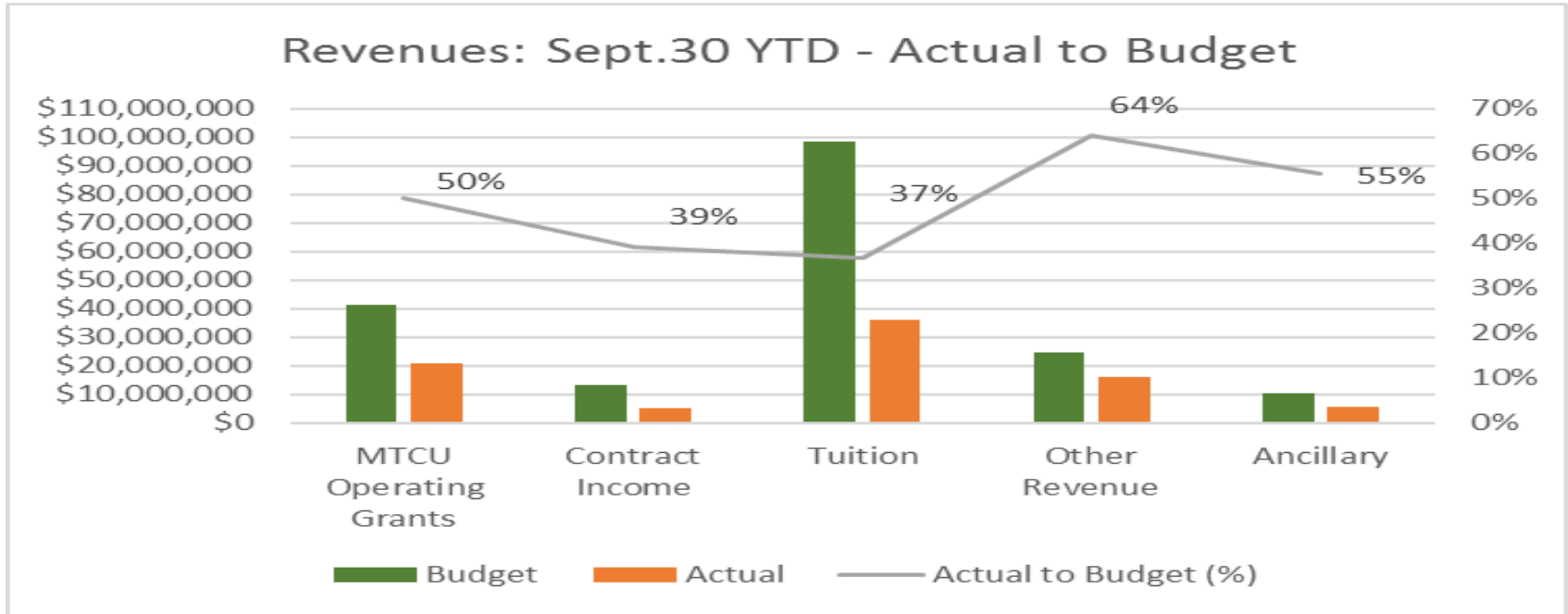
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# Revenues



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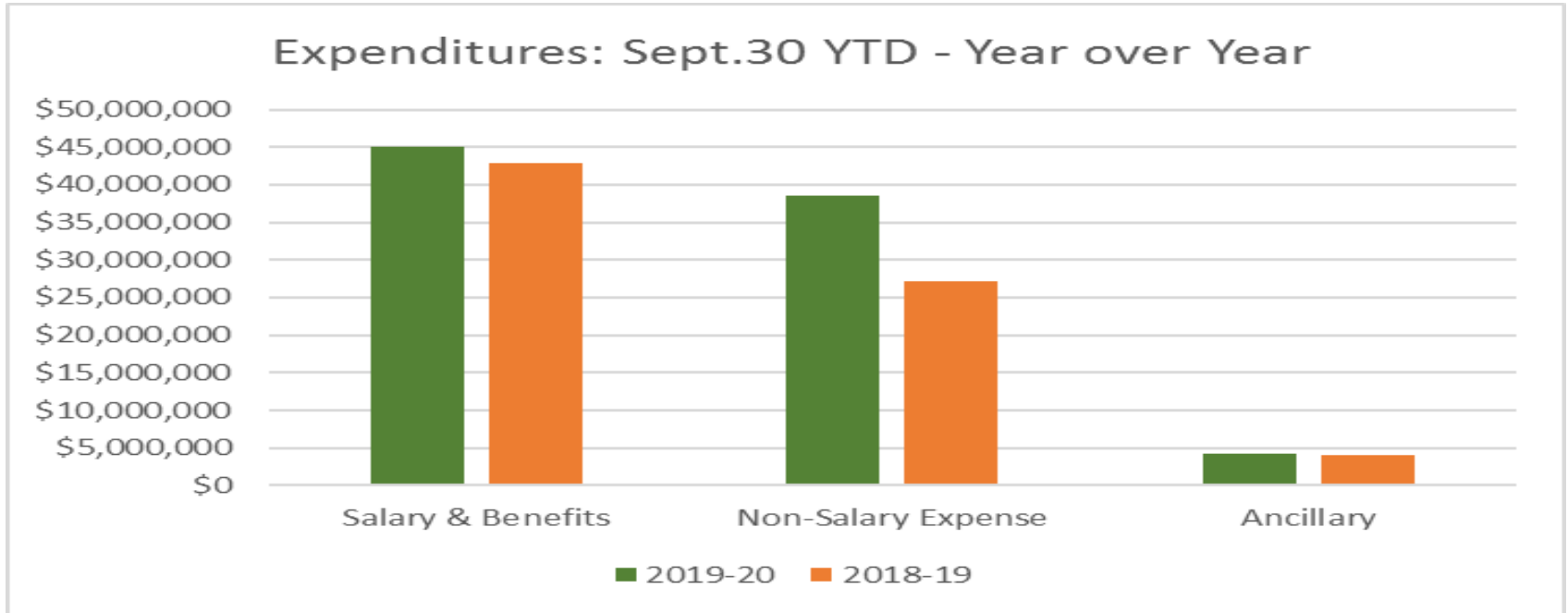
# Revenues



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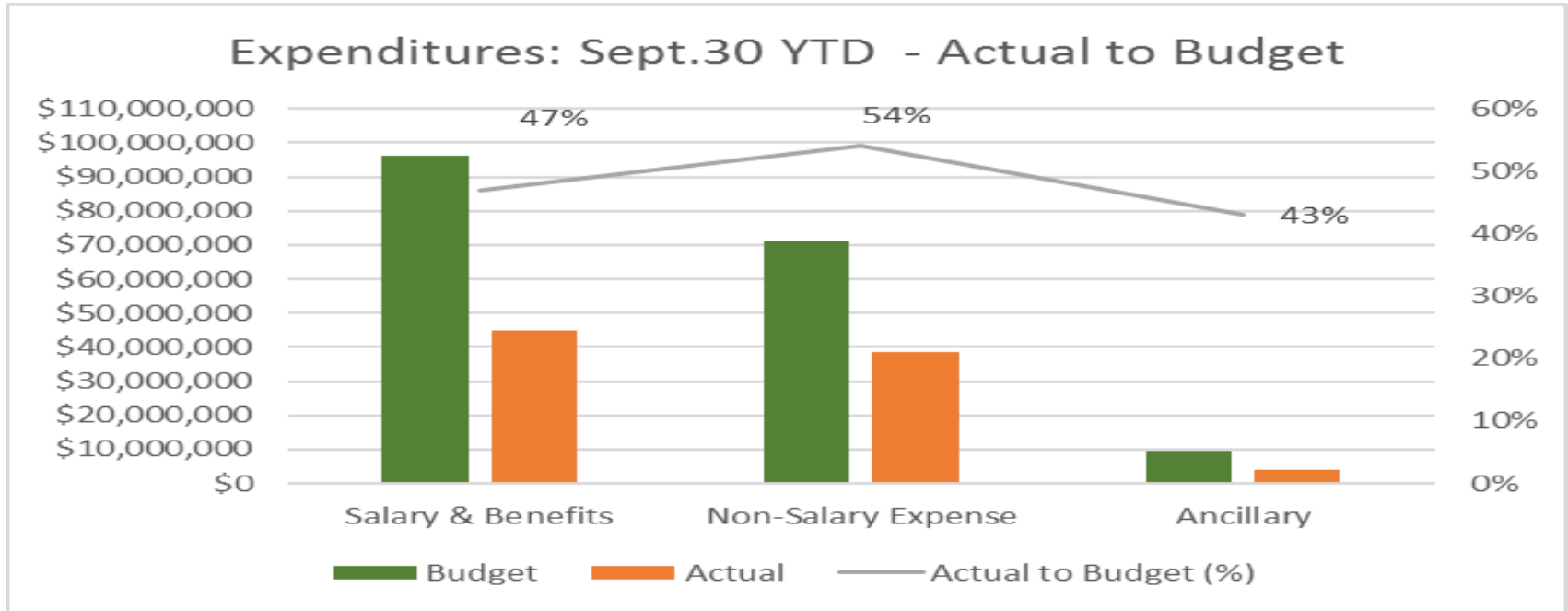


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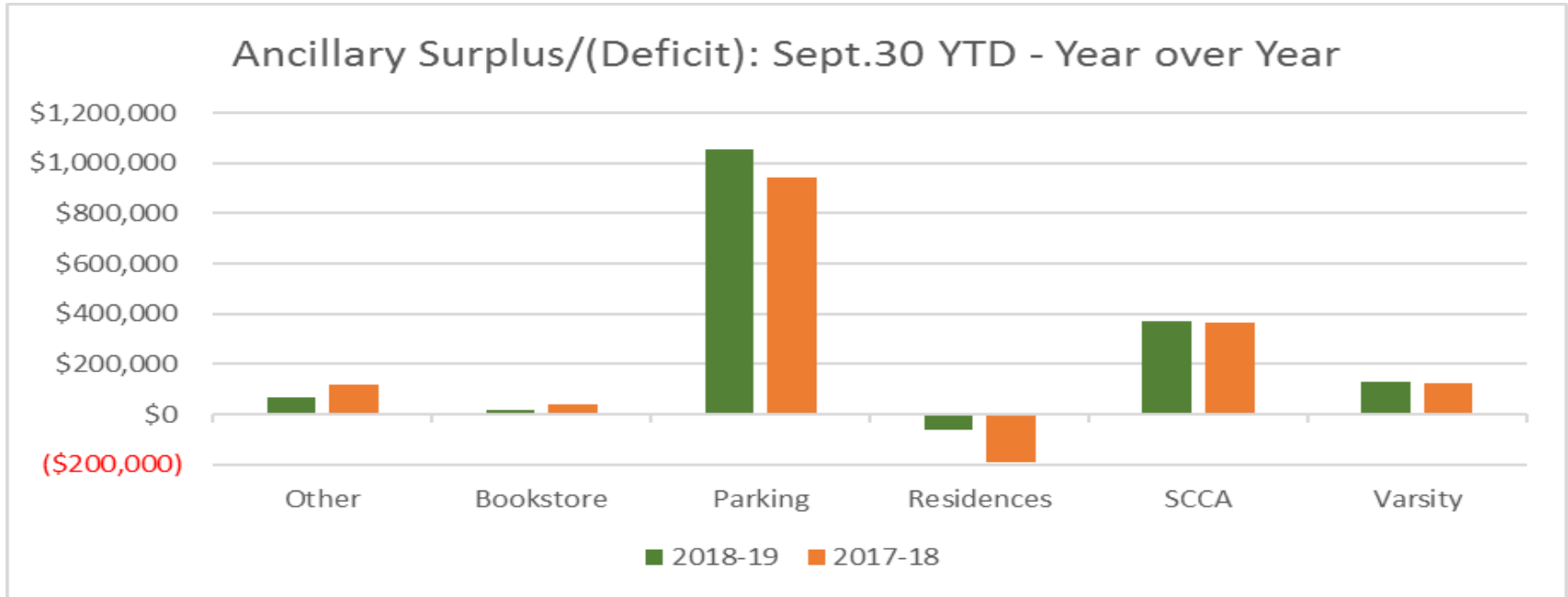
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# Expenditures



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# Ancillary



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# Capital Update at October 2019

Project	Fiscal Year Budget	Actual Spend	Variance
Capital Grants	\$1,137,233	\$846,326	\$290,907
Operating Funds	\$10,800,000	\$3,535,123	\$7,264,877
Total	\$11,937,233	\$4,381,449	\$7,555,784

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# Recommendation

- IT IS RECOMMENDED THAT the Board of Governors:  
Receive the Financial Monitoring report as at  
September 30, 2019 as information.



Questions?

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ST. CLAIR

COLLEGE

# RISK MANAGEMENT

# RISK MANAGEMENT



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## Risk Management

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Full Board Minutes:  
October 22, 2019

## Preamble

Risk Management is the process of identifying, analyzing and addressing areas of existing or potential risks. Proactive risk management practices can help avoid or reduce liability to the College. Risk management may be as uncomplicated as asking four basic questions:

1. What can go wrong?
2. What can we do to prevent it from happening?
3. What will we do if it happens?
4. If something happens, how will we pay for it?

A risk management strategy provides a structured, coherent approach to identifying, assessing and managing risk. It builds in a process for regularly updating and reviewing the assessment based on new developments or actions taken.

Item #6.2  
3 of 16

## Strategy includes:

1. Identify the risk.
2. Analyze and categorize the risk.
  - Determine probability scale.
    - **High – Has happened frequently or has a high likelihood of happening.**
    - **Medium – Has happened occasionally or has a reasonable chance of happening.**
    - **Low – Has happened infrequently or is not expected to happen.**
  - Determine impact scale (0-3).
    - 3 High - The issue would have a major impact on services.
    - 2 Medium - The issue would have some impact on services.
    - 1 Low - The issue would have very little impact.
    - 0 N/A - The risk is not relevant.
3. Manage the risk.
4. Review and monitor the risk.

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Categories used to identify potential risks:

1. Academic and Student Services
2. Facilities
3. Financial
4. Human Resources
5. Health and Safety
6. Health Services
7. Information Technology
8. Corporate

# RISK MANAGEMENT

The following areas have been deemed to be high risk:

1. Deferred Maintenance Items
2. Revenue
3. IT Security

Please see St. Clair College Risk Assessment 2019 document for further information regarding above areas.

# RISK MANAGEMENT

2.1	Deferred Maintenance Items	Low - High	2-3	<ul style="list-style-type: none"> <li>• In the 2018/2019 fiscal year, the College received \$6.2 million in funding towards greenhouse gas emission reductions. These projects will help to further decrease the deferred maintenance budget by replacing six boilers at South Campus and the St. Clair Centre for the Arts as well as the replacement of one Air Conditioning Unit at South Campus.</li> <li>• Also in the 2018/2019 fiscal year, the College received \$1.2 Million in Facilities Renewal Funding (FRP) to address deferred maintenance. This was allocated to plumbing, HVAC, and door maintenance upgrades/replacements.</li> <li>• Other deferred maintenance addressed through capital approval process annually.</li> <li>• “Impact Analysis” is provided to SOG for all items.</li> <li>• Capital contingency available with approval from SOG.</li> <li>• Continual advocacy for required funds is communicated consistently on an ongoing basis.</li> <li>• A Facilities Building Condition Assessment was initiated in 2018/2019 to review all infrastructure across all campuses. This will be used to set a new benchmark for deferred maintenance. Ontario Colleges have committed to complete a minimum 1/5 of the campus buildings and grounds each year for the next 5 years. St. Clair has committed funds to complete these assessments within a two-year window.</li> <li>• The College continues to dedicate funds for deferred maintenance projects for grounds, classroom renovations and campus upgrades.</li> </ul>
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Deferred Maintenance Update for 2018/2019 Fiscal Year

## **GGRP**

The College applied for and received funding under the Greenhouse Gas Reduction Program (GGRP) to implement strategies on campus to reduce natural gas usage and curb greenhouse gas emissions. With the \$6.2 million received, the College took its first steps towards greenhouse gas emission reductions by replacing aged and inefficient boilers with new high efficiency boilers at both South and Downtown campuses. We also installed a condensing economizer to re-use waste heat generated. In addition to these power plant upgrades, the College also replaced and/or upgraded Air Handling Units, installed controls to allow for scheduling of heating and cooling, installed meters so that more granular monitoring can take place and performed a building sealing project to eliminate gaps in doors and windows to reduce the loss of heat (and save on natural gas use in the process).

## **FRP**

In addition to the above projects, the College received their annual Facilities Renewal Program funds from the Ontario government to use towards deferred maintenance. The \$1.2 Million was used to repair/replace:

1. Roof in Chatham.
2. Upgrades to classrooms (new ceiling, flooring and paint).
3. HVAC Systems and Controls Replacements/ Upgrades
4. Lighting Upgrades – LED replacement in the main building of South campus.
5. Exterior door replacement at the Downtown Campus
6. Plumbing repairs (minor essential plumbing repairs at South and Downtown Campuses)

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## College Capital

In addition to the above, in the 2018/2019 fiscal budget, the College allocated the following capital:

- \$ 260,000 in Campus Beautification
- \$420,000 in facilities related improvements
- \$475,000 in improvements to common areas
- \$1,550,000 in classroom/office renovations (including floors, lighting, wall repair/replacement, IT, AV and furniture)

Projects include the following:

- Concrete repairs throughout the South Campus.
- Floor replacement in common areas.
- Lighting Upgrades in common areas.
- HVAC repairs/replacement.
- Window and Door replacements at South and Downtown Campuses.
- Plumbing repairs.
- Partition Wall Replacement.
- Major upgrades to office complexes and classrooms at South Campus.

# RISK MANAGEMENT

## College Capital

In the 2019/2020 fiscal budget, the College continued to allocate capital to Facilities and Deferred Maintenance Projects. This included just over \$2.8 million allocated towards the following projects which address deferred maintenance.

- Replacement of all asbestos core doors (ongoing).
- Refurbishment of the glazed sloped glass over the F Block vestibule.
- Replacement of boilers at the TD Student Success Centre.
- Roof replacements in Chatham (ongoing).
- Replacement of roadway light poles and lights at South Campus.
- Replacement of electrical panels.
- Replacement of controls in the FCEM (ongoing).
- Lighting Upgrades in Chrysler Theatre to allow for lecture style teaching (ongoing).
- Draining and dredging of the South Campus Pond.
- Paving of the gravel parking lot in Chatham.
- Grounds improvements at South, Chatham and Downtown campuses.
- Minor fire system upgrades (ongoing).
- Weld Shop ventilation and make-up air unit replacements (ongoing).
- Security/Parking and Registration Counter replacement (to be scheduled for Christmas).

The College also allocated \$714,000 to renovations in student services, FCEM, Administration and two Faculty Hubs. Renovations included flooring, wall removal, repair/painting, furniture replacement, IT and electrical updates and lighting replacement.



# RISK MANAGEMENT

- As previously reported, MTCU has requested the Colleges to conduct new Building Condition Assessments (BCA's) and standardize with the Universities and other provincial facilities (ex. Hospitals). The deferred maintenance numbers that will result of these BCA's will be substantially higher than previously reported and will provide a guide for the Province to allocate funding going forward.
- The Colleges committed to completing the BCA's over a five year period. Many College, including St. Clair College, allocated money towards a quicker completion in order to assess the deferred maintenance status of the College. St. Clair College is finalizing their BCA's this fall.
- The College also funded Accessibility Assessments through the same firm to fully understand what upgrades the College is required to make by 2025 for accessibility.

# RISK MANAGEMENT

## Path Forward:

- St. Clair College is finalizing the BCA and Accessibility assessments this fall.
- Many assessments have been completed and the data is being entered into the VFA system, a system that the Colleges agreed to continue to use for consistency of reporting and data collection.
- The College will be reviewing the information in the system for accuracy over the fall months, starting October 30, 2019. Once all information is in the system and vetted appropriately, a report can be generated. This will likely take place early 2020.

# RISK MANAGEMENT

3.3	Revenue	High	3	<ul style="list-style-type: none"> <li>• Budget process used to determine revenue projections (Conservative approach is taken). A two-year forecast was included in the 2018-19 and 2019-20 budget.</li> <li>• Monthly account reconciliations performed.</li> <li>• Monthly reports provided to budget holders.</li> <li>• Mid-Year Review used to mitigate financial risk.</li> <li>• Chief Financial Officer reports any potential risks to SOG for assessment, review and action.</li> <li>• \$1M in reserves for emergencies (Board approval required). Creation of a new internal reserve policy, and a recommendation to the BOG to internally restrict \$20M of reserves for financial sustainability.</li> <li>• Quarterly financial monitoring reports provided to the Board of Governors.</li> <li>• With corridor funding taking effect in 2019-20, the following are performed: actively monitor program mix impact on weighted funding unit, impact of new programs that do not bring funding, and long-term enrolment forecasting.</li> <li>• PPP is actively monitored and managed. Beginning in the Spring 2019 semester, the College will collect all tuition and related fees, and remit appropriate amounts to the partner. An appropriate security deposit will be held as a contingency. MTCU's draft revision to the entrepreneurial directive could create unintended consequences for the sector.</li> <li>• MTCU directive to reduce domestic tuition by 10% for 2019-20 and keep frozen for 2020-21. The College increased international tuition accordingly.</li> <li>• MTCU change to the tuition and ancillary fee framework (i.e. Student Choice Initiative). The College proposed new and updated ancillary fees, as well as adjusted its 2019-20 budget in order to support our partners.</li> <li>• MTCU (SMA3) will increase the amount of funding that is tied to performance from 1.2% to 25% in the first year and 60% by 2024-25. Performance metrics will decrease from 38 to 10 in order to align with government priorities in skills and job outcomes and economic and community impact, as well as to reduce reporting burden while supporting sustainability through a focus on institutional strengths and differentiation. It will be critical for the College to properly align its metrics with our institutional strengths.</li> </ul>
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# RISK MANAGEMENT

7.2	IT Security	High	1-3	<ul style="list-style-type: none"> <li>• IT Services reviews security resources on an ongoing basis.</li> <li>• IT policies pertaining to Security include:             <ul style="list-style-type: none"> <li>a. Defining the Need for Security</li> <li>b. Security policy</li> </ul> </li> <li>• Security Processes audited annually.</li> <li>• Security investigations completed and documented as required.</li> <li>• Zero tolerance given for security breaches.             <ul style="list-style-type: none"> <li>a. New firewalls have been acquired with the capability of: Intrusion detection that will not allow any IP address into the College network unless an explicit rule has been put in place.</li> <li>b. State full packet inspection as well as application analysis that will help with unwanted access to the College.</li> <li>c. Logging traffic for all users which allows the College to conduct security investigation in a more efficient manner.</li> <li>d. Locking of specified sites are handled by our security software.</li> <li>e. Minimal access is allowed for VPN (Virtual Private Network) access which requires 2 levels of authentication into the College.</li> <li>f. Student and College Administration domains are separated to prevent unauthorized access, as well Finance systems are only available internal to the College network.</li> </ul> </li> <li>• IT Services is currently in talks with third party Security Vendor to augment security and threat monitoring.</li> <li>• IT Services currently has 3<sup>rd</sup> party after hours monitoring of College network connectivity.</li> <li>• The College is a stakeholder member of CWE (Connecting Windsor Essex), this group provides the College with additional oversight of upstream network providers.</li> </ul>
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# RISK MANAGEMENT

## Insurance Limits

### Property

Primary = \$200,000,000 per occurrence

Excess = \$100,000,000 per occurrence

Total = \$300,000,000

There is \$10,000,000 in extra expense coverage under the property policy. This type of coverage pays for additional costs in excess of normal operating expenses that an organization incurs to continue operations while its property is being repaired or replaced after having been damaged by a covered cause of loss.

### Commercial General Liability

Primary = \$25,000,000 per occurrence

Umbrella = \$15,000,000 per occurrence

Total = \$40,000,000

### Directors & Officers

Primary = \$5,000,000 each loss

Excess = \$10,000,000 each loss

Total = \$15,000,000

Cyber insurance coverage is in place for \$5,000,000. If a cyber-related event were to occur, the cyber insurance policy would cover: data breach crisis management, business interruption, cyber extortion, network security liability and privacy liability.

Active Assailant coverage is in place for \$10,000,000. If an active assailant (*i.e.* active shooter) event were to occur, the active assailant policy would cover liability, including bodily injuries, property damage, and business interruption, including loss of attraction. Terrorism and Sabotage coverage is in place for \$100,000,000. If a terrorism event were to occur, the terrorism policy would cover liability, including property damage, bodily injuries, and business interruption.

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# ST. CLAIR

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COLLEGE

Thank You!

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Full Board Minutes:  
October 22, 2019

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