

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

**MINUTES OF THE**

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

Held on June 23, 2020 at 5:30 p.m., from the Alumni Skyline Room at the St. Clair College Centre for the Arts, Windsor, ON

**Present:**

Mr. K. Beaudoin  
Mr. W. Beck  
Ms. P. France, **President**  
Mr. J. Gutierrez Calzada  
Ms. N. Jammu-Taylor, **Chair**  
Ms. R. Khosla (virtually)  
Ms. J. Piccinato  
Mr. A. Provost  
Mr. R. Renaud  
Mr. E. Sovran, **Vice Chair**  
Ms. M. Watters (virtually)  
Ms. M. Wickham  
Ms. T. Wonsch

**Regrets:**

Ms. T. Bendo  
Ms. M. DeSchutter

**Also Present:**

Ms. K. Adams, Board Secretary  
Mr. E.P. Chant, Editor, SAINT, Student Newspaper  
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. M. Kobrossy, Outgoing President, TSI  
Mr. J. Parent, Incoming Board Member  
Mr. C. Seguin, Incoming Board Member  
Mr. R. Seguin, Vice President, International Relations, Training & Campus Development  
Mr. J. Sirianni, Vice President, Human Resources, Safety & Facilities Management  
Mr. G. Vratsidis, Faculty Observer  
Ms. S. Woodall, General Manager, TSI  
Ms. K. Yeck, Incoming President, TSI

Having a quorum of Governors in attendance either virtually or in person, 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**

The Board Chair amended the Full Board agenda to include Item #8.2 – Internal Reserves. Hearing no further amendments and no conflicts of interest, it was

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

2.0 **Approval of the Minutes of the Full Board meeting held on Tuesday, May 26, 2020 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 May 26, 2020 meeting.

**Thames Students Incorporated (TSI) Annual Presentation**

Ms. Kobrossy thanked President France and the Senior Operations Group for their continued support and contributing to the success of the past year.

Ms. Kobrossy provided a report including the initiatives and activities undertaken by the TSI over the past year, attached to the minutes as the TSI Annual Report.

Ms. Kobrossy noted that it was an exceptional year as the first full-time President for TSI and thanked the team for all of their determination and hard work.

Ms. Kobrossy introduced incoming TSI President Kash Yeck. Ms. Yeck thanked Ms. Kobrossy for her hard work over the past year and expressed her excitement for the upcoming year.

Ms. Jammu-Taylor thanked Ms. Kobrossy for her report. She expressed appreciation on behalf of the Board, for all of TSI's hard work in supporting students, the College and the community.

The TSI Annual Presentation is attached to the minutes.

### 3.0 **Constituent Reports**

#### **SRC**

Mr. Calzada Gutierrez reported the following on behalf of the SRC:

- Mr. Calzada Gutierrez began by thanking the Board members for the opportunity to serve on the Board for the past year.
- May 1, 2020 marked the beginning of the new executive of the SRC with ten Board members:
  - Jorge Gutierrez Calzada, President
  - Christian Seguin, Vice President of Student Affairs
  - Ujjwal Sharma, Vice President of Downtown Affairs
  - Alexandra Hanna, Jeremy Dean, Ishan Mendonce, Guru Saini, Shubham Sharma, Mohamad Al-Mowasi, and Navjeet Singh were selected as Directors.
- Due to the current pandemic, the SRC has adapted to continue to provide services to both current and new students on-line and have been engaged and active with students through virtual means.
- Current and future programming will be accessible for all students, regardless of their physical location. The SRC wants to ensure that all students, including those completing on-line classes from their home countries, feel included and part of the St. Clair College family.
- The SRC created a new hashtag for all our social media #StClairCares to show support to many of the movements such as Black Lives Matter and Pride month.
- The SRC has undertaken the following initiatives and activities:
  - Online Orientation Video for Spring Semester
  - Virtual Bingo
  - Virtual Therapy Dog sessions – weekly
  - Painting classes
  - Cooking with Chef Shelby
  - Career Workshops – every Wednesday online at noon
  - Magic show
  - Live DJ dance party
  - Trivia – every Thursday night at 7pm
  - Black Lives Matter Statement
  - Pride Flag with President France
  - Coffee and Chat with President France

Mr. Gutierrez Calzada thanked the Board on behalf of the students for their support and for putting the students of St. Clair College first.

#### **Faculty**

On behalf of the Faculty, Mr. Vrantsidis reported that the start-up of the Spring semester was successful and is well underway.

Mr. Vrantsidis wished the Board a safe and happy summer, noting that he looks forward to seeing the Board in the Fall.

Ms. Jammu-Taylor thanked both Mr. Gutierrez Calzada and Mr. Vrantsidis for their reports and wished them a safe and happy summer.

At this time the Board Chair introduced Mr. Al Provost, Mr. Christian Seguin and Mr. John Parent. Mr. Provost was approved as the Community Representative to the Board at the February Board meeting which became effective for the June Board meeting. Mr. Seguin will be joining the Board as the Student Representative and Mr. Parent as the Lieutenant Governor In Council (LGIC) member, effective in September 2020.

#### 4.0 **President's Report**

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

Ms. France noted that the President's Report has been included in their Board portfolio.

- The President provided an update with regards to the College's continued response to the COVID-19 pandemic. Ms. France highlighted the following:
  - The College continues to work with provincial agencies and local public health agencies to ensure the safety of students and staff.
  - In collaboration with Colleges Ontario, a submission was made to the Ministry of Colleges and Universities (MCU) and was approved for a Pilot Project that will assist those students who were unable to complete their program outcomes in the Winter and Spring semesters. This project is scheduled for July and August and if successful will assist in ensuring a phased in approach for reopening college campuses for Fall.
  - St. Clair is planning for a blended delivery for the Fall 2020 semester of virtual/on-line and in-person learning, with only those programs that are required to be on campus to meet vocational outcomes. The semester is set to begin on September 21, 2020 and will be 13 weeks. This postponement will allow for completion of the Pilot Program for Winter and Spring students, Faculty will have additional time to prepare for on-line delivery and International students will have additional time to arrive on campus.
  - The College has developed mandatory COVID-19 Training as well as a COVID Handbook for all staff and students to safely return to campus. The President thanked the student leaders for providing feedback on the training to assist in making it student focused.
- On June 13, 2020, Windsor Regional Hospital issued a Media Release announcing the final five patients from the St. Clair College Field Hospital have been released and returned to their long-term care home. The field hospital will remain available for use until the end of December 2020.
- While Spring 2020 enrolment did not meet the forecasted target or budget, enrolment at the audit date did increase in a year over year comparison.



- St. Clair College received a clean audit and will close the fiscal year with a \$31 million surplus. The President thanked Mr. Jones and the Finance department for their hard work and dedication during these difficult times. She also thanked the Senior Operating Group and College Administration for their leadership and support in contributing to the successful financial position.

The President's report is attached to the minutes 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 Board Chair noted the following items that have been provided on the Consent Agenda:

- 5.1 St. Clair College Annual Report
- 5.2 Alumni Association Report
- 5.3 Foundation Board Report
- 5.4 2020 – 2021 Draft Meeting and Event Schedule
- 5.5 Thank You Correspondence

**RESOLVED THAT** the Board of Governors receive and approve the contents of the June 23, 2020 Consent Agenda, as presented.

## 6.0 **Business Arising**

### 6.1 Executive Plan for the Summer Months

The Chair reviewed the Board By-law regarding the establishment of the Executive Committee, consisting of the President, the Board Chair and the Vice Chair to serve as a standing committee in the event that Board approval is required on an urgent basis. The Chair proposed the Committee operate during the summer months as follows:

- The Executive Committee will meet as required.
- The Executive Committee may call a meeting of the Full Board should an urgent matter require input from all Board members. An urgent meeting could take place through teleconference, if required.
- The Executive Committee will report back to the Board at the September Board meeting on any matters that the Committee approved over the summer months on behalf of the Board.
- The Board Chair noted that in light of the evolving COVID-19 pandemic it may be necessary for the Executive Committee to meet more often than normal and that the Board members will be kept apprised.

## 6.2 Board Chair and Vice Chair 2019-2020

The Board Chair reviewed the results of the elections for Board Chair and Vice Chair, held on Tuesday, May 26, 2020 at the In-Camera meeting.

Ms. Nancy Jammu-Taylor was acclaimed as the Board Chair effective September 1, 2020 through August 31, 2021 and Mr. Egidio Sovran was acclaimed for the position of Vice Chair, effective September 1, 2020 through August 31, 2021.

## 7.0 Monitoring Reports

### 7.1 Audit Committee Report

Mr. E. Sovran, Chair of the Audit Committee, reported on this item and highlighted the following:

- The Audit Committee meeting was held virtually on Tuesday, June 16, 2020 at 4:00 p.m. and quorum was met.
- Mr. Jones, Vice President, Finance and Chief Financial Officer, highlighted the significant items in the audited financial statements.
- Ms. C. Swift of KPMG presented the Audit Findings Report to the Audit Committee.
- Ms. Swift thanked College administration and staff for assisting KPMG in completing the audit work.
- The 2020 fiscal year was the third of five years that KPMG will be completing the College audit. The College's five-year contract with KPMG will end with the 2022 fiscal year.
- On March 22, 2020, KPMG distributed an updated Audit Planning Report to the Audit Committee as a result of the COVID-19 pandemic. KPMG felt that additional procedures may be required given some of the College's responses to the pandemic, and to evaluate subsequent events, cut-off issues and valuations.
- KPMG focused on nine areas of risk during the audit.
- KPMG stated that it will be issuing an unqualified opinion on the College's financial statements. Once the financial statements are approved by the Board of Governors, KPMG will sign and date the Auditor's Report. They further commented on the following:
  - Based on the audit procedures performed, including discussions with management, KPMG did not identify any of the following:
    - Significant financial reporting risks that would impact the College's financial reporting.
    - Corrected or uncorrected differences.
    - Exceptions relating to fraud risk.
    - Significant weaknesses in internal controls or financial reporting processes.

- KPMG was satisfied with the reasonability of the accounting estimates taken.
- KPMG supported management's subsequent event note disclosure on the COVID-19 pandemic.

The Audit Committee Chair commended Mr. Jones and the Finance Department for their hard work and excellent audit results.

The Audit Committee provided a recommendation to the Board of Governors to approve the Audited Consolidated Financial Statements for the Year Ended March 31, 2020.

The Audit Committee also provided a recommendation that the Board of Governors approve a \$25 million transfer from the College's unrestricted net assets to internally restricted net assets, where \$20 million will be allocated for financial sustainability and \$5 million will be allocated towards deferred maintenance.

After a brief discussion it was,

**RESOLVED THAT** the Board of Governors approve the Audit Committee Report for the Year Ended March 31, 2020.

## 7.2 Audited Consolidated Financial Statements for the Year Ended March 31, 2020

Mr. Jones reported on this item and provided a high-level overview of the audited consolidated financial statements for the year ended March 31, 2020, highlighting the following significant items:

### Statement of Financial Position: Assets

At year end:

- Cash and temporary investments combined total \$130 million.
- Long-term investments are at \$70 million.
- The significant increases over the prior year are due to the current year's operating surplus, funds held on behalf of the student associations, collecting funds for Ace Acumen students and cash held by the College for the Spring 2020 and Fall 2020 semesters.
- Accounts Receivable are at \$11.1 million and are slightly lower than the prior year.
- Capital assets had a net book value of \$180 million, an increase of \$2.8 million over the prior year.

### Statement of Financial Position: Liabilities

- Accounts Payable and Accrued Liabilities are at \$23 million, an increase of \$11 million over the prior year. This increase is due to funds held for the student associations,

refunds to students, increases in payroll accrual and ancillary refunds from the Winter 2020 semester.

- Deferred revenue is at \$95 million, an increase of \$45 million over the prior year. This increase is largely due to deferred tuition and reflects future payments from International students for the Spring 2020 and Fall 2020 semesters.
- Vacation pay liability is at \$6.4 million, an increase of \$395,000 over the previous year. This increase is due to higher vacation balances across all constituent groups.
- Long-term Debt is \$11.6 million, a decrease from the prior year of \$1.2 million. The College continues to meet its commitments to the Ontario Financing Authority (OFA) for both the SportsPlex and Residence loans.
- Deferred capital contributions are at \$121.5 million, a decrease of \$3.3 million over the previous fiscal year. This can be attributed to the in-year amortization of deferred capital contributions being greater than the in-year funding received to support capital purchases.
- Deferred capital CIP was at \$5 million, an increase of \$2.8 million over the prior year due to contributions from the Academic Tower levy as well as additional donations.

#### Statement of Financial Position: Net Assets

- The Unrestricted Operating Balance is \$68 million, an increase of \$4.6 from the prior year.
- Internally Restricted Funds are at \$20 million and is a new line item for this budget year. It reflects the motion approved by the Board of Governors in October 2019.
- Total Net Assets are at \$132 million, an increase of \$31.2 million.

#### Statement of Operations

- St. Clair College realized a large surplus in the 2019-2020 fiscal year of \$31 million.

#### Revenue:

- Total Revenue is at \$228 million, an increase of \$30.4 million over the prior year.
- Government grants are at \$40 million, a decrease of \$5.4 million from the previous year due to the discontinuation of the Quality Programs and Student Outcomes grant, higher International Student Recovery Program and lower Enrolment-Based grants.
- Tuition Revenue is at \$126.6 million, an increase of \$30.8 million over the prior year. This increase can be largely attributed to the College now collecting and recording revenue for Ace Acumen students, \$24 million of the \$30.8 million increase reflects this adjustment.
- Contract Training is at \$25 million.
- Other Income is at \$18.7 million, an increase of \$6.3 million over the previous year. This can be attributed to interest income, additional fees collected related to health and dental benefits insurance and higher application fees.

- Ancillary Revenue is at \$10.7 million, a decrease of \$836,000 from the previous year. This reflects implications from COVID-19 on; parking operations, cancellation of events at the St. Clair College Centre for the Arts and pro-rated Residence refunds.
- Total Expenditures are at \$197.6 million, an increase of \$39.5 million from the previous fiscal year. This is largely due to the following:
  - Salaries and Benefits increased by \$5.5 million to \$91.8 million. This is related to net new staffing costs, compensation adjustments and an increase in part-time resources.
- Operating Expenses are at \$85.6 million, an increase of \$32.7 million. This can be attributed to an increase in agent commissions for International student recruitment, funds flowed to Ace Acumen for the Toronto campuses and insurance for International students.

In a discussion following the presentation, a Governor inquired why the liability of Deferred Revenue has nearly doubled from the previous fiscal year. Mr. Jones responded that this increase relates to tuition collected for the Spring 2020 and Fall 2020 semesters. International students pay upfront for two semesters. In addition, during the 2019-2020 fiscal year, the College began collecting tuition and fees for Ace Acumen students. This did not occur in prior years. This new process reflects the majority of the deferred revenue increase.

After a brief discussion, it was

**RESOLVED THAT** the Board of Governors approve the Audited Consolidated Financial Statements for the Year Ended March 31, 2020.

Mr. Jones' presentation is attached as Item #7.2.

### 7.3 Financial Monitoring Report

Mr. Jones reviewed the report on the financial results for the year ended March 31, 2020.

Mr. Jones explained that this report will finalize the financial monitoring reports for the 2019-2020 fiscal year and that the report reconciles to the statement of operations in the audited financial statements.

He reported that for the fourth consecutive fiscal year, St. Clair College has reported zero flags in regards to the Financial Sustainability Metrics.

After a brief discussion, it was

**RESOLVED THAT** the Board of Governors receive the Financial Monitoring Report for the year ending March 31, 2020 as information.

#### 7.4 Business Plan – Accrual Budget Template (MCU) Format

- Mr. Jones stated that this agenda item is a requirement of the Ministry of Colleges and Universities (MCU) to receive Board approval for the 2020-2021 budget submission to the Ministry and he provided a brief overview of the information contained in the Business Plan.
- At the March 2020 Board meeting, the 2020-2021 operating budget was approved by the Board. The budget is then prepared in the Ministry format and submitted through their financial system.
- The budget included in the Business Plan – Accrual Budget Template does reflect what the Board approved at the March Board meeting.
- It does not currently reflect any of the potential implications of the COVID-19 pandemic. These adjustments will be brought back to the Board as part of the formal budget review when this process is completed throughout the fiscal year.
- This budget includes a \$25 million surplus and this surplus is consistent with the figures being submitted in the Statement of Operations in the Ministry specific template.
- In terms of the Statement of Financial position forecast that was provided to the Board with the March budget review, it was predicated upon estimated year end balances. The projections have now been updated to include the audited ending balances, including a \$25 million operating surplus, capital of \$8 million and a \$25 million allocation to the Internally Restricted Reserves. The College will also report zero flags to the Ministry for our financial metrics.

Mr. Jones' presentation is attached as Item #7.4.

After a brief discussion it was,

**RESOLVED THAT** the Board of Governors approve the Business Plan – Accrual Budget Template (MCU Format).

## 8.0 Approval Items

### 8.1 Appointment of a Member to the Foundation Board

The Board Chair noted that Ms. Khosla was appointed as the Board member to the St. Clair College Foundation Board for the 2019-2020 term and has agreed to continue as the representative for the 2020-2021 term.

After a brief discussion it was,

**RESOLVED THAT** the Board of Governors approve the appointment of Ms. Renu Khosla as the Board member to the St. Clair College Foundation Board for a one-year term commencing September 1, 2020 to August 31, 2021.

### 8.2 Internal Reserves

The Board Chair called upon the President to speak to this item. The President highlighted the following:

- The Internal Reserves memo was included in the Board portfolio and distributed via email prior to the meeting.
- At the March Board meeting, the 2020-2021 was presented and approved by the Board of Governors. At that time, it was articulated that College Administration would seek approval to continue to transfer funds for sustainability and deferred maintenance.
- Based on the surplus position of the College at fiscal year end and as presented in the Audit Committee Report, College Administration is seeking approval to transfer \$25 million to Internal Reserves including \$20 million to the sustainability fund and \$5 million to deferred maintenance. This recommendation is supported by the Audit Committee.

One Governor inquired what effect will this have on the level of the College's deferred maintenance.

- The President responded that deferred maintenance had previously been \$30 million and the College has allocated significant funds over the last five years to reduce this amount.
- A third party has been engaged to complete an assessment of the College's deferred maintenance and we are awaiting their report. When the report has been finalized, College Administration will review and prioritize the items. Once this process has been completed, College Administration can determine the necessary budget allocation to effectively reduce deferred maintenance over the next ten years.

After a brief discussion, it was

**RESOLVED THAT** the Board of Governors approve a \$25 million transfer from the College's unrestricted net assets to internally restricted net assets, where \$20 million will be allocated to financial sustainability and \$5 million will be allocated to deferred maintenance.

## 9.0 **By-law and Policy Review**

### 9.1 Policy 2003-14: Asset Protection – 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 2003-14: Asset Protection, as presented.

### 9.2 Policy 2003-15: Communication to the Board – 1<sup>st</sup> Reading

After a brief discussion, it was,

**RESOLVED THAT** the Board of Governors approve the 1<sup>st</sup> reading of Policy 2003-15: Communication to the Board, as presented.

## 10.0 **Recognition of Retiring Board Members**

The Board Chair recognized the Governors that will be retiring from the Board as of August 31, 2020.

Mr. Jorge Gutierrez has served as the student representative to the Board for a one-year term. Ms. Jammu-Taylor thanked Jorge for his support to the Board from a student and SRC perspective and for his contributions to the Board.

Mr. Gutierrez Calzada thanked the Board for their support, the knowledge that he gained and for the opportunity to serve as a Governor.

Ms. Maureen Wickham has served as an external member to the Board for six years, since September 2014. Ms. Jammu-Taylor thanked Maureen for her insight, perspectives and all of her contributions to the Board.

Ms. Wickham recounted her experiences on the Board including being part of the President's selection committee, the approval of two degree programs and the experience of participating in



the College's convocation ceremonies. She thanked the Board members for their dedication, friendship and good memories.

The President noted that normally she would have the opportunity to address the retiring Governors at their final convocation ceremonies. In light of the pandemic, she was not able to do so and took the opportunity to express her appreciation for their support and regards for the future.

#### **11.0 Date of the Next Meeting**

11.1 The next meeting is scheduled for Tuesday, September 22, 2020 in Windsor, ON.

The Full Board meeting adjourned at 6:25 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**

**483<sup>rd</sup> FULL BOARD MEETING**

**of the**

**BOARD OF GOVERNORS**

**NOTICE OF MEETING**

**DATE:** Tuesday, June 23, 2020

**TIME:** 5:30 p.m. – Meeting

**PLACE:** Alumni Skyline Room A,  
St. Clair College Centre for the Arts

**\*\* NOTE:** This meeting will be held virtually with the meeting invitation forthcoming.

Thames Students Incorporated (TSI) Annual Report to the Board

**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 MAY 26, 2020 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 St. Clair College Annual Report

**Approval Item** – The St. Clair College Annual Report has been provided to the Board, attached as Item #5.1.

5.2 Alumni Association Report

**Information Item** – A report from the Alumni Association has been provided to the Board, attached as Item #5.2.

### 5.3 Foundation Board Report

**Information Item** – A report from the Foundation Board has been provided to the Board, attached as Item #5.3.

### 5.4 2020-2021 Draft Meeting and Event Schedule

**Information Item** – Administration has provided the Draft 2020-2021 Meeting and Event Schedule for the upcoming year, attached as Item #5.4.

### 5.5 Thank You Correspondence

**Information Item** – The Board Chair has provided Thank You Correspondence received from the Board of Governors Scholarship recipient, attached as Item #5.5.

## 6.0 BUSINESS ARISING

### 6.1 Executive Plan for the Summer Months (Board By-law 38.3)

**Information Item** – The Board will discuss the Executive Committee operation for the summer months to deal with any Board action items, should they arise.

### 6.2 Board Chair and Vice Chair 2020-2021

**Information Item** – The Board Chair will provide information regarding the election of the Board Chair and Vice Chair, for the one-year term commencing September 1, 2020 through August 31, 2021.

## 7.0 MONITORING REPORTS

### 7.1 Audit Committee Report

**Approval Item** – The Chair of the Audit Committee will present a report to the Board.

### 7.2 Audited Consolidated Financial Statements for the Year Ended March 31, 2020 for submission to the Ministry. (Regulation 34/03, Article 9.1, Board Policy #2003-18, Budget Development, Board By-law 38.1)

**Approval Item** – Administration will present the Audited Financial Statements for the year ended March 31, 2020, attached as Item #7.2 for Board approval, as required by the Ministry.

7.3 Financial Monitoring Report

**Information Item** – An update will be given to the Board with respect to the financial results for the Fiscal Year Ended March 31, 2020, attached as Item #7.3.

7.4 Business Plan – Accrual Budget Template (MCU) Format

**Approval Item** – The rationale is provided for Board approval, attached as Item #7.4.

8.0 APPROVAL ITEMS

8.1 Appointment of a Member to the Foundation Board  
(Policy #2003-11 Relationship to the Foundation)

**Approval Item** – The Board of Governors members will nominate and approve the appointment of a Board member to sit on the St. Clair College Foundation Board for the 2020 - 2021 year.

9.0 BY-LAW AND POLICY REVIEW

9.1 Policy 2003-14: Asset Protection – 2<sup>nd</sup> Reading

**Approval Item** – The Board will review policy 2003-14 for 2<sup>nd</sup> reading, attached as Item #8.1.

9.2 Policy 2003-15: Communication to the Board – 1<sup>st</sup> Reading

**Approval Item** – The Board will review policy 2003-15 for 1<sup>st</sup> reading, attached as Item #8.2.

10.0 RECOGNITION OF RETIRING GOVERNORS

11.0 DATE OF THE NEXT MEETING

11.1 The next meeting is scheduled for Tuesday, September 22, 2020 at the Windsor Campus.



# ST. CLAIR

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COLLEGE

**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: JUNE 23, 2020**

**RE: 2019-2020 ANNUAL REPORT**

**SECTOR: PRESIDENT**

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**AIM:**

To provide the Board with the 2019-2020 Annual Report.

**BACKGROUND:**

The Annual Report provides a comprehensive overview of the College's achievements over the past 12 months. The narrative reflects the operational outcomes established in the Strategic Directions and the Business Plan and describes activity that took place between April 1, 2019 and March 31, 2020.

In accordance with the Minister's Binding Policy Directive on Governance and Accountability, the Annual Report will be submitted to the Ministry by Friday, July 31, 2020. The Board is required to formally approve the College's Annual Report.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors approve the 2019-2020 Annual Report.



# ST. CLAIR

COLLEGE

WINDSOR • CHATHAM

# 2019-2020 ANNUAL REPORT

#RISEABOVETHEORDINARY

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# 1.0 EXECUTIVE SUMMARY

The 2019-2020 fiscal year has been one in which St. Clair College's motto "Rise Above the Ordinary" came to life.

It has been a year of growth, from the College's physical presence to the presence of students on campus.

The Fall semester began with a record enrolment of more than 13,200 students in full-time and part-time studies. The Downtown campus saw an increase, with 2,836 students enrolled in programs, compared to just over 900 two years ago. Overall, there was a four percent increase in international students, for a total of 4,188 students. The number of domestic students totalled 7,552, which includes 1,227 at the Chatham campus. Another 1,077 students were taking classes at the ACE Acumen Academy in Toronto, where St. Clair College programs are offered through a Public College - Private Partnership.

St. Clair also made history in 2019 when it launched its first-ever honours bachelor degree program. The new four-year Honours Bachelor Degree in Social Justice and Legal Studies kicked off in September with 30 students.

St. Clair College added to its pathway programs with the signing of five articulation agreements with Wayne State University in Detroit, Michigan, allowing students in a number of business programs to pursue their degrees upon completion of their College diplomas.

In 2019-2020, the College finalized the design for the Zekelman Centre of Business and Information Technology, which will house several business programs at the Windsor campus. The College's Windsor campus has continued to grow as construction has proceeded on a new student residence; and the long-awaited Sports Park, featuring a new Zekelman tennis facility, softball diamond and soccer field.

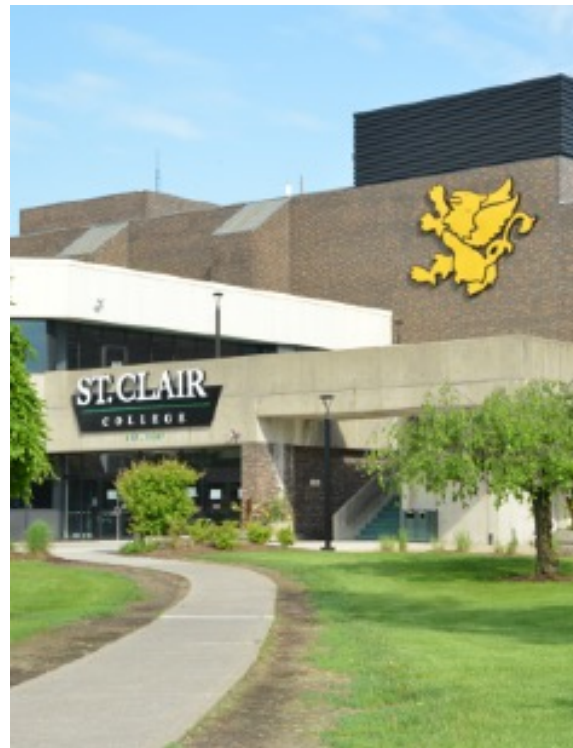
From a Human Resources perspective, the College launched an onboarding program for new employees. The orientation sessions introduced new employees to St. Clair's Vision, Mission, Values and culture, while explaining roles, responsibilities, expectations and rights. The importance of this new initiative was underscored by the large number of retirements the College recently experienced and will continue to experience over the next few years.

The College continued its long partnership and engagement with the community, through student and staff outreach initiatives that involved a long list of events on and off campus, such as the Suicide Prevention Awareness Walk, the Alumni and Friends Family Fun Days and Blood Donor Clinics.

As this fiscal year came to an end, the world began to deal with a healthcare crisis of historic proportions. When the Winter semester took a sharp turn in March, with the delivery of classes online, the College moved to help the community as best as it could. Donations of Personal Protective Equipment from the College's healthcare programs were made to local hospitals and other life-saving equipment, such as ventilators and hospital beds, were lent to help healthcare institutions deal with an expected increase of patients afflicted with the Coronavirus.

In late March, the St. Clair College SportsPlex, at the Windsor campus, started its transformation into a 100-bed field hospital operated by Windsor Regional Hospital during the COVID-19 pandemic. The SportsPlex became known as Windsor Regional Hospital's St. Clair Campus, staffed by hospital employees and operated like a typical in-patient unit. This was a ground-breaking partnership during the pandemic. St. Clair College was the only college in Ontario to host field hospitals in Windsor and Chatham.

The College will continue to support the community, as well as its students and staff, as we strive to "Rise Above the Ordinary".





## 2.0 MESSAGE FROM THE BOARD CHAIR

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On behalf of the St. Clair College Board of Governors, I am pleased to present the College's 2019-2020 Annual Report.

It has been another year of positive developments at the College. Our motto certainly applied to this year, where our students ... "Rise Above the Ordinary". Prudent decisions and excellent planning continued to benefit our institution as we ended this fiscal year navigating through challenges of a worldwide pandemic and numerous pressures on both our Provincial and Federal governments.

We continued to benefit from the strong leadership of President France and the Board is very grateful for the partnership and collaboration between our administration, staff and students.

The following report highlights some of the accomplishments and contributions by faculty, staff and students to the institution. These initiatives and efforts have created an energized academic community. Our positive impact on the prosperity and well-being of Windsor-Essex and Chatham-Kent reminds us of our privilege to be of service. It provides an opportunity for our students, staff and alumni to improve and support our communities, our region and the world. Within the Annual Report are stories and facts that represent a College that is dynamic and responsive to the changing world.

St. Clair College has continued to evolve and enhance our academic programs, including the offering of degree programs, along with updated and new facilities. It is a story of purpose and progress.

Our Windsor campus continues to grow with work developing on the following new facilities:

- The Sports Park is expected to open in the Fall of 2020.
- New modular GEM Student Housing.
- The Zekelman Centre of Business and Information Technology.

We are grateful to be a destination College for students who wish to benefit from strong academic preparation, practical skills, a welcoming community and an expanding campus to meet their needs.

The knowledge and skills acquired prepare our students for the opportunities and challenges that await them in their chosen professions of our ever-changing world. As a Board of Governors, we are very pleased to report that St. Clair College is strong and ready for the challenges ahead.

Nancy Jammu-Taylor  
Chair, Board of Governors



## 3.0 MESSAGE FROM THE PRESIDENT

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It is fitting that this message appears in the preliminary pages of this Annual Report because I would very much like it to be read as a “book dedication”.

All of the 2019-2020 achievements documented in the following pages would not have been possible without the single-minded determination of St. Clair’s students during the past year, coupled with the dedication, adaptability and ingenuity of all of the College’s employees.

As this message was being composed in early May, St. Clair had just concluded the most crisis-ridden academic year in its history. The word to be emphasized — to be celebrated — in that sentence is “concluded”. The academic year was concluded, successfully, despite the COVID-19 pandemic that required the closure of campuses in mid-March. The viral outbreak presented a very real threat to the end of the Winter semester and, with it, uncertainties in completing the academic year.

But, in a remarkable achievement of planning, execution and commitment by all facets of the St. Clair Family — a “re-invention of ourselves” undertaken in the span of one week — in-person teaching and learning was converted to on-line course delivery in order to preserve the academic year.

Readers will see scores of other accomplishments highlighted in this annual report, depicting the College’s expansion and enhancement. But none of those compare to the fundamental survival of St. Clair as a functioning educational institution during an unprecedented local, provincial, national and global crisis. It is for that reason that I have composed this message not so much as a recap, but rather, as a tribute and an expression of gratitude.

St. Clair’s exceptional staff and students let nothing — not even a world-wide pandemic — sidetrack them in their pursuit of *Excellence In All We Do*.

Having accomplished our academic goals, we also turned our attention to helping the community in March and April. We donated much needed materials and equipment from our Toldo Centre for Applied Health Sciences to local hospitals. We collaborated with our local hospitals and turned over the Windsor SportsPlex and Chatham HealthPlex permitting those facilities to be converted into field hospitals. We joined with other parties in donating funds to healthcare agencies and we participated in research and development projects to bring personal protective equipment and medical machinery into production.

Phenomenal service to students and to the community – all in the midst of the greatest health crisis of modern times. Given the circumstances – or because of them – this may have been the greatest year in St. Clair College’s history. What could have been a chaotic, catastrophic year was, instead, one which emphatically demonstrated our resolve, our innovation and our generosity.

In closing, I want to express my sincere gratitude to the entire St. Clair family of students, staff and community partners for your endurance and adaptability in what is now a historic year for St. Clair College.

Patricia France, M.Ad.Ed.  
*President*





## 4.0 VISION, MISSION AND VALUES

### VISION

Excellence in all we do.

### MISSION

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

### VALUES

Accessibility  
Accountability  
Collaboration  
Diversity  
Inclusivity

Integrity  
Quality  
Respect  
Sustainability  
Transparency

# 5.0 STRATEGIC DIRECTIONS 2019-2020

## 5.1 ACADEMIC

### GOAL

Demonstrate Academic Excellence.

### OBJECTIVE

Program Rationalization.

## REPORT ON PREVIOUS YEAR'S GOALS

### PROGRAM RATIONALIZATION

St. Clair College has had a robust process for selecting, developing and launching new programs.

There are approximately 120 Ministry-approved programs offered at St. Clair College. There has been a shift in demographics and provincially, the system has seen a reduction in domestic student enrolment, impacting our weighted funding units. In addition, the Ministry has made modifications to policy framework that has impacted the historical College funding and revenue. These changes have necessitated a thorough review of existing programs.

#### *Program Sustainability*

The intent of program sustainability is to identify programs that are not meeting the College required contribution margin. However, even though financial viability is crucial, there are other factors that must be analyzed when a program is identified for a sustainability review (growth, quality, community need, etc.).

Those factors include the current job market, community interest and need, Key Performance Indicators (KPIs), retention rates, human resource impact, Strategic Mandate Agreement (SMA) metrics and dependency of other programs within the institution.

#### *Phase I*

In order to encompass the above factors, a set of criteria was established and utilized to develop a formula that provides an aggregate score for each program.

Each of the programs at St. Clair College are provided a Program Sustainability Metric Summary (PSMS) score and then ranked according to their PSMS score.

In 2018-2019, based on the PSMS score, the contribution margin and the WFU, six programs were selected for a sustainability review.

#### *Phase II*

In 2019-2020, Phase II was completed for five of the six identified programs and one underwent a full cyclical review.

A meeting was held with the Vice President, Academic's Office, Centre for Academic Excellence (CAE), appropriate faculty and program chairs. The objective of the sustainability review was discussed with faculty. Outcomes of the six sustainability reviews with recommendations were submitted to the Sector Head and Quality Assurance Panel in Fall 2019.

#### *Summary*

Based on the new Ministry guidelines around SMA3 and the new measurables, St. Clair College will review and modify its existing PSMS to align with the new metrics.



## GOAL

Expand Advanced Learning Horizons for Students.

## OBJECTIVE

Increase degree offerings by 2020.

## REPORT ON PREVIOUS YEAR'S GOALS

### INCREASE DEGREE OFFERINGS BY 2020

On November 24, 2015, the Board of Governors approved the submission and launch of two degrees:

- Honours Bachelor of Applied Arts in Social Justice and Legal Studies; and
- Honours Bachelor of Business Administration (Information Communication Technology).

#### Program Approval

St. Clair College submitted both proposals to the Postsecondary Education Quality Assessment Board (PEQAB) and subsequently to the Ministry of Training, Colleges and Universities, and we are excited that both degrees received approval for launch.

Based on a multitude of factors, College Administration decided to stagger the launch of the two degrees over a two-year period. The Honours Bachelor of Applied Arts in Social Justice and Legal Studies degree launched in Fall 2019 and the Honours Bachelor of Business Administration (Information Communication Technology) [BBA ICT] degree is set to launch in Fall 2021.

#### Marketing Plan

The College's marketing plan for the launch of the new Honours Bachelor of Applied Arts in Social Justice and Legal Studies was a broad media mix throughout Windsor-Essex and Chatham-Kent. The advertising plan included billboards, print campaigns in local newspapers, monthly community papers and magazines, tabletop displays at open houses, handbills distributed at local malls, high school visits and promotion at various community events. There was a strong emphasis in digital media platforms including video and static ads on Facebook, Instagram, Twitter and purchased web advertising.

The marketing plan for the BBA ICT program is duplicating the same strategy.

#### Program Pathways

Pathways have been created from multiple programs at St. Clair College to have entry into both degrees after successful completion of two bridging courses. The bridging courses for entry into both degrees are developed and will be offered in the Spring semester.





## GOAL

## OBJECTIVE

Support Student Success.

Document an inventory of current events and expand outreach by adding new initiatives and opportunities for student engagement.

Maintain and report Athletic Performance Indicators (API's) that align with academic/corporate priorities.

## REPORT ON PREVIOUS YEAR'S GOALS

### **DOCUMENT AN INVENTORY OF CURRENT EVENTS AND EXPAND OUTREACH BY ADDING NEW INITIATIVES AND OPPORTUNITIES FOR STUDENT ENGAGEMENT**

St. Clair College believes student life is significantly important and creates an environment that fosters team spirit, collaboration and community involvement – key ingredients of a comprehensive and well-balanced education.

To support this Strategic Direction, a more formal approach has been undertaken to develop an inventory of events. The 2018-2019 inventory served as a baseline and was to be expanded annually by adding three new events in collaboration with the Student Representative Council (SRC), Student Athletic Association (SAA) and Thames Students Incorporated (TSI).

Below is a list of Campus Life activities offered to students during 2018-2019 which served as a baseline for Strategic Directions 2019-2020:

- Suicide Prevention Awareness Week and Walk
- Saints Gaming Live, Windsor SportsPlex
- Alumni and Friends Family Fun Days
- Blood Donor Clinics
- Get Swabbed Events
- Cedar Point Trips
- Annual Polar Plunges
- De-stress Week Activities
- Student Foodbanks
- All Saints Day at Woodland Hills Golf Course
- Therapy Dog Events
- Attending Professional Sports Games-Detroit Pistons, Detroit Tigers
- Mental Health Week Activities
- Children's Christmas Parties

Eleven new events were added to the list for 2019-2020, brought by the Student Representative Council (SRC), Student Athletic Association (SAA), Thames Students Incorporated (TSI) and St. Clair College. They are:

### **SRC**

In the Fall, SRC hosted an outing for Ace Acumen Academy students at the North York campus. Students were provided with transportation and tours of the CN Tower and Ripley's Aquarium of Canada in Downtown Toronto.

In October, SRC began the SAFE WALK program which is a service for students and staff to be escorted to their parked vehicles. The SRC provides training for students in safety procedures and regulations so they can walk any student or staff to their vehicles at the Windsor campus or those who are at the Downtown campus. There are currently 60 trained individual volunteers in the program.

In November, over 500 students and guests from the community enjoyed An Evening with Antoni Porowski. Antoni Porowski is a Polish Canadian television personality, actor, chef and model. He is known for his role as the food and wine expert on the Emmy award-winning Netflix series *Queer Eye*. The event was held in the Student Life Centre and was the focal event for the 2019 Pride Week celebration. The event was hosted by College alumnus Dan MacDonald from AM800 CKLW Radio and featured a cooking demonstration, conversation and questions and answers with Antoni. Audience members were also able to purchase Porowski's first cookbook, *Antoni In The Kitchen*.



**TSI**

In September, TSI introduced a weekly “Monday Farmers Market” where local businesses set up in the Faas Student Centre to share goods and services that they offer in our community.

In October, TSI hosted an event, “Walk a Mile in Her Shoes” to support an end to domestic violence and abuse. Powerline, Paramedic and Nursing students all participated by walking a mile around the Chatham Campus in red high heel shoes. Joining our students were the Chatham-Kent Police Chief, the Chatham-Kent Mayor and various business and community leaders. This event was in collaboration with the Chatham-Kent Women’s Centre. Our students raised \$11,000 towards this cause.

In November, TSI hosted a “Real Campus Tour” during Mental Health Week. The tour provided resources for students to feel comfortable and safe to share their feelings, stories and emotions with other students anonymously. The event was facilitated by Real Campus, the College’s resource for mental health and counselling, whose goal is to provide therapy and wellness for our students.

After the students completed this activity on day one, coordinators from Real Campus looked at the posts and provided aliases and posted answers or suggestions to what was written. The answers and positive messages were then shared all week on College monitors and a table setup during the week with pamphlets and texting information for all those needing to reach out for conversations with Real Campus workers.

**St. Clair College**

In December, the College provided a \$10 voucher during exam week as a student thank you/engagement initiative. Students were able to redeem the vouchers at College food outlets at our Windsor and Chatham campuses.

In February, on “Fat Tuesday”, the College’s Senior Operations Group provided and served a free pancake breakfast to students at all campuses in Windsor and Chatham and paczkis at our Toronto campus.

**MAINTAIN AND REPORT ATHLETIC PERFORMANCE INDICATORS (API’S) THAT ALIGN WITH ACADEMIC/CORPORATE PRIORITIES**

The St. Clair College Athletics Department has designed and implemented a set of performance indicators that enable the College to measure the academic and athletic achievements of its varsity athletic program. Five metrics have been developed and are currently used by staff as a basis for improving performance.

In summary, the API results indicate that:

- Our 169 varsity athletes had a collective grade point average of 2.73.
- 80 percent of our varsity athletes passed every course they took and maintained a minimum grade point average of 2.0, achieving the requirement to receive a \$1,250 athletic scholarship per sport semester.
- In athletic competition, the Saints achieved 104 wins and 56 losses – a very high winning percentage.
- In 2019-2020 (year to date), Saints teams were ranked provincially (66 times) and nationally (28 times), for a total of 94 recognized rankings.
- The various departments/programs comprising Saints Athletics brought in revenue totaling \$2,212,015.

## GOAL

## OBJECTIVE

Enhance “Student Life”.

Construction of the Sports Park at the Windsor Campus.

## REPORT ON PREVIOUS YEAR'S GOALS CONSTRUCTION OF THE SPORTS PARK AT THE WINDSOR CAMPUS

An update of the project to date includes the following:

- Five major donors have been secured: Zekelman Industries (\$2.5M cash), Domino's Pizza Canada (\$1M cash), Windsor Family Credit Union (\$1M – cash donation plus interest relief), Ace Acumen Academy (\$1M cash), St. Clair College Alumni Association (\$25,000 a year for six years);
- The College has funded and successfully completed two new parking lots in the Sports Park in time for Fall start up;
- Significant construction has taken place on the soccer stadium, press box and the jumbo scoreboard. The footings for the tennis centre are complete and steel erection took place in late September;
- A redesigned softball diamond is included in the project, as a result of increased fundraising from stadium seat sponsorships and an additional \$1M commitment from the Student Athletic Association.

The Sports Park will have the following amenities:

- West parking lot;
- East parking lot;
- New roadway on east side of the parking lot;
- Walking track from west parking lot to the sand volleyball complex;
- Beacon entrance;
- Outdoor sand volleyball complex, fully lit with a snack bar/restaurant;
- Zekelman indoor tennis courts, which includes four indoor courts, a pro shop and dressing rooms;
- Soccer stadium with artificial turf – fully lit with seating capacity for 1,500;
- Press box; and
- Fully lit ladies softball diamond with artificial turf and spectator bleachers for 300.





## GOAL

## OBJECTIVE

Increase Enrolment.

Maintain Domestic Enrolment Numbers.

Determine appropriate size of International enrolment and appropriate program mix.

## REPORT ON PREVIOUS YEAR'S GOALS

### ***MAINTAIN DOMESTIC ENROLMENT NUMBERS***

Utilizing the corridor model, 7,900 post-secondary domestic students equates to a +3% of 8,137 and -7% of 7,347. For the Fall 2019 semester, the College's enrolment count date with the Ministry was November 1, 2019. For that count date, the College reported 7,222 post-secondary domestic students. In keeping with historical reporting to the Board of Governors, the domestic student registration at the 10 day add/drop date for September 2019 was 7,552.

From a 2019-2020 budget perspective, the College's domestic tuition revenue is on target. In addition, we do not anticipate the Fall 2019 semester decline to impact our enrolment operating grant for 2020-2021, specifically, 7% below our 10,287 mid-point. This is due to the corridor funding model operating under a 3-year average / 2-year slip basis.

### ***DETERMINE APPROPRIATE SIZE OF INTERNATIONAL ENROLMENT AND APPROPRIATE PROGRAM MIX***

The Senior Operations Group has developed a five-year plan to determine the appropriate enrolment of international students for all campuses of St. Clair College including: Windsor, Downtown (St. Clair College Centre for the Arts, MediaPlex, One Riverside Drive), Chatham and Ace Acumen (Toronto).

This detailed plan was developed in conjunction with the Academic Chairs and the Associate Vice Presidents by Program/Academic Achievement Levels (AAL)/Semester while considering the interests and seat availability of domestic students.

Other factors including SMA3, academic space, the provision of student services, faculty labour supply and international agent performance were also considered in the development of this plan.



GOAL	OBJECTIVE
Enhance Student Life.	Build additional Residence capacity at Windsor campus.

**REPORT ON PREVIOUS YEAR'S GOALS**  
**BUILD ADDITIONAL RESIDENCE CAPACITY AT WINDSOR CAMPUS**

The building and design process for the new 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.

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

As of October 2019, the following project details were 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.





**GOAL**

Increase Community Engagement.

**OBJECTIVE**

Strengthen the connection between the College and the community to reinforce College brand and image through volunteerism by students and staff.

## REPORT ON PREVIOUS YEAR'S GOALS

### INCREASE COMMUNITY ENGAGEMENT

As an outcome of the Strategic Direction to "Increase Community Engagement," College staff and students have been involved on a voluntary basis throughout our communities of Windsor-Essex and Chatham-Kent. They've participated in task forces, boards, food programs, homeless shelters, building programs and health clinics. There is engagement from over 30 College programs, involving both faculty and students. The majority of these efforts allow the College to build ongoing partnerships and opportunities for academic purposes. College staff and students support many fundraising initiatives on an annual basis in our region and throughout the province.



## GOAL

## OBJECTIVE

Development of  
Human Resources.

Staff development with a focus on  
academic quality and student success.

Succession planning.

## REPORT ON PREVIOUS YEAR'S GOALS

### ***STAFF DEVELOPMENT WITH A FOCUS ON ACADEMIC QUALITY AND STUDENT SUCCESS***

Human Resources holds monthly employee onboarding sessions for all new College employees. The Human Resources department launched the new employee orientations this fiscal year. The orientation session introduces new employees to St. Clair College's Vision, Mission, Values and culture. In addition, these sessions are important to explain roles, responsibilities, expectations and rights to the employees. Such orientations have taken on a greater importance due to the large number of retirements that we have recently experienced and will continue to experience over the next few years.

In addition to the employee onboarding (orientation), Human Resources has assumed responsibility for the entire recruiting cycle including job requisition, job posting, screening, interviewing and selection of all part-time faculty for all schools (except Nursing).

These two initiatives also align with the Human Resources department's internal mandate of striving to "*Serve, Support and Strengthen Our Team.*"

The Centre for Academic Excellence (CAE) offered numerous professional development and orientation activities which include:

- a) An orientation in Teaching & Learning (T&L) is offered for new part-time and full-time faculty. The purpose of the T&L training is to introduce the basics of good teaching practice along with introducing participants to semester planning, lesson planning and assessment strategies. All new part-time faculty are required to participate upon the commencement of their employment with the College. New full-time faculty are also required to participate in a one-week onboarding orientation immediately after their CEDP residency.
- b) The College Educators' Development Program (CEDP) is a faculty training program offered jointly by the six Western Ontario colleges of which St. Clair College is an active participant. CEDP is a fully outcome-based, assessed learning experience for faculty. Through the use of online modules, short residencies and applied learning activities (e.g. faculty mentors, teaching portfolios and teaching circles), participants obtain a thorough grounding in Outcome-Based Education, MCU standards, course and lesson planning, classroom management, integration of teaching with technology, effective assessment practices and professional development strategies. Newly hired full-time members of faculty are required to complete CEDP as part of their letter of employment.
- c) All new full-time faculty participate in a formal mentoring program. In addition, the mentoring program is open to all faculty who request it.



- d) To support part-time faculty, the CAE in conjunction with the Continuing Education Department is relaunching the Instructional Skills Workshop (ISW) program. The ISW program is an intensive three (3) day nationally recognized professional development activity that enhances the teaching effectiveness of both new and experienced educators. The focus of the ISW program is on lesson plan development and delivery.
- e) Each June the CAE holds the Faculty Recharge and Reboot Day. This one-day conference offers faculty a chance to participate in both learning workshops and wellness activities. Faculty are encouraged to present at this event as well.
- f) March and Spring workshops are offered every year to all full-time and part-time faculty. Topics include lesson planning, curriculum design, course development, effective assessment strategies, Essential Employability Skills and quality assurance.

Existing staff are eligible to participate annually in professional development to achieve personal growth and development. Such training has taken the form of participation in individual workshops, seminars, College initiated training and courses to pursue their personal educational advancements. To date, staff have utilized over 74% of the budget that was allocated towards continual staff development. The Professional Development budget for 2019-2020 was \$556,917 (1% of Budget).

In addition to the professional development training, the College also offers the following training and development initiatives:

- a) Tuition Reimbursement.
- b) In-House Service Training.
- c) Legislative Training.
- d) Coordinators Training.
- e) Strategic Credential Upgrading (PhD & Masters).

As a result of the College developing a five-year Enrolment Plan, the Senior Operations Group is in the process of developing a human resource plan to aid in the projected growth.

### **SUCCESSION PLANNING**

Human Resources has aided in the development of a Talent Management Policy (TMP) and procedure with a focus on succession planning. The TMP was developed recognizing that changes in critical positions are inevitable and maintaining continuity in leadership, operational stability and avoiding costly vacancies in key positions is critical to operational success.

Through succession planning, the College continues to build a leadership pipeline/talent pool to ensure leadership continuity and develop potential successors in ways that best fit their strengths while maximizing institutional resources and organizational stability.

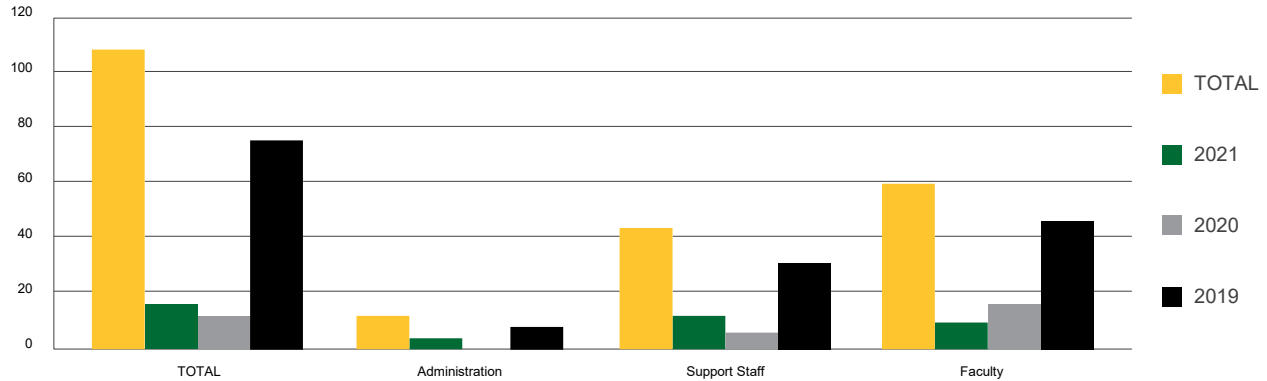
During the period between Fiscal 2017 through Fiscal 2019, 66 net new positions were created and 162 replacements occurred due to retirements, employee leaves and movement. These changes resulted in 35% of staff occupying a new position as well as new hires.

We expect that this trend will continue in the foreseeable future. Our data indicates that 17.4% of current staff will be eligible to retire by Fiscal 2021-2022.

On an ongoing basis, since the creation of the Talent Management Policy (TMP), the College reviews eligible retirements and incorporates informal and formal planning focusing on critical positions to ensure operational continuity.



**EMPLOYEES ELIGIBLE TO RETIRE** *(with early unreduced pension by year)*



These statistics emphasize a greater importance on planned training of organizational resources and staff development.

One such tool to aid in these training initiatives is the continual development of desk manuals for critical positions. These desk manuals ensure that training is delivered consistently and continues to meet the quality expectation of the College. Human Resources maintains all desk manuals.

Another tool the College has developed is Standard Operating Procedures (SOP). SOP's serve as the first point of introduction for new team members once the HR training and onboarding is completed. They aim to achieve efficiency, quality output and uniformity of performance, while reducing miscommunication and failure to comply with College standards. The development and use of SOPs are an integral part of the College's quality system as it provides individuals with the information to perform a job properly and facilitates consistency in the quality and integrity of the services provided.

Utilizing SOP's are a measure to help ensure that crucial tasks will still be completed even when employees change roles or leave the College.

The College's succession plan is intended to provide the organization with the ability to meet future staffing needs by identifying viable candidates and investing in their future with the organization by providing training, development and career advancement opportunities.



## GOAL

Campus  
Enhancement

## OBJECTIVE

Explore feasibility of a parking garage  
and student housing.

## REPORT ON PREVIOUS YEAR'S GOALS

### EXPLORE FEASIBILITY OF A PARKING GARAGE AND STUDENT HOUSING

**Parking Garage:** A Request for Proposal (RFP) was issued for Construction and Management of a Parking Garage on campus. The goal of the RFP was to determine if there were interested partner(s) who would build a parking garage at their cost and recoup the cost by managing the garage and potentially all parking operations on campus, over a 10+ year period.

The College received three submissions, all of which fell short of meeting the RFP requirements. The two main conclusions drawn from the submissions are as follows:

1. The College would be required to invest in all or part of the construction of the parking garage. The cost for construction was estimated by all three submissions to be around \$13-15M.
2. The construction of a parking garage would necessitate a considerable increase to parking permit fees in order to make the parking garage sustainable. The current rate of \$300/8 months would need to increase by 2-3 times.

Administration decided to survey students and staff to determine if a substantial increase in parking fees would be acceptable. The College and the student governments conducted surveys. The results of the Windsor student survey were that 74.3% of the students would not pay parking fees of approximately \$900 for a parking spot in a new parking garage.

**Student Housing:** A Request for Proposal was issued for the development, construction, financing and operation of a student housing facility in Windsor-Essex. The goal of the RFP was to determine if there were interested partner(s) who would build and operate an off-campus student housing facility at their cost to complement the College's existing student residence as a separate standalone facility.

No submissions were received.





## GOAL

## OBJECTIVE

Financial Sustainability.

Balanced budgets.

Maintaining financial sustainability in accordance with the MCU financial metrics (SMA).

## REPORT ON PREVIOUS YEAR'S GOALS

### **BALANCED BUDGETS**

- Budget strategies were implemented and monitored on a weekly basis.
- A surplus from operations has been realized for five consecutive years. A surplus of \$31,083,010 was realized for 2019-2020.

### **MAINTAINING FINANCIAL SUSTAINABILITY IN ACCORDANCE WITH THE MCU FINANCIAL METRICS (SMA).**

- March 31 ,2016 = 1 flag
- **March 31, 2017 = no flags**
- **March 31, 2018 = no flags**
- **March 31, 2019 = no flags**
- **March 31, 2020 = no flags**





GOAL	OBJECTIVE
Financial Accountability.	<p>Interim relevant and transparent reporting on financial position to the Board of Governors:</p> <ul style="list-style-type: none"> <li>• Budget</li> <li>• Mid-Year Review</li> <li>• Financial Statements</li> <li>• Other (to be determined by Audit Committee)</li> </ul> <hr/> <p>Achieve Ministry approval and financing for Academic Tower and Phase III of Student Centre.</p>

## REPORT ON PREVIOUS YEAR'S GOALS

During the 2019-2020 fiscal year, the Board of Governors received the following financial reports:

- Financial Statements: June 25, 2019
- Financial Monitoring: September 24, 2019, October 22, 2019, January 25, 2020, February 25, 2020
- Mid-Year Review 2019-2020: November 26, 2019
- 2020-2021 Budget: March 24, 2020
- Audit Committee Meetings: June 7, 2019, September 24, 2019, November 11, 2019, March 2, 2020, and March 27, 2020

### **ACHIEVE MINISTRY APPROVAL AND FINANCING FOR ACADEMIC TOWER AND PHASE III OF STUDENT CENTRE**

The College received Section 28 approval on October 1, 2019 from the Ministry.

#### **Summary**

The post-secondary education sector is continuously changing: Ministry funding, new legislation, policy changes and new directives/frameworks, enrolment, financial sustainability, etc. With this continuous change, the College's ability to ensure exceptional quality control and respond quickly and accurately to changing market conditions is key to our success. The College's prior year implementation of key functionality and system elements to provide timely information for budgeting and forecasting purposes continued to "pay dividends". We realized a second consecutive year surplus of over \$30M, which permitted the organization to invest in deferred maintenance, academic equipment renewal and internally restrict \$20M into a financial sustainability reserve.

## 6.0 ANALYSIS OF COLLEGE'S OPERATIONAL PERFORMANCE

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### **Partnerships**

#### **Windsor Health Institute/WE-SPARK**

Four partner organizations have formed the Windsor Health Institute. This new collaborative research centre aims to bring together leading minds in health care and academia from St. Clair College, the University of Windsor, Windsor Regional Hospital, Hotel-Dieu Grace Healthcare.

The WE-SPARK Health Institute held a signing ceremony on March 9, 2020. Officials from St. Clair College, Hotel-Dieu Grace Healthcare, the University of Windsor and Windsor Regional Hospital signed a memorandum of understanding, officially launching WE-SPARK.

WE-SPARK aims to provide hubs for researchers through various training programs, academic support, professional development and bi-monthly think tanks. The partnership between the four organizations is "one of a kind". Some areas of research will include cancer, brain health, rehabilitation and population health.

Designed to reflect on all aspects of healthcare, the health institute will feature training programs, academic support, professional development and think tanks that will impact a full spectrum of levels and stages, from elementary school students up to graduate students and health care professionals.

#### **City of Windsor Mentoring Session**

Continuing her commitment to the importance of mentoring, President France was the Keynote Speaker at the City of Windsor's Annual Employee Mentoring Information Session which was held on January 27, 2020.

National Mentoring Month was the occasion for the information session, providing City employees with the tools to become either a mentor or a protégé to "meet their next opportunity," and secure a successful mentoring experience. City employees were invited to join keynote presenter, Patti France, for her talk on mentoring and how the experience enhanced her career journey.

President France shared her insights and experiences and participants expressed their gratitude for sharing her journey.

#### **Skilled Trades Regional Training Centre**

The "Earn While You Learn Program" information session was held to update our industry partners on the activities at St. Clair College's Skilled Trades Regional Training Centre (STRTC). The August 9, 2019 session was a follow up to the March 2019 meeting, when the College provided an update on the status of the Centre and the program. The options provided by the College were endorsed by industry partners that will assist in maintaining the financial stability of the STRTC while ensuring the College continues to meet the needs of the community.



## 6.0 ANALYSIS OF COLLEGE'S OPERATIONAL PERFORMANCE

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### **Convocation**

The College's 52<sup>nd</sup> Annual Spring Convocation celebrated the largest graduation in its history, with more than 5,800 students. Six sessions took place in June at both the Windsor Family Credit Union Centre (WFCU) in Windsor and at the St. Clair College HealthPlex in Chatham. Family and friends were able to enjoy the celebration with their graduating students.

In October, there were three sessions of Convocation held at the WFCU Centre and at our Chatham Campus, with more than 2,200 students graduating.

For the first time in our 52-year history we held a Winter Convocation. On January 29, 2020, our 10<sup>th</sup> Session included close to 600 graduating students. Our St. Clair College Alumni Association has now grown to over 110,000 graduates.

### **Community Engagement**

Our Chatham campus was the site of the 6<sup>th</sup> Annual Polar Plunge to benefit the Special Olympics. The event took place on January 18, 2020 and \$46,300 was raised. The valiant 160 "plungers", including Chatham Mayor Darren Caniff and TSI President Maggie Kobrossy, all showed great courage by taking a dip in cold outdoor temperatures.

When it was Windsor's turn for the 6<sup>th</sup> Annual Polar Plunge, approximately 240 participants braved the cold outside the Windsor Aquatic Centre in Downtown Windsor. It was a frigid Friday, February 28, 2020 but the cause was the Special Olympics, for all who took the plunge. College students and staff took part in the evening event. The target of \$50,000 was surpassed with a new total of \$60,000 in donations. As a founding partner of this event, St. Clair College was delighted to do our part for this worthy cause.

Hoopin' Around the Clock saw 973 participants and 82 teams participate in the most successful event to date. The event was held over three days in January at St. Clair College's SportsPlex and Migration Hall in Kingsville. Dozens of teams, groups and organizations from across Southwestern Ontario competed around the clock. The real winners were the five local groups who benefited from these funds, namely the Neighbourhood Charitable Alliance, St. Clair Saints Athlete Sponsorship program, Windsor Pinoy Athletics, Windsor-Essex Cancer Centre Foundation Patient Assistance Fund and The Bridge - Leamington Youth Resource Centre.

Organizers Reid Innes, St. Clair's Manager of Student Success, and Jimmy Parsons, Chair of the School of Media Art and Design, presented a \$10,500 cheque to College President Patti France on March 5, 2020.

### **Facilities**

#### **Sports Park**

The Sports Park project began construction on April 8, 2019. This project will benefit from the collaboration of the SRC, SAA and the Fortis Group. The \$20M project is being built in collaboration with the Student Representative Council (SRC) and the Student Athletic Association (SAA).

The Sports Park includes a Soccer pitch that will also be used as a football field for a new St. Clair Fratmen team, competing in the Canadian Junior Football League. The Student Athletic Association purchased the team from Windsor's AKO Fratmen organization.

#### **New Mississauga Campus**

At the beginning of 2020, Ace Acumen Academy officially opened its Mississauga campus; the Academy's second campus. Ace Acumen secured a second International Student Program (ISP). It was approved by the Ministry in December 2019. St. Clair College and Ace Acumen Academy look forward to expanding the course selection to serve our International students.

#### **GEM Student Residence**

The new \$23M residence project at the Windsor Campus was announced with a groundbreaking ceremony on February 28, 2020. The new GEM student residence will provide on-campus housing for 512 students. Global Education Mihome (GEM) Corporation, the College's private educational partner, will undertake the entire cost of construction and management of the new residence. GEM has signed a design and engineering agreement with Z-Modular Corporation, which will provide the pre-fabricated, steel-box structures.

At the groundbreaking ceremony, David Piccini, Parliamentary Assistant to the Minister of Colleges and Universities, described the project as one that "is at the forefront of innovation. This new residence is an example of the potential economic benefits partnerships between Ontario's public colleges and private education providers can offer."

## 6.0 ANALYSIS OF COLLEGE'S OPERATIONAL PERFORMANCE

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### **Zekelman Centre of Business and IT**

Plans are being finalized for construction to begin on St. Clair College's new Zekelman Centre of Business and IT. The tower will be erected atop and adjacent to the existing Student Centre at the Windsor Campus. This \$21M project includes classrooms, a computer lab, student lounges, a beverage station, offices and a state-of-the-art E Gaming Centre. The College is grateful for the contributions received from our students and the Student Representative Council, our private partners, Barry and Stephanie Zekelman and the College's Alumni Association. The estimated opening of the Zekelman Centre of Business and IT is 2022.

### **Academic**

#### **Telus 5G**

Working with Telus, the College will equip the Ford Centre for Excellence in Manufacturing with the hardware to support a 5G network when it becomes available in Canada. This network will provide students with technology that will enhance the future. St. Clair College's Department of Applied Research and Development unveiled its emerging 5G technology at a gathering of industry partners and the media on March 6, 2020.

Telus shared that the 5G technology will deliver connection speeds up to 10 times faster, with lower latency, and the ability to connect numerous devices simultaneously. Augmented and virtual reality will become part of this imminent, future reality.

St. Clair College will be just the second Canadian post-secondary institution to have 5G-ready technology, offering our students yet another advantage of learning at the College.

#### **Recognition**

CISCO Canada President, Rola Dagher announced an exciting milestone. St. Clair College is the #1 College in North America for student enrolment in a CISCO Certified Networking program. The announcement was made at a Press Conference on April 4, 2019 in the Student Life Centre.

The College's relationship with CISCO is just one example of the partnerships which must exist between public educational institutions and the private sector to ensure that cutting-edge, real-world skills are being instilled to sustain and enhance our local, provincial, national and global economies.

### **Students**

#### **Safe Walk**

The Safe Walk program at both the Windsor and Downtown campuses was announced on November 8, 2019 by the Student Representative Council (SRC) and runs from 5 p.m. to 10:30 p.m., Monday to Friday. This service is provided by 60 student volunteers who have received Management of Aggressive Behaviour (MAOB) training through the College's security provider, Paladin Security.

As the population of St. Clair College has grown, so has the campus' footprint. The College added new buildings during the past several years, and some parking lots and facilities at the Downtown and Windsor campuses are located at a distance. The Safe Walk program adds an additional safety resource for students taking late classes. It also provides excellent experience for students who are completing their education in related fields of study. Programs such as Police Foundations, Protection, Security and Investigation and Border Services have taken a keen interest in being involved, providing them with meaningful volunteer experience.

#### **Soccer Gold**

It was gold for the St. Clair College Men's and Women's Indoor Soccer Varsity teams as they began their season in the Royal Cup on Saturday, January 25, 2020. The tournament was hosted by Redeemer University in Ancaster. Both Saints Teams had a great tournament coming in 1<sup>st</sup> place. Congratulations to our Saints!

#### **Alumni**

St. Clair College inducted six new honourees into the Alumni of Distinction notables. The 2019 Alumni of Distinction are:

- Chantelle Bacon-Macri, a recent graduate, is the co-founder of Fight Like Mason Foundation in Belle River, Ontario. She is a graduate of the Hairstylist Program, 2014.
- Christopher Bozzetto graduated in Media, Art & Design and is a Lead Texture Artist, Soho VFX in Toronto, Ontario. He is a graduate of Tradigital Animation, 2005.
- Barb Brown was in Community Studies and is the Executive Director of Connections Early Years Family Centre in Windsor, Ontario. She is a graduate of Early Childhood Education, 1994.



## 6.0 ANALYSIS OF COLLEGE'S OPERATIONAL PERFORMANCE

- Larry Koscielski from our Skilled Trades program is Vice President of Process & Technology Development at CentreLine in Windsor, Ontario. He is also the Chair of Windsor-Essex FIRST Robotics. He is a graduate of the Combustion Technician program, 1983.
- Justin Lammers studied Health Sciences and is now the Deputy Chief, Essex-Windsor EMS in Essex, Ontario. He is a graduate of the Paramedic program, 2005.
- Nicolas Seguin comes from our Business and Information Technology studies and is the Application Architect, Dominos Pizza Corporate Headquarters of Ann Arbor, Michigan. He is a graduate of Computer Science Technology - Information Systems, 2001.

### Fundraising

Symatron Corporation made a welcome announcement at a Press Conference at St. Clair College on May 10, 2019. They generously donated \$10,000, with a match from the Fletcher Foundation, for a total of \$20,000, under the auspices of the Ontario Association of Certified Engineering Technicians and Technologists (OACETT). St. Clair College added \$1,500 to expand the current OACETT endowment from \$23,500 to \$45,000. This fund supports a student enrolled in Year 1, 2 or 3 of an OACETT recognized engineering or applied science technology program. The \$45,000 endowment, in perpetuity, will be used to support an annual \$1,000 bursary to a deserving student.

A Global Positioning System (GPS) worth \$34,000 was donated by Amico Infrastructures to St. Clair College's School of Engineering Technology programs. The equipment gives our students "a direct advantage over students from other colleges in Ontario," according to one company director. Amico will also cover the annual \$4,300 subscription fee required to access the GPS satellite network. Students in the Civil Engineering Technology, Construction Engineering Technician and Architectural Technology programs will have the latest technology used in the construction industry.



# 7.0 ANALYSIS OF FINANCIAL PERFORMANCE

St. Clair College ended fiscal year 2019-2020 with an Excess of Revenue over Expenses for the Year of \$31,083,010 (see Appendix A: Consolidated Audited Financial Statements). Revenue increased approximately \$30.4M. Expenses increased approximately \$39.5M.

	2019-2020	2018-2019
Revenues	\$228,692,960	\$198,263,526
Expenses	\$197,609,950	\$158,025,756
Excess of Revenues over Expenses	\$31,083,010	\$40,237,770

## REVENUE

**Government (MCU) Operating Grants:** Decreased by \$5.4M compared to 2018-2019. The decrease was mainly attributable to one-time funding received in the prior year.

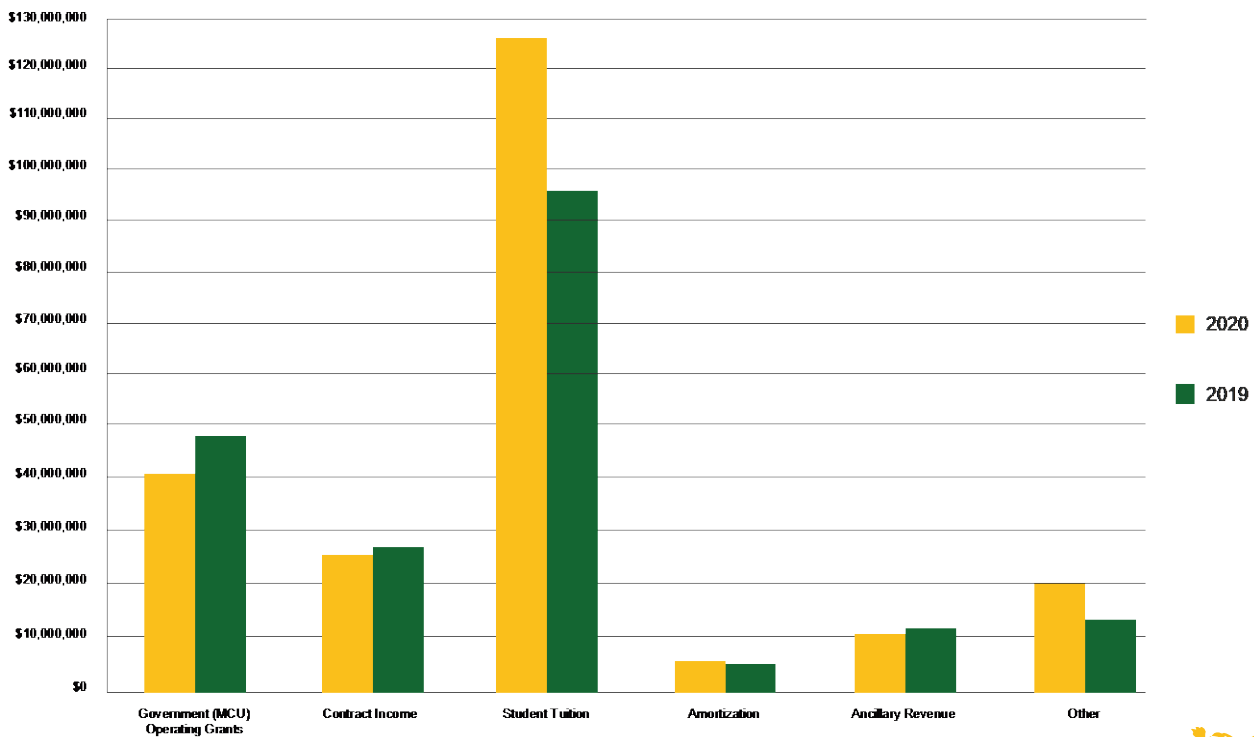
**Contract Income:** Decreased by \$0.78M compared to 2018-2019.

**Student Tuition:** Increased by \$30.8M compared to 2018-2019. The increase in revenue was due to higher international student enrolment, tuition rate increases and collecting tuition revenue for students attending Ace Acumen.

**Ancillary Revenue:** Decreased by \$0.83M. The decrease was attributable to lower revenue from Parking and St. Clair College Centre for the Arts operations.

**Other Income:** Increased by \$6.3M which was mainly attributable to interest income and ancillary fees.

## REVENUE



# 7.0 ANALYSIS OF FINANCIAL PERFORMANCE

## EXPENDITURES

### Salaries and Benefits

Increased by \$5.4M due to increased staffing and compensation adjustments.

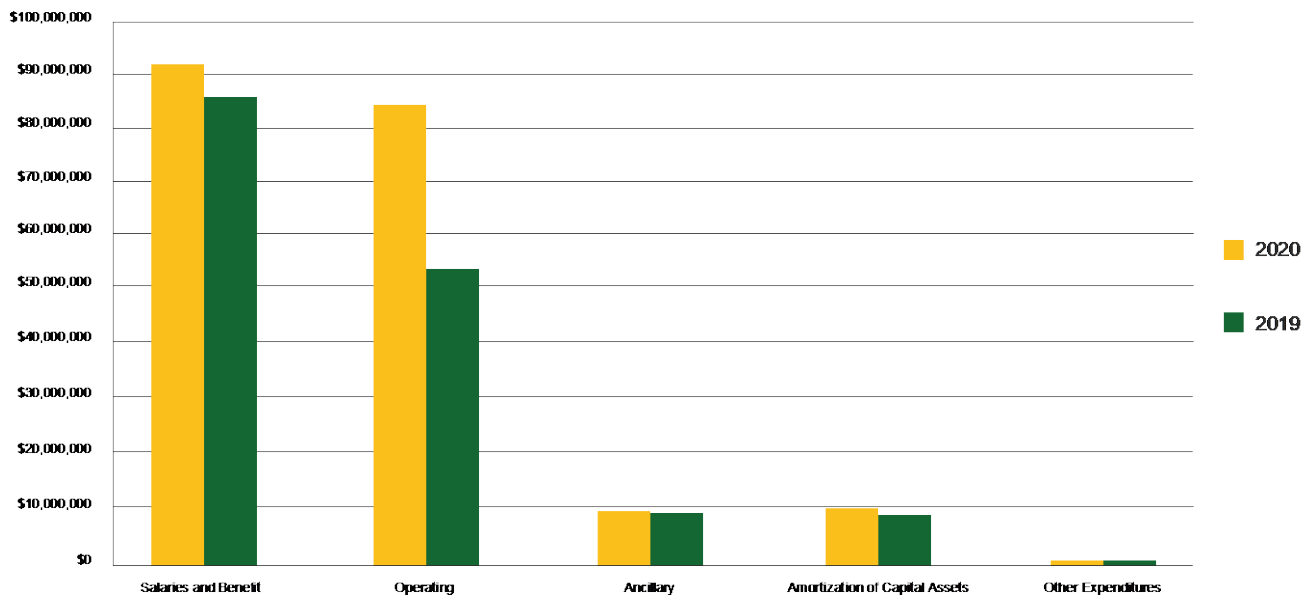
### Operating

Increased by \$32.7M due to higher agent commissions, insurance and flowing funds to Ace Acumen.

### Ancillary Operations

These activities are primarily user-pay services and include the Bookstore, Residence, St. Clair College Centre for the Arts and Parking operations.

## EXPENDITURES





# 8.0 ST. CLAIR COLLEGE FOUNDATION

The St. Clair College Foundation strives to assist St. Clair College in achieving its Vision Statement “Excellence in All We Do.”

The Foundation has the responsibility to manage the invested funds of the Foundation and to build the scholarship program by attracting new donors every year.

As of March 31, 2020, the Foundation had a total scholarship fund with a market value of \$9,397,257. The fund is invested in two separate banks, the Royal Bank of Canada (RBC) and Windsor Family Credit Union (WFCU). RBC holds the Foundation’s long-term investments and WFCU holds the Foundation’s short-term investments. The interest accrued from these funds along, with annual scholarship donations, are used each year to award scholarships to students at the annual presentations.

The Annual Chatham Scholarship Award presentation took place on Thursday, February 27, 2020. In light of the COVID-19 pandemic and in consideration of the health and well-being of our students, staff and donors, the two scheduled Windsor Scholarship Award presentations on March 26 and 30, 2020 were cancelled. The scholarship awards were mailed directly to the students, or the amounts were credited to the student’s College accounts.

The College awarded 815 student scholarships (endowment and annual) totaling \$534,656 based on the donor’s criteria for each award. Many of the scholarships have multiple students receiving funds from each scholarship.

This year, there were nearly 3,000 applicants compared to 1,400 in 2018-2019. The scholarship recipients were selected by one of three groups:

1. Eight selection committees (one for each academic school) comprised of faculty and support staff.
2. Donors.
3. College administration.

### ***New scholarships that have been established in the 2019-2020 fiscal year include:***

- A Friend of the St. Clair College Veterinary Technician Program Scholarship
- Alishia Liolli Memorial Scholarship
- Carol Derbyshire Scholarship
- Gibson Gallery Scholarship
- Harmony Masonic Lodge #579 Scholarship
- Janet Van Elslander Scholarship
- Ken Ambrose Memorial Scholarship
- Marcello Zorzitto Scholarship
- Margaret Brown Byron Scholarship
- Stephanie Zekelman Community Service Scholarship
- Ted Whipp Scholarship
- Windsor-Essex Child/Youth Advocacy Centre Scholarship





# 9.0 PRESIDENT'S COMMUNITY ENGAGEMENT

## PRESIDENT'S COMMUNITY ENGAGEMENT CALENDAR

This past year, President France hosted and attended numerous meetings and events with various community partners, organizations, municipal, provincial and federal politicians at the College. The President also represented the College as a member of community panels, attending many community events and dinners as an attending guest or guest speaker throughout Windsor-Essex and Chatham-Kent. The calendar year was full of student and staff campus events, Board events and College ceremonies in which the President participated.



April 2019 Cisco recognized St. Clair College as the company's number one Cisco Networking Academy partner in all North America, with 1,680 students enrolled in 2018 alone.



President France welcomes the new Leamington to Windsor Transit Service, which began operating Monday, July 8, 2019.



St. Clair College President Patti France and Wayne State University President Dr. M. Roy Wilson signed five articulation agreements allowing students to pursue a degree after receiving their diploma in July 2019.



President France kicked off the 17th annual St. Clair College Alumni Golf Tournament in July 2019, held at Sutton Creek.



Omar Alghabra, parliamentary secretary for the Minister of International Trade and Diversification, visited St. Clair College in August 2019, and briefed President France on the Outbound Student Mobility Pilot Program.



St. Clair College President Patti France welcomed more than 800 walkers in September 2019 at the 4th Annual Suicide Prevention Awareness Walk.



President France attended a ribbon cutting ceremony in October 2019 launching a partnership between the College, the Municipality of Chatham-Kent and the Lambton-Kent District School Board to create an early learning lab at Winston Churchill Public School in Chatham, that has St. Clair's Early Childhood Education students working with Kindergarteners.



St. Clair College President Patti France welcomed the latest group of women in WEST's Pre-Apprentice program in November 2019.



In November 2019, President Patti France joined other volunteers throughout Windsor-Essex to hand out the annual edition of the Windsor Goodfellows newspaper.



# 9.0 PRESIDENT'S COMMUNITY ENGAGEMENT



President France joined the College's 2019 Alumni of Distinction in Toronto November 2019 at the Premier Awards.



St. Clair College partnered with Caesars Windsor and local band The S'Aints to raise money for area food banks at the annual Sleighing Hunger holiday concert at the Colosseum in December 2019.



In January 2020 President France was honoured to receive the Paul Harris Fellowship Award from the Windsor Rotary Club 1918 for her contribution to the community of Windsor-Essex.



St. Clair College broke ground in February 2020 for the official launch of a \$23M student residence project on its South Windsor Campus.



President France serves pancakes to students during the annual Winter Blues week in February 2020.



St. Clair College President France signed an agreement in March 2020, joining four other institutions to form WE-SPARK Health Institute. The institute will help drive outcomes that support healthier communities.



**ST. CLAIR COLLEGE**  
**APPENDICES**



***Multi-Year Accountability Agreement Report Back***

This appendix is not required for St. Clair College.



# Content to follow

# Content to follow



# Content to follow

# Content to follow





*The 2018 KPI survey results were not available at time of publication of our 2018 Annual Report, as such we are presenting within the 2019-2020 report.*

## 2018 Key Performance Indicators

### **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

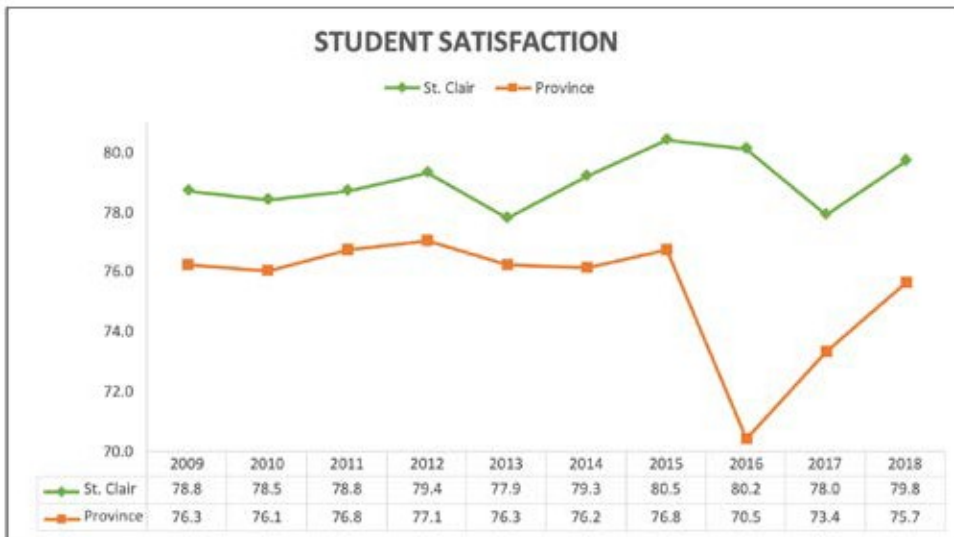
Also included in the summary results are key capstone questions that address overall quality of the institution in the areas of knowledge and skills, learning experience, services at the College and overall quality of the facilities/resources in the College.

*The 2019 Key Performance Indicators were not available at time of publication.*

2018 KPI SURVEY 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%
Capstone Question 13 – Overall, your program is giving you knowledge and skills that will be useful in your future career.	86.2%	89.1%
Capstone Question 24 – The overall quality of the learning experience in this	78.3%	84.0%
Capstone Question 39 – The overall quality of the services in the College.	63.6%	68.4%
Capstone Question 49 – The overall quality of the facilities/resources in the College.	74.8%	77.7%

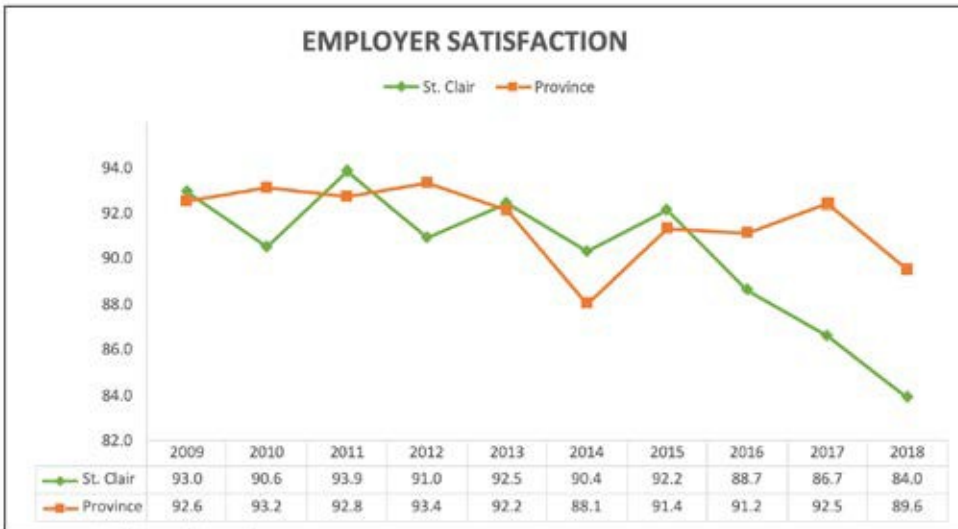
KPI - STUDENT SATISFACTION



COLLEGE	2018 KPI STUDENT SATISFACTION %
Province	75.7
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 St. Clair	79.8
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



KPI - EMPLOYER SATISFACTION



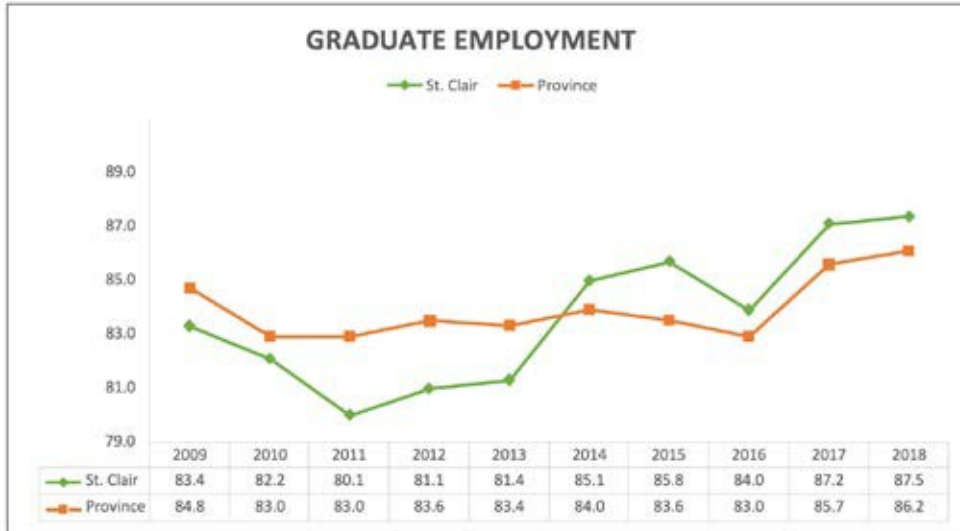
COLLEGE	2018 KPI EMPLOYER SATISFACTION %
Province	89.6
1 Lambton	100.0
2 Northern	100.0
3 La Cité	95.2
4 Durham	93.9
5 Boréal	93.8
6 Seneca	93.1
7 Sault	92.9
8 Sheridan	91.5
9 Algonquin	91.4
10 Loyalist	91.1
11 Niagara	91.0
12 Mohawk	90.9
13 Centennial	90.8
14 Fleming	90.1
15 Cambrian	89.6
16 George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

KPI - GRADUATE SATISFACTION



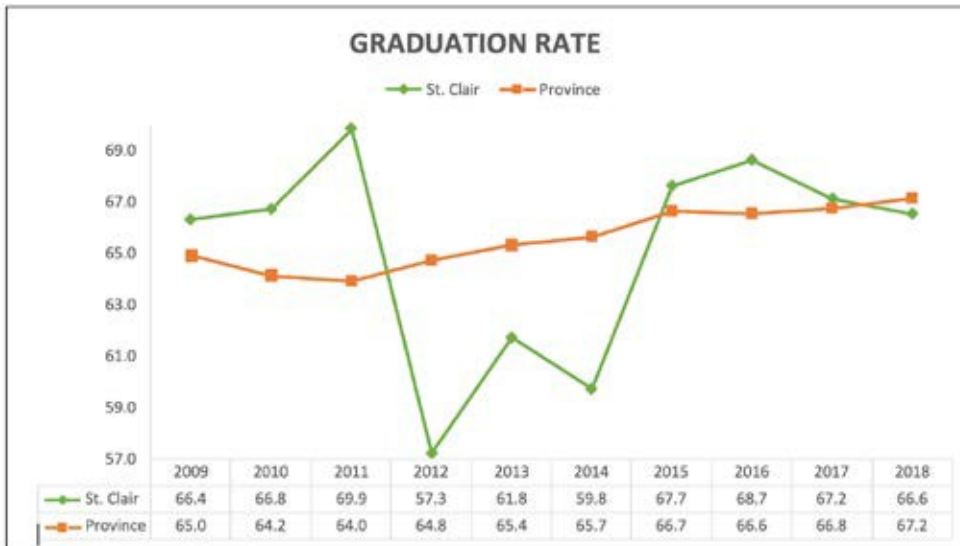
COLLEGE	2018 KPI GRADUATE SATISFACTION %
Province	79.9
1 La Cité	87.7
2 Confederation	87.0
3 Boréal	86.2
4 Canadore	86.1
5 Cambrian	85.8
6 Northern	84.1
7 St. Lawrence	83.8
8 St. Clair	82.8
9 Sault	82.6
10 Niagara	81.9
11 Fleming	81.8
12 Fanshawe	81.2
13 Algonquin	81.1
14 Georgian	80.9
15 Conestoga	80.7
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



COLLEGE	2018 KPI EMPLOYMENT SATISFACTION %
Province	86.2
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 St. Clair	87.5
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

KPI - GRADUATE RATE



COLLEGE	2018 KPI GRADUATE SATISFACTION %
Province	67.2
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 St. Clair	66.6
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

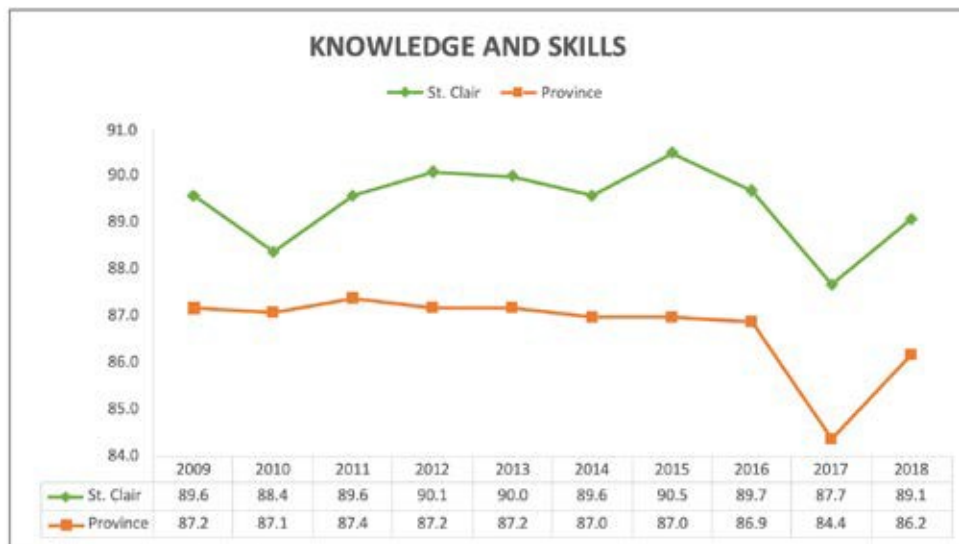


## 2018 KPI GRADUATION RATE BY TYPE

	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

## KPI - CAPSTONE QUESTION 13

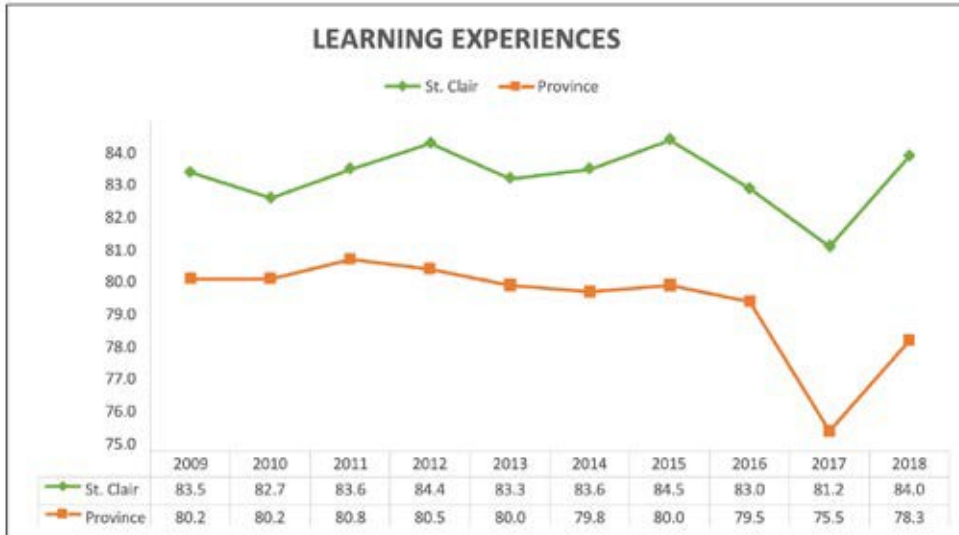
Overall, your program is giving you knowledge and skills that will be useful in your future career.



COLLEGE	2018 KPI CAPSTONE 13 %
Province	86.2
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
<b>7 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

KPI - CAPSTONE QUESTION 24

The overall quality of the learning experience in this program.



COLLEGE	2018 KPI CAPSTONE 24 %
Province	78.3
1 Boréal	88.1
2 Sault	85.5
3 La Cité	85.4
4 Cambrian	84.2
<b>5 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

KPI - CAPSTONE QUESTION 39

The overall quality of the Services in the College.



COLLEGE	2018 KPI CAPSTONE 39 %
Province	63.6
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
<b>7 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.



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	Gerogian	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

**Summary of Advertising & Marketing Complaints**

For the period April 1, 2019 – March 31, 2020, as specified in the Minister's Binding Policy Directive on the Framework for Programs of Instruction which sets out college program advertising and marketing guidelines, St. Clair College has received no complaints from its students regarding advertising and marketing of College programs.

Nature of Complaint	Date Received	How Resolved/ Addressed	Date Resolution Communicated to Student	# of Working Days to Resolve
<i>No complaints received.</i>				



## **INSTITUTES OF TECHNOLOGY AND ADVANCED LEARNING (ITAL) REPORT**

This appendix is not required for St. Clair College.

<b>Board Members</b>	<b>Appointment Date</b>
Patricia France, President	
Nancy Jammu-Taylor, Chair	September 2019 – August 2022
Egidio Sovran, Vice Chair	September 2019 – August 2022
Kevin Beaudoin	September 2017 – August 2020
Warren Beck <i>Internal Faculty Representative</i>	September 2019 – August 2022
Teresa Bendo	September 2019 – August 2022
Jorge Gutierrez Calzada <i>Internal Student Representative</i>	September 2019 – August 2020
Melanie DeSchutter <i>Internal Administration Representative</i>	September 2019 – August 2022
Renu Khosla	September 2017 – August 2020
Jean Piccinato	September 2018 – August 2021
Robert Renaud	September 2017 – August 2020
Michelle Watters	September 2019 – August 2022
Maureen Wickham	September 2017 – August 2020
Tammy Wonsch <i>Internal Support Staff Representative</i>	September 2017 – August 2020





To: Patricia France, President  
From: Melanie DeSchutter  
Date: May 4, 2020  
Re: Annual Review

The College Advisory Council (CAC) convened for a successful meeting on November 27<sup>th</sup>, 2019 during 2019/2020 Academic year. The committee continued with the leadership of Ms. Melanie DeSchutter as Chair, CAC and Dr. Ken Blanchette as Vice Chair, CAC.

In our discussions at the November 2019 meeting, we looked at College policy amendments allowing for community feedback from all constituents, inclusive of Student governments at both campuses. The group reviewed our current Sexual Assault and Sexual Violence Policy and Protocol. Discussion and feedback from the group was related to a new Service Animal Policy, Experiential Learning Policy, Student Identification Validation Policy and sought feedback on how our service areas were handling religious face coverings.

The CAC planned to reconvene in the Spring 2020 Semester however due to the evolving COVID19 pandemic a meeting has yet to be scheduled.

The CAC will be looking to meet again in the upcoming Fall 2020 Semester.

Regards,



Melanie DeSchutter  
Associate Registrar



**WINDSOR & CHATHAM**





# ST. CLAIR

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COLLEGE

**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: JUNE 23, 2020**

**RE: 2019-2020 ALUMNI ASSOCIATION ANNUAL REPORT**

**SECTOR: JOHN FAIRLEY, VICE PRESIDENT, COLLEGE COMMUNICATIONS & COMMUNITY RELATIONS**

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**AIM:**

To provide the Board with the 2019-2020 Alumni Association Annual Report.

**BACKGROUND:**

As part of the Board of Governors' Annual Work Plan, the Alumni Association provides an annual report to the Board highlighting the objectives and initiatives undertaken by the Alumni Association during the past year.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive the 2019-2020 Alumni Association Annual Report, for information.



## **2019-2020 ANNUAL REPORT**

### **ALUMNI ASSOCIATION OBJECTIVES**

- To promote and foster positive St. Clair Alumni connections and fellowship within the St. Clair College community and to promote and foster positive St. Clair College Alumni connections with the community at large.
- To support and enhance the quality, resources, image and reputation of St. Clair College.
- To promote and foster support of St. Clair College through both financial and non-financial contributions.
- To enrich the lives of St. Clair College Alumni through opportunities for lifelong involvement with St. Clair College and the provision of valued services.
- To advocate on behalf of St. Clair College Alumni in matters relating to post-secondary education and issues involving the relationship between the Alumni and St. Clair College.

### **2019-2020 ALUMNI BOARD OF DIRECTORS**

#### **OFFICERS**

Andrew Rowberry - President

Allison Rusling - Bigelow - Executive Vice President

Jennifer Forfitt - Vice President Finance

#### **DIRECTORS**

Eddie Azar

Belinda Bulhoes

Carmen Brunone

John Garton

John Feldman

Chase Stoyshin

Patti France - President, St. Clair College

John Fairley - Vice President, College Communications & Community Relations

Executive Director, St. Clair College Foundation

Ryan Peebles - General Manager, Student Representative Council Inc.

## **MESSAGE FROM THE PRESIDENT**

This past year, all of us have learned and used new terms like social distancing, PPE, closures and COVID-19. These terms have become part of our everyday vocabulary. I believe it is essential to reflect on what we've done as a Board and Alumni this past year to support our community and what we continue to do during these challenging times.

In the Fall of 2019, we engaged in a new initiative supporting Windsor Life Centre whose mission is "Saving Lives & Changing Families." Fast forward to the Spring of 2020, when the Alumni Association, along with the College, partnered with the University of Windsor to donate \$100,000 for the purchase of new ventilators in the fight against COVID-19. Regardless of the situation, when called upon for an important cause, you can be proud that St. Clair College Alumni is at the forefront of making a difference.

In between these causes, the Alumni Board, with four new members, rose to the challenge and became involved with many worthwhile objectives, most notably, support and mentorship of current students and their initiatives. Challenging times inspire innovation, as witnessed by the SRC, answering the call and presenting the VIRTUAL Relay for Life in support of the Canadian Cancer Society. We look forward to supporting the in-person event next year, along with another new Alumni Sponsored Program, the Legacy Project Fun Run. The "Start Here Go Anywhere 3km Run/Walk," is being organized by students in the Sports and Recreation Management program.

Not all Alumni sponsored events required physical participation; many of you enjoyed a great movie experience at the Windsor Film Festival or rocking out to another fantastic S'AINTS concert at Caesars Windsor. For the sports fans, promo codes on discounted tickets were offered to Detroit Pistons and Detroit Red Wings games and closer to home; the St. Clair College Cricket team hit the ice for a demonstration during our February Alumni Spitfires game.

Our Alumni continue to lead in their chosen professions, and it was proven again this year, as we announced our 2020 Alumni of Distinction honourees. These six individuals exemplify a passion and ability to succeed, who will be celebrated with family and friends in early 2021.

While 2020 has thrown us more challenges than we could have anticipated, I'm confident that your Alumni will proactively Rise Above the Ordinary like always; because that's what Saints do.

Stay safe,

Andrew Rowberry  
SCC Alumni President

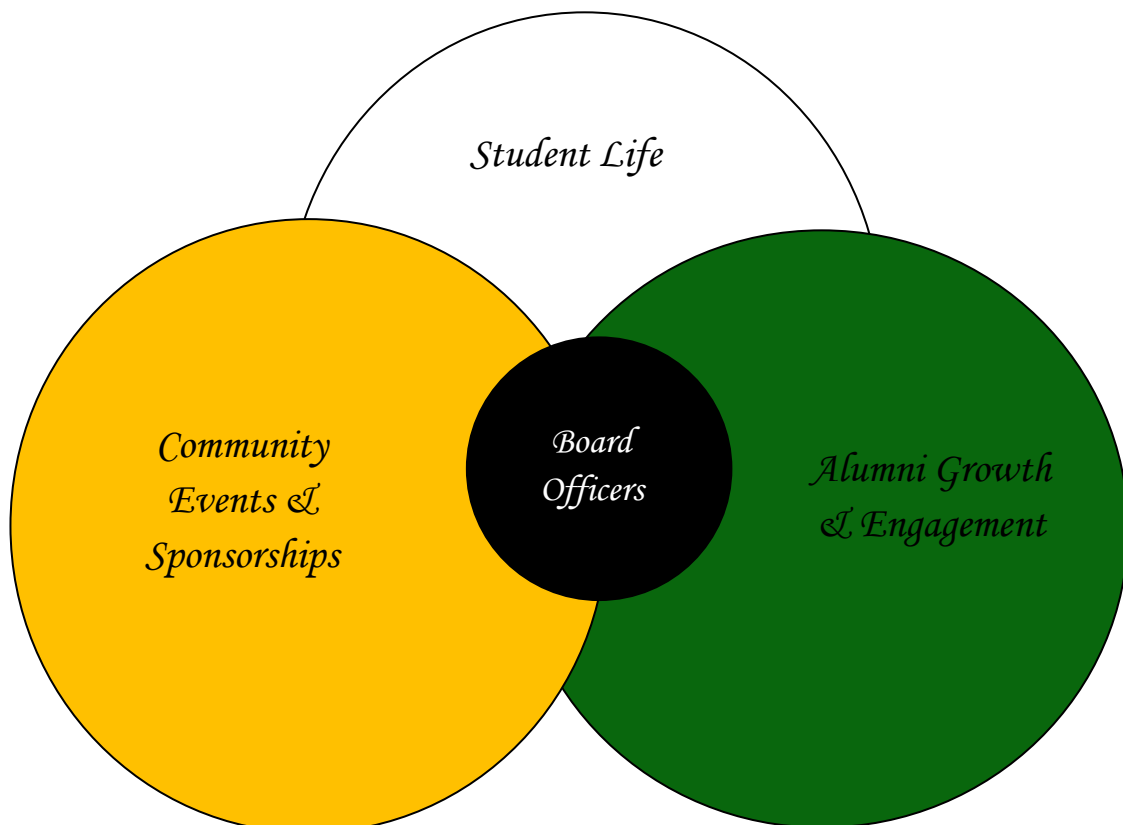
## **BOARD ROLES AND RESPONSIBILITIES**

The St. Clair College Alumni Board is governed by three (3) Board Officers and six (6) Directors as well as two (2) staff from the College namely the College President, Executive Director of the St. Clair College Foundation and the General Manager of the Student Representative Council. The six Directors are members of three sub-committees which are designed to help support the Alumni in various ways through their individual committee goals.

**The Alumni Growth and Engagement Committee's** mission is to foster relationships with all segments of St. Clair College Alumni and encourage them to stay connected and volunteer at both College and community events, primarily within Windsor-Essex and Chatham-Kent.

**The Community Events & Sponsorship Committee's** mission is to support diverse community and College events to positively increase awareness about St. Clair College and its Alumni. These events provide a great opportunity for Alumni within the community to reconnect and learn about the more recent advancements at St. Clair College.

**The Student Life Committee's** mission is to connect with existing St. Clair College students and student clubs, and to assist them with event sponsorships. Existing students are our future Alumni, and it is essential to establish a relationship with students while they are at the College, so they understand what the Alumni is about and how important it is to stay connected after graduation.



## **ALUMNI OF DISTINCTION**

Beginning in 1992, St. Clair College began honouring Alumni each year from various disciplines to recognize them for their overall success, demonstrated commitment to their professional career and volunteer work within their community. Each year the St. Clair College Alumni Association sponsors the Alumni of Distinction Awards evening to honour and celebrate the current year's winners. Each winner is then St. Clair College's candidate for the Annual Premier's Award, along with other alumni from the province's 24 colleges, to be selected as the overall winner in their respective discipline. Due to the COVID-19 pandemic, the 2020 recipients will be honoured in 2021 and attend the 2021 Premier's Awards in Toronto.



### **The 2020 Recipients of the St. Clair Alumni of Distinction Awards:**

**Will Bigelow**

***Animation Tradigital – 2006***

Technical Art Director  
Baron Championship Rings  
Tecumseh, Ontario

**Flora Di Menna**

***Interior Design – 1980***

President and Principal Designer  
FDM Designs  
Vaughan, Ontario

**Lori Kempe**

***Communicator – 1990***

***Interpreter Sign Language – 1991***

Executive Director  
Children First  
Windsor, Ontario

**Dave Merheje**

***Business Marketing – 2003***

Actor – Comedian  
North America

**Elizabeth Moses**

***CNC Precision Metal Cutting – 2017***

***Pre – Apprenticeship General***

***Machinist – 2019***

Machinist Apprentice  
Windsor Mold Group  
Windsor, Ontario

**Anita Riccio-Spagnuolo**

***Personal Support Worker – 1999***

Fund Development Mental Health  
Promotion  
Canadian Mental Health Association  
Windsor, Ontario

*Throughout the year.....*

## ALUMNI GROWTH AND ENGAGEMENT

### WINDSOR SPITFIRE NIGHTS

The Alumni Association's sponsorship of the Windsor Spitfires allows the Alumni Association to attend four Windsor Spitfire games where we reconnect with Alumni from the community and provide information about the most recent initiatives at St. Clair College. These nights also include opportunities for Alumni to win the chance to be our guest in the Alumni Suite. The Association has two suite nights, which provide great networking events for local alumni.





## STUDENT LIFE

### VARSITY DAY

The Student Athletic Association and the Alumni Association hosts the Annual Varsity Day. The Association provides sponsorship for door prizes, barbecue and activities associated with the event. The event features a basketball or volleyball game with the St. Clair Saints challenging another team from within the OCAA. GO SAINTS!



### CONVOCATION

One of the most enjoyable events for the entire Alumni Association Board is attending the annual Convocation for students who have graduated and become Alumni of St. Clair College. Each year, the Alumni Association Board brings greetings to the new graduates. We also assist in framing diplomas and handing out Alumni pins to graduates. The Alumni Association also sponsors the reception following each of the individual ceremonies, both in Windsor and Chatham. In January 2020, approximately 600 students crossed the stage during the inaugural Winter Convocation Sessions. St. Clair College now has three sessions commencing in the Spring, Fall and Winter.



## SCHOLARSHIPS

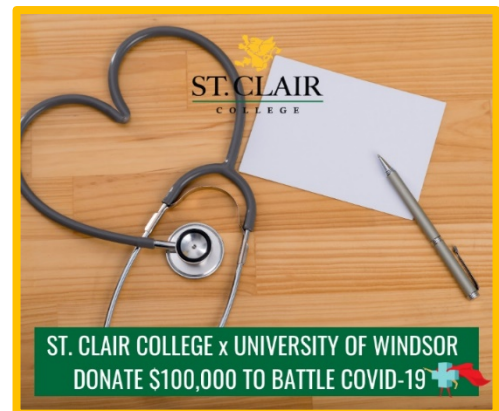
The Alumni Association is proud to support our students with annual scholarships. This year we provided the Alumni 1967 Scholarship to ten domestic and ten international students at both our Windsor and Chatham campuses. The endowment fund also awarded six students with a scholarship. Due to the COVID-19 pandemic, the Scholarship Awards in Windsor were cancelled and students received their scholarships in the mail.



## COMMUNITY PARTNERSHIPS

### ALUMNI DONATES TO COVID BATTLE

During the unprecedented COVID-19 pandemic, the Alumni Association, along with the College and student government groups, partnered with the University of Windsor student government, Alumni Association and University to donate \$100,000 in support of purchasing new ventilators for patient care.



### ALUMNI & FRIENDS GOLF TOURNAMENT

The Annual College and Alumni & Friend Golf Tournament took place at Sutton Creek on Friday, July 12, 2019. It was another "sold out" event. Golfers gathered to participate in a day of golf, supper and reconnecting with friends and administration of the College.





## FAMILY FUN DAY

Family Fun Days are free community events held each year at both our Windsor (August 18, 2019) and Chatham (September 15, 2019) campuses. This event provides a campus full of fun and entertainment for the entire Windsor-Essex and Chatham-Kent communities including pony rides, bouncing castles, various vendors, entertainers and special meet and greets with police and fire community members. Each family receives a free souvenir picture taken at our photo booth and enjoy a freshly barbecued lunch. Family Fun Day is a great community day to reconnect with fellow Alumni.





# ST. CLAIR

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COLLEGE

**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: JUNE 23, 2020**

**RE: 2019-2020 FOUNDATION BOARD ANNUAL REPORT**

**SECTOR: JOHN FAIRLEY, VICE PRESIDENT, COLLEGE COMMUNICATIONS & COMMUNITY RELATIONS & EXECUTIVE DIRECTOR COLLEGE FOUNDATION**

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**AIM:**

To provide the Board with the 2019-2020 Foundation Board Annual Report.

**BACKGROUND:**

As part of the Board of Governors' Annual Work Plan, the Foundation Board provides an Annual Report to the Board highlighting the objectives and initiatives undertaken by the Foundation Board, as well as, the scholarship and endowment activity during the past year.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive the 2019-2020 Foundation Board Annual Report, for information.



**ST. CLAIR COLLEGE**  

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**FOUNDATION**

**2019-2020 ANNUAL REPORT**

**VISION**

The St. Clair College Foundation strives to assist St. Clair College in achieving its Vision Statement “Excellence in All We Do.”

The Foundation has the responsibility to manage the invested funds of the Foundation and build the scholarship program by attracting new donors every year.

**SCHOLARSHIPS**

As of March 31, 2020, the Foundation had a total scholarship fund with a net market value of \$9,397,257.

The fund is invested in two separate financial institutions, which are the Royal Bank of Canada (RBC) and the Windsor Family Credit Union (WFCU). RBC holds the Foundation’s long-term investments and WFCU holds the Foundation’s short-term investments. The investment income earned from these funds, along with annual scholarship donation, is used each year to award scholarships to students at the annual presentations.

The Annual Chatham Scholarship Award presentation took place on Thursday, February 27, 2020. Unfortunately, due to the COVID-19 pandemic, and in consideration of the health and well-being of our students, staff and donors, the two scheduled Windsor Scholarship Award presentations on March 26 and 30, 2020 were cancelled. The Windsor scholarship awards were mailed directly to the students or the amounts were credited to the student’s College accounts.

The College awarded 815 student scholarships (endowment and annual) totaling \$534,656 based on donor’s criteria for each award. Many of the scholarships have multiple students receiving funds from each scholarship.

This year, there were nearly 3,000 applicants compared to 1,400 (our faculty strike year) in 2018-19. The scholarship recipients were selected by one of the following groups:

- Eight Selection Committees (one for each academic school) comprised of faculty and support staff.
- Donors.
- College Administration.

## **NEW SCHOLARSHIPS**

The following is a list of new scholarships that have been established in 2019-20 fiscal year:

- A Friend of the St. Clair College Veterinary Technician Program Scholarship.
- Alishia Liolli Memorial Scholarship.
- Carol Derbyshire Scholarship.
- Gibson Gallery Scholarship.
- Harmony Masonic Lodge #579 Scholarship.
- Janet Van Elslander Scholarship.
- Ken Ambrose Memorial Scholarship.
- Marcello Zorzitto Scholarship.
- Margaret Brown Byron Scholarship.
- Stephanie Zekelman Community Service Scholarship.
- Ted Whipp Scholarship.
- Windsor Essex Child/Youth Advocacy Centre Scholarship.

## **2019/20 FOUNDATION BOARD**

### **Board Executive:**

Jody Cloutier	President
David Moncur	Vice-President
Jim Komar	Secretary/Treasurer

### **Directors:**

Pat Best	Director
Jeff Casey	Director
Jennifer Forfitt	St. Clair College Alumni Representative
Patti France	President, St. Clair College
Cathy Geml	Director
Marc Jones	Vice President Finance and CFO, St. Clair College
Renu Khosla	Board of Governors Representative

**Meetings**

(August/September)	New Board Member Orientation
September 8, 2020* September 22, 2020	Committee of the Whole Full Board Meeting – Windsor
October 13, 2020 * October 27, 2020	Committee of the Whole (Quality Audit) Full Board Meeting – SCCCA
November 10, 2020 * November 24, 2020	Committee of the Whole Full Board Meeting – Windsor
January 12, 2021 * January 26, 2021	Committee of the Whole Full Board Meeting – Windsor
February 9, 2021 * February 23, 2021	Committee of the Whole Full Board Meeting – Windsor
March 9, 2021 * March 23, 2021	Committee of the Whole Full Board Meeting – Windsor
April 13, 2021 * April 27, 2021	Committee of the Whole Full Board Meeting – Chatham
May 11, 2021 * May 25, 2021	Committee of the Whole Full Board Meeting – Windsor
June 8, 2021 * June 22, 2021	Committee of the Whole Full Board Meeting - Windsor

*\* Please Note: All Committee of the Whole Meetings are listed and will be held at the discretion of the Board Chair and President.*



**Events**

October 1, 2020	Fall Academic Awards Banquet SCCCA (Windsor & Chatham)
October 6, 2020 October 7, 2020	Fall Convocation (WFCU) Fall Convocation (WFCU)
October 9, 2020	Fall Convocation (Chatham HealthPlex)
November 2020 – Cancelled	Higher Education Summit Premier’s Awards
TBD	Holiday Social
November 2020	Board Planning Session/Retreat
TBD	Chatham Scholarship & Bursaries (Club Lentinas)
TBD	Windsor Scholarship & Bursaries (SCCCA)
TBD	Alumni of Distinction (SCCCA)
TBD	Athletic Awards Banquet
TBD	SRC Changeover Banquet
TBD	TSI Changeover Banquet
TBD	CICan Annual Conference
TBD	Windsor Academic Awards Banquet
TBD	Chatham Academic Awards Banquet
TBD	Spring Convocation (WFCU)
TBD	Spring Convocation (Chatham Health Plex)

February 27<sup>th</sup>, 2020

Dear Nancy Jammu-Taylor

I am deeply grateful and very honoured to have been selected for the St. Clair College Board of Governors Scholarship. As a young person trying to embark on the start of their life, this scholarship has alleviated some of that stress and worry that comes along with such an endeavour. When facing a new city far from home, new responsibilities in first time home-ownership, and a new educational path, every bit of charity, every bit of support on my journey, is invaluable to me. Thank you from the bottom of my heart.

I can hardly believe the year is almost behind us, and graduation is just around the corner. When I began looking into studying Child and Youth Care, I had dreams of getting involved in supporting child refugees. I was initially focused on the Mexican/Texan border separations, and later investigating the conditions in Greece as Syrian refugees are transported through Turkey. Those aspirations are still goals of mine, but I have also been inspired by issues close to home as well. Eventually I would like to create training programs to supplement the education programs that are already out there, that I can tailor and bring to educators, care givers, and any other adults who work with children, in order to ensure children are understood and receive the best services and assistance possible. When the children of our societies flourish, so in turn will the society. Thank you again, truly, for helping me on my path and supporting me in my endeavours.

Sincerely,



Christian Lange



**ST. CLAIR**

C O L L E G E

**TO: THE BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: JUNE 23, 2020**

**RE: AUDITED CONSOLIDATED FINANCIAL STATEMENTS FOR THE  
YEAR ENDED MARCH 31, 2020**

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

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**AIM:**

To obtain Board approval of the Audited Consolidated Financial Statements for the Year Ended March 31, 2020.

**BACKGROUND:**

As in prior years, statutory financial statements are required to be submitted to the Ministry of Colleges and Universities. The Audit Committee of the Board met on Tuesday June 16, 2020 to review the Audited Consolidated Financial Statements and to recommend Board approval.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors approve the Audited Consolidated Financial Statements for the Year Ended March 31, 2020.

Consolidated Financial Statements

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

Year ended March 31, 2020



KPMG LLP  
618 Greenwood Centre  
3200 Deziel Drive  
Windsor, ON  
N8W 5K8  
Telephone (519) 251-3500  
Fax (519) 251-3530  
www.kpmg.ca

## INDEPENDENT AUDITORS' REPORT

To the Board of Governors of The St. Clair College of Applied Arts and Technology

### ***Opinion***

We have audited the consolidated financial statements of The St. Clair College of Applied Arts and Technology (the College), which comprise:

- the consolidated statement of financial position as at March 31, 2020
- the consolidated statement of operations for the year then ended
- the consolidated statement changes in net assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the College as at March 31, 2020, and its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditors' Responsibilities for the Audit of the Financial Statements" section of our auditors' report.

We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



## ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the College's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the College or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the College's financial reporting process.

## ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian public sector accounting standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian public sector accounting standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the College's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the College's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the College to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants

Windsor, Canada

June \_\_, 2020



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Financial Position

March 31, 2020, with comparative information for 2019

	2020	2019
<b>Assets</b>		
Current assets:		
Cash	\$ 67,984,441	\$ 70,871,533
Accounts receivable (note 18)	11,170,968	11,999,882
Temporary investments (note 2)	62,865,644	40,652,949
Prepaid expenses	5,542,770	2,805,490
	<u>147,563,823</u>	<u>126,329,854</u>
Long-term investments (note 2)	70,261,397	9,950,637
Construction in progress (note 5)	1,967,429	189,484
Capital assets (note 6)	180,547,885	177,668,359
	<u>\$ 400,340,534</u>	<u>\$ 314,138,334</u>
<b>Liabilities and Net Assets</b>		
Liabilities:		
Accounts payable and accrued liabilities	\$ 23,333,575	\$ 12,166,394
Deferred revenue (note 7)	95,254,876	49,526,855
Vacation pay	6,470,505	6,075,504
Current portion of long-term debt (note 8)	1,296,657	1,229,094
	<u>126,355,613</u>	<u>68,997,847</u>
Long-term debt (note 8)	10,338,026	11,634,683
Post-employment benefits and compensated absences (note 9)	3,634,000	3,770,000
Deferred contributions (note 10)	704,785	1,182,302
Deferred capital contributions (note 11)	121,568,707	124,848,844
Deferred capital contributions relating to construction in progress (note 12)	5,075,763	2,298,491
	<u>267,676,894</u>	<u>212,732,167</u>
Net assets:		
Unrestricted:		
Operating	68,969,862	64,288,021
Post-employment benefits and compensated absences	(3,634,000)	(3,770,000)
Vacation pay	(6,470,505)	(6,075,504)
	<u>58,865,357</u>	<u>54,442,517</u>
Invested in capital assets (note 13)	44,236,161	37,846,731
Externally restricted (note 14)	9,291,382	9,116,919
Internally restricted (note 15)	20,270,740	-
	<u>132,663,640</u>	<u>101,406,167</u>
Commitments (note 16)		
Contingent liabilities (note 17)		
Subsequent event (note 21)		
	<u>\$ 400,340,534</u>	<u>\$ 314,138,334</u>

See accompanying notes to consolidated financial statements.

Approved by the Board of Governors

\_\_\_\_\_  
Director

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Consolidated Statement of Operations

Year ended March 31, 2020, with comparative information for 2019

	2020	2019
<b>Revenue:</b>		
Grants and reimbursements	\$ 40,990,085	\$ 46,475,014
Capital support grants	175,673	152,954
Tuition revenue	126,606,554	95,735,897
Contract training	25,012,675	25,800,534
Amortization of deferred capital contributions	5,621,045	5,255,421
Other income	18,718,116	12,414,104
Donations	288,538	303,734
Foundation	534,656	544,345
Ancillary operations	10,745,618	11,581,523
	<u>228,692,960</u>	<u>198,263,526</u>
<b>Expenses:</b>		
Salaries and benefits	91,847,088	86,362,457
Operating expenditures	85,669,379	52,913,424
Post employment and compensated absences	(136,000)	(81,000)
Foundation	534,656	544,345
Bursaries and scholarships	280,538	302,737
Amortization of capital assets	9,713,643	8,466,568
Other expenditures out of capital support grants	185,110	152,954
Ancillary operations	9,515,536	9,364,271
	<u>197,609,950</u>	<u>158,025,756</u>
<b>Excess of revenue over expenses</b>	<b>\$ 31,083,010</b>	<b>\$ 40,237,770</b>

See accompanying notes to consolidated financial statements.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Consolidated Statement of Changes in Net Assets

Year ended March 31, 2020, with comparative information for 2019

	Unrestricted	Invested in capital assets (note 13)	Externally restricted (note 14)	Internally restricted (note 15)	2020 Total	2019 Total
Balance, beginning of year	\$ 54,442,517	37,846,731	9,116,919	-	\$ 101,406,167	\$ 60,860,301
Endowments received during the year	-	-	174,463	-	174,463	308,096
Excess (deficiency) of revenues over expenses	35,175,608	(4,092,598)	-	-	31,083,010	40,237,770
Transfer of unrestricted to internally restricted	(20,270,740)	-	-	20,270,740	-	-
Net change in investment in capital assets (note 13b)	(10,482,028)	10,482,028	-	-	-	-
<b>Balance, end of year</b>	<b>\$ 58,865,357</b>	<b>\$ 44,236,161</b>	<b>\$ 9,291,382</b>	<b>\$ 20,270,740</b>	<b>\$ 132,663,640</b>	<b>\$ 101,406,167</b>

See accompanying notes to consolidated financial statements.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Consolidated Statement of Cash Flows

Year ended March 31, 2020, with comparative information for 2019

	2020	2019
Cash provided by (used in):		
Operations:		
Excess of revenue over expenses	\$ 31,083,010	\$ 40,237,770
Items not involving cash:		
Amortization of capital assets	9,713,643	8,466,568
Amortization of deferred capital contributions	(5,621,045)	(5,255,421)
Accrual for post-employment benefits and compensated absences	(136,000)	(81,000)
Deferred contributions recognized as revenue in the year	(534,656)	(544,345)
Unrealized loss (gain) on long-term investments	1,026,729	(159,246)
	<u>35,531,681</u>	<u>42,664,326</u>
Changes in non-cash operating working capital:		
Accounts receivable	828,914	309,614
Prepaid expenses	(2,737,280)	(1,143,385)
Accounts payable and accrued liabilities	11,167,181	(183,931)
Accrual for vacation pay	395,001	426,725
Deferred revenue	45,728,021	12,131,453
	<u>90,913,518</u>	<u>54,204,802</u>
Financing activities:		
Deferred contributions	57,139	699,291
Repayment of long-term debt	(1,229,094)	(1,724,621)
Endowment contributions	174,463	308,096
	<u>(997,492)</u>	<u>(717,234)</u>
Capital activities:		
Contributions received for capital purposes	2,340,908	10,233,704
Contributions received for construction in progress	2,777,272	1,048,491
Purchase of capital assets	(14,371,114)	(16,347,768)
	<u>(9,252,934)</u>	<u>(5,065,573)</u>
Investing activities:		
Purchase of long-term investments	(61,337,489)	(289,513)
Purchase of temporary investments	(22,212,695)	(13,561,065)
	<u>(83,550,184)</u>	<u>(13,850,578)</u>
Increase (decrease) in cash	(2,887,092)	34,571,417
Cash, beginning of year	70,871,533	36,300,116
Cash, end of year	<u>\$ 67,984,441</u>	<u>\$ 70,871,533</u>

See accompanying notes to financial statements.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements

Year ended March 31, 2020

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The St. Clair College of Applied Arts and Technology (the “College”), was incorporated in 1965 under the laws of the Province of Ontario, and is an Ontario college of applied arts and technology duly established pursuant to Ontario regulation 34/03 made under the Ontario Colleges of Applied Arts and Technology Act, 2002. The College is an agency of the crown and provides postsecondary, vocationally oriented education in the areas of applied arts, business, health sciences and technology.

The College is a not-for-profit organization and, as such, is exempt from income taxes under the Income Tax Act (Canada).

## 1. Significant accounting policies:

### (a) Basis of presentation:

These consolidated financial statements of the College have been prepared in accordance with Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 series of standards, as issued by the Public Sector Accounting Board (“PSAB for Government NPOs”).

The consolidated financial statements include the accounts of the College and its wholly controlled entity, St. Clair College Foundation. All significant inter-organization balances and transactions have been eliminated on consolidation.

These consolidated financial statements do not reflect the assets, liabilities and results of operations of the various student organizations.

### (b) Revenue recognition:

The College follows the deferral method of accounting for contributions, which include donations and government grants. Tuition fees and contract training revenues are recognized as income to the extent that the related courses and services are provided within the fiscal year of the College.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

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## 1. Significant accounting policies (continued):

### (b) Revenue recognition (continued):

Ancillary revenues including parking, bookstore, residence, St. Clair College Centre for the Arts and other sundry revenues are recognized when products are delivered or services are provided to the student or client, the sales price is fixed and determinable, and collection is reasonably assured.

Unrestricted contributions are recognized as revenue when received or receivable and if the amount to be received can be reasonably estimated and collection is reasonably assured.

Externally restricted contributions and restricted investment income are recognized as revenue in the year in which the related expenses are incurred.

Restricted contributions for the purchase of capital assets are deferred and amortized into revenue on a straight-line basis corresponding with the amortization rate for the related capital assets.

Endowment contributions, having externally imposed restrictions requiring that the principal be maintained intact, are recognized as direct increases in endowed net assets.

Restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Restricted investment income that must be maintained as an endowment is credited to net assets. Unrestricted investment income is recognized as revenue when earned.

Pledges are recorded as revenue when management can make a reasonable estimate of the amount and collection is reasonably assured. The College received pledges in the amount of \$640,000 (2019 - \$3,730,000) which have not been recorded in the accompanying financial statements.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

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## 1. Significant accounting policies (continued):

### (c) Capital assets:

Purchased capital assets are recorded at cost less accumulated amortization. Contributed capital assets are recorded at fair value at the date of contribution. Repairs and maintenance costs are charged to expense. Betterments that extend the estimated life of an asset are capitalized. When a capital asset no longer contributes to the College's ability to provide services or the value of future economic benefits associated with the capital asset is less than its net book value, the carrying value of the capital asset is reduced to reflect the decline in the asset's value.

Construction in progress is not recorded as capital asset, or amortized until it is put into service.

Capital assets are capitalized on acquisition and amortized on a straight-line basis over their useful lives, which has been estimated to be as follows:

Asset	Basis
Buildings	40 years
Site improvement	10 years
Equipment	5 years
Leasehold improvements	5 years
Computer equipment	3 years

### (d) Vacation pay:

The College recognizes vacation pay as an expense on the accrual basis.



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

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## 1. Significant accounting policies (continued):

### (e) Retirement and post-employment benefits and compensated absences:

The College provides defined retirement and post-employment benefits and compensated absences to certain employee groups. These benefits include pension, health and dental, vesting sick leave and non-vesting sick leave. The College has adopted the following policies with respect to accounting for these employee benefits:

- (i) The costs of the post-employment future benefits are actuarially determined using management's best estimate of health care costs, disability recovery rates and discount rates. Adjustments to these costs arising from changes in estimates and experience gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight line basis.
- (ii) The costs of the multi-employer defined benefit pension are the employer's contributions due to the plan in the period.
- (iii) The cost of vesting and non-vesting sick leave benefits are actuarially determined using management's best estimate of salary escalation, employees' use of entitlement and discount rates. Adjustments to these costs arising from changes in actuarial assumption and/or experience are recognized over the estimated average remaining service life of the employees.
- (iv) The discount rate used in the determination of the above-mentioned liabilities is equal to the College's internal rate of borrowing.

### (f) Financial instruments:

The College classifies its financial instruments as either fair value or amortized cost. The College's accounting policy for each category is as follows:

#### (i) Fair value:

This category includes equity instruments quoted in an active market. The College has designated its bond portfolio and term deposits that would otherwise be classified into the amortized cost category at fair value as the College manages and reports performance of it on a fair value basis.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

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## 1. Significant accounting policies (continued):

### (f) Financial instruments (continued):

#### (i) Fair value (continued):

They are initially recognized at cost and subsequently carried at fair value. Changes in fair value on restricted assets are recognized as a deferred contribution until the criterion attached to the restrictions has been met.

Transaction costs related to financial instruments in the fair value category are expensed as incurred.

As the College has no financial instruments recognized at fair value which are not deferred, the College does not have a statement of remeasurement gains and losses.

#### (ii) Amortized cost:

This category includes accounts receivable, accounts payable, accrued liabilities and debt. They are initially recognized at cost and subsequently carried at amortized cost using the effective interest rate method, less any impairment losses on financial assets.

Transaction costs related to financial instruments in the amortized cost category are added to the carrying value of the instrument.

Write-downs on financial assets in the amortized cost category are recognized when the amount of a loss is known with sufficient precision, and there is no realistic prospect of recovery. Financial assets are then written down to net recoverable value with the write-down being recognized in the statement of operations.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

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## 1. Significant accounting policies (continued):

### (g) Management estimates:

The preparation of financial statements in conformity with PSAB for Government NPOs requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the period. Actual results could differ from these estimates. Areas of key estimation include determination of fair value for long-term investments, allowance for doubtful accounts, the carrying amount of capital assets and actuarial estimation of post-employment benefits and compensated absences liabilities.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

## 2. Financial instrument classification:

The following table provides cost and fair value information of financial instruments by category. The maximum exposure to credit risk would be the carrying value as shown below:

2020	Fair value	Amortization at cost	Total
Cash	\$ 67,984,441	\$ -	\$ 67,984,441
Accounts receivable	-	11,170,968	11,170,968
Temporary investments	62,865,644	-	62,865,644
Long-term investments	70,261,397	-	70,261,397
Accounts payable and accrued liabilities	-	23,333,575	23,333,575
Long-term debt	-	11,634,683	11,634,683
	<b>\$201,111,482</b>	<b>\$ 46,139,226</b>	<b>\$247,250,708</b>

2019	Fair value	Amortization at cost	Total
Cash	\$ 70,871,533	\$ -	\$ 70,871,533
Accounts receivable	-	11,999,882	11,999,882
Temporary investments	40,652,949	-	40,652,949
Long-term investments	9,950,637	-	9,950,637
Accounts payable and accrued liabilities	-	12,166,394	12,166,394
Long-term debt	-	12,863,777	12,863,777
	<b>\$121,475,119</b>	<b>\$ 37,030,053</b>	<b>\$158,505,172</b>

Temporary investments consist of highly liquid investments, including cashable guaranteed investment certificates with maturities of less than one year when purchased. Long-term investments consist of equity instruments in Canadian public companies, government of Canada bonds and term deposits. Long-term investments include \$9,397,257 (2019 - \$9,950,637) of investments externally restricted for endowment purposes (see note 14).

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

## 2. Financial instrument classification (continued):

Long-term investments consist of the following:

	2020	2019
Fair value:		
Term deposits	\$ 60,864,140	\$ 404,830
Corporate and government bonds	5,519,708	5,032,795
Shares in public companies and mutual funds	3,877,549	4,513,012
	<b>\$ 70,261,397</b>	<b>\$ 9,950,637</b>

	2020	2019
Cost:		
Term deposits	\$ 60,864,140	\$ 404,830
Corporate and government bonds	5,493,830	4,993,004
Shares in public companies and mutual funds	4,081,546	3,704,194
	<b>\$ 70,439,516</b>	<b>\$ 9,102,028</b>

Maturity profile of bonds held is as follows:

2020	Within 1 year	2 to 5 years	6 to 10 years	Over 10 years	Total
Carrying value \$	871,178	\$ 3,332,009	\$1,037,555	\$ 278,966	\$ 5,519,708
Percent of total	16%	60%	19%	5%	

2019	Within 1 year	2 to 5 years	6 to 10 years	Over 10 years	Total
Carrying value \$	316,429	\$ 2,890,590	\$ 786,258	\$ 893,619	\$ 4,886,896
Percent of total	6%	59%	16%	19%	

The bond exchange traded fund with no maturity is \$nil (2019 - \$145,899).

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

## 2. Financial instrument classification (continued):

The following table provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degree to which the fair value is observable:

- (a) Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities using the last bid price;
- (b) Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- (c) Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

2020	Level 1	Level 2	Level 3	Total
Cash	\$ 67,984,441	\$ -	\$ -	\$ 67,984,441
Temporary investments	62,865,644	-	-	62,865,644
Long-term investments	70,261,397	-	-	70,261,397
<b>Total</b>	<b>\$201,111,482</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$201,111,482</b>

2019	Level 1	Level 2	Level 3	Total
Cash	\$ 70,871,533	\$ -	\$ -	\$ 70,871,533
Temporary investments	40,652,949	-	-	40,652,949
Long-term investments	9,950,637	-	-	9,950,637
<b>Total</b>	<b>\$121,475,119</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$121,475,119</b>

There were no transfers between Level 1 and Level 2 for the years ended March 31, 2020 and 2019. There were also no transfers in or out of Level 3.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

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### 3. Acquisition of Cleary International Centre:

During 2007, the College entered into an agreement with the City of Windsor to acquire the majority of the property and assets related to the operation of the Cleary International Centre. Although the agreement provided that nominal consideration of \$1 to be exchanged for the property and assets acquired, in accordance with PSAB for Government NPOs, the College has recorded the land and building at fair value. In the case of the land, its fair value of \$2,325,000 was determined based upon an appraisal completed by an independent, certified appraiser. The building has been recorded at \$37,376,400, its current replacement value as estimated by the College's independent insurance broker. In accordance with the College's policy for accounting for contributed capital contribution, the donation of the building is being deferred and amortized into revenue on a straight-line basis at a rate corresponding with the amortization rate of the College's other buildings, being 40 years. The fair value of certain other equipment acquired by the College has been recorded at a nominal amount of \$1.

Another significant feature of this agreement is capital improvement payments of \$423,250 to be paid by the city to the College on each of the closing date and the third anniversary of the closing date.

The agreement also provides the College the right to re-convey the acquired property and assets to the City of Windsor at any time on or before the twenty-fifth anniversary of the closing date of the transaction for the nominal consideration of \$1.



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

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## 4. Contributed land and building:

### (a) 275 Victoria Avenue:

On December 10, 2009, the College entered into an agreement with the City of Windsor to acquire the land and building located at 275 Victoria Avenue. Although the agreement provided that nominal consideration of \$1 to be exchanged for the land and building acquired, in accordance with Canadian public sector accounting standards, the College has recorded the land at an agreed upon amount of \$917,500 to approximate fair value. No amount has been attributable to the building acquired.

The agreement also provides the College the right to re-convey the acquired property to the City of Windsor at any time on or before the fifteenth anniversary of the closing date of the transaction for an amount equal to the market value of the property, reduced by approximately \$61,167 per annum on each anniversary of the closing date. Upon the fifteenth anniversary of the closing date, no further amounts would be payable upon re-conveyance of the property.

### (b) 3860 Lauzon Road:

On September 13, 2011, the College entered into an agreement with a private donor to acquire the land and residential building of 3860 Lauzon Road. The property was donated to the College at \$nil consideration and, in accordance with Canadian public sector accounting standards, the College has recorded land at its fair value of \$1,817,000. Fair value was determined based upon an appraisal completed by an independent, certified appraiser. The gift is subject to conditions regarding the usage of the property as a learning environment.

### (c) 305 Victoria Avenue:

On February 16, 2012, the College entered into an agreement with the Toronto Dominion Bank to acquire the land and building at 305 Victoria Avenue. Although the agreement provided that nominal consideration of \$2 be exchanged for the land and building acquired, in accordance with Canadian public sector accounting standards, the College has recorded land at an agreed upon amount of \$450,000 to approximate fair value. Fair value was determined based upon an appraisal completed by an independent, certified appraiser. No amount has been attributable to the building acquired.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

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## 4. Contributed land and building (continued):

### (d) Wood Lot:

On August 1, 2012 the College entered into an agreement with the City of Windsor to acquire vacant lands adjacent to College property. Although the agreement provided that nominal consideration of \$1 be exchanged for the land acquired, in accordance with Canadian public sector accounting standards, the College has recorded the land at an agreed upon amount of \$140,000 to approximate fair value.

The agreement also contains a restrictive covenant in perpetuity that prohibits the sale or transfer of the land and should the property cease to be used for educational or environment conservation and promotion purposes, it will be reverted to the City of Windsor for consideration of \$1.

### (e) Student Life Centre:

On May 1, 2016 the College entered into an agreement with the St. Clair Student Representative Council Incorporated ("SRC") permitting the construction of a Student Life Centre on the College's premises. The construction was primarily funded by the SRC. The agreement provided that the Student Life Centre become absolute property of the College on March 31, 2018. Although the agreement provided that no additional consideration be exchanged for the acquisition, in accordance with Canadian public sector accounting standards, the College has recorded the Student Life Centre at its final construction cost of \$3,366,432 to approximate fair value.

### (f) Thames Campus Addition:

On May 1, 2016 the College entered into an agreement with the St. Clair Thames Students Inc. ("TSI") permitting the construction of an addition to the College's premises. The construction was funded by TSI. The agreement provided that the campus addition become absolute property of the College on March 31, 2018. Although the agreement provided that no additional consideration be exchanged for the acquisition, in accordance with Canadian public sector accounting standards, the College has recorded the building expansion at its final construction cost of \$1,689,875 to approximate fair value.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

## 5. Construction in progress:

Construction in progress represents costs incurred on certain building and equipment which was not available for use. Once the building and equipment is put in service, the total costs will be reclassified to capital assets and amortization will commence. As at March 31, 2020, construction in progress amounted to \$1,967,429 (2019 - \$189,484).

## 6. Capital assets:

2020	Cost	Accumulated amortization	Net book value
Land	\$ 7,058,485	\$ -	\$ 7,058,485
Buildings	231,530,968	75,878,681	155,652,287
Site improvement	12,590,984	8,085,703	4,505,281
Equipment	84,385,217	74,501,660	9,883,557
Computer equipment	1,343,541	564,340	779,201
Leasehold improvements	5,174,855	2,505,781	2,669,074
	<b>\$ 342,084,050</b>	<b>\$ 161,536,165</b>	<b>\$ 180,547,885</b>

2019	Cost	Accumulated amortization	Net book value
Land	\$ 7,058,485	\$ -	\$ 7,058,485
Buildings	226,858,433	70,667,243	156,191,190
Site improvement	9,957,024	7,350,025	2,606,999
Equipment	79,818,943	71,840,997	7,977,946
Computer equipment	623,140	239,490	383,650
Leasehold improvements	5,174,854	1,724,765	3,450,089
	<b>\$ 329,490,879</b>	<b>\$ 151,822,520</b>	<b>\$ 177,668,359</b>

Amortization expense for the year is \$9,713,643 (2019 - \$8,466,568).

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

**7. Deferred revenue:**

	2020	2019
Advanced tuition fees	\$ 84,529,224	\$ 37,368,558
Unearned grants	9,965,512	11,226,682
Unearned rent	74,595	291,177
Other	685,545	640,438
	<u>\$ 95,254,876</u>	<u>\$ 49,526,855</u>

**8. Long-term debt:**

The College has a \$5,000,000 operating line of credit. No amount has been drawn upon this operating line of credit as at March 31, 2020 (2019 - \$nil). The other long-term debt outstanding at year-end consists of:

	2020	2019
6.63% debt, payable \$128,585 monthly including interest, due March 28, 2028	\$ 9,559,975	\$ 10,437,334
2.147% debt, payable \$200,975 semi-annually including interest, due May 14, 2025	2,074,708	2,426,443
	<u>11,634,683</u>	<u>12,863,777</u>
Current portion of long-term debt	(1,296,657)	(1,229,094)
	<u>\$ 10,338,026</u>	<u>\$ 11,634,683</u>

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

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## 8. Long-term debt (continued):

The scheduled principal amounts payable within the next five years and thereafter are as follows:

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2021	\$ 1,296,657
2022	1,368,484
2023	1,444,854
2024	1,526,076
2025	1,612,468
Thereafter	4,386,144
	<hr/>
	\$ 11,634,683

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Security on the 2.147% long-term debt consists of entitlement to the Minister of Finance to deduct from monies appropriated by the Ontario Legislature for payment to the College, amounts equal to any amounts that the College fails to pay under these long-term debt arrangements.

Security on the 6.63% long-term debt consists of a general assignment of the rents associated with the College's Windsor residence and a continuing interest in any and all monies deposited into an escrow account.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

## 9. Post-employment benefits and compensated absences liability:

The following tables outline the components of the College's post-employment benefits and compensated absences liabilities and the related expenses.

2020	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
Accrued employee future benefits obligations	\$ 856,000	\$ 3,459,000	\$ 240,000	\$ 4,555,000
Value of plan assets	(188,000)	-	-	(188,000)
Unamortized actuarial gains (losses)	151,000	(982,000)	98,000	(733,000)
<b>Total liability</b>	<b>\$ 819,000</b>	<b>\$ 2,477,000</b>	<b>\$ 338,000</b>	<b>\$ 3,634,000</b>

2019	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
Accrued employee future benefits obligations	\$ 841,000	\$ 2,692,000	\$ 407,000	\$ 3,940,000
Value of plan assets	(151,000)	-	-	(151,000)
Unamortized actuarial gains (losses)	150,000	(196,000)	27,000	(19,000)
<b>Total liability</b>	<b>\$ 840,000</b>	<b>\$ 2,496,000</b>	<b>\$ 434,000</b>	<b>\$ 3,770,000</b>

2020	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expense
Current year benefit cost	\$ (7,000)	\$ 147,000	\$ 18,000	\$ 158,000
Interest on accrued benefit obligation	2,000	55,000	8,000	65,000
Amortized actuarial gains (losses)	(8,000)	(2,000)	(27,000)	(37,000)
<b>Total expense</b>	<b>\$ (13,000)</b>	<b>\$ 200,000</b>	<b>\$ (1,000)</b>	<b>\$ 186,000</b>

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

## 9. Post-employment benefits and compensated absences liability (continued):

2019	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expense
Current year benefit cost	\$ 50,000	\$ 138,000	\$ 17,000	\$ 205,000
Interest on accrued benefit obligation	3,000	69,000	12,000	84,000
Amortized actuarial losses	(9,000)	(10,000)	1,000	(18,000)
<b>Total expense</b>	<b>\$ 44,000</b>	<b>\$ 197,000</b>	<b>\$ 30,000</b>	<b>\$ 271,000</b>

The above amounts exclude pension contributions to the Colleges of Applied Arts and Technology pension plan, a multi-employer plan, described below.

### (a) Retirement benefits:

#### (i) CAAT Pension Plan:

A majority of the College's employees are members of the Colleges of Applied Arts and Technology Pension Plan (the "Plan"), which is a multi-employer jointly-sponsored defined benefit plan for eligible employees of public colleges and related employers in Ontario. The College makes contributions to the Plan equal to those of employees. Contribution rates are set by the Plan's governors to ensure the long-term viability of the Plan. Since the Plan is a multi-employer plan, the College's contributions are accounted for as if the plan were a defined contribution plan with the College's contributions being expensed in the period they come due.

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates. The College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the College's share of the underlying pension assets and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, 2020 indicated an actuarial surplus of \$2.9 billion. The College made contributions to the Plan and its associated retirement compensation arrangement of \$7,368,227 (2019 - \$7,021,241), which has been included in the statement of operations.



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

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## 9. Post-employment benefits and compensated absences liability (continued):

### (b) Post-Employment Benefits:

The College extends post-employment life insurance, health and dental benefits to certain employee groups subsequent to their retirement. The College recognizes these benefits as they are earned during the employees' tenure of service. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

The major actuarial assumptions employed for the valuations are as follows:

#### (i) Discount rate:

The present value as at March 31, 2020 of the future benefits was determined using a discount rate of 1.6% (2019 – 2.2%).

#### (ii) Drug costs:

Drug costs were assumed to increase at an 8% rate for 2020 (2019 – 8%) and decrease proportionately thereafter to an ultimate rate of 4.0% in 2040.

#### (iii) Hospital and other medical:

Hospital and other medical costs were assumed to increase at 4.0% per annum (2019 – 4.0%).

Medical premium increases were assumed to increase at 6.55% per annum in 2020 (2019 – 6.8%) and decrease proportionately thereafter to an ultimate rate of 4.0% in 2040.

#### (iv) Dental costs:

Dental costs were assumed to increase at 4% per annum in 2020 (2019 – 4.0%).

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

## 9. Post-employment benefits and compensated absences liability (continued):

### (c) Compensated absences:

#### (i) Vesting sick leave:

The College has provided for vesting sick leave benefits during the year. Eligible employees, after 10 years of service, are entitled to receive 50% of their accumulated sick leave credit on termination or retirement to a maximum of 6 months' salary. The program to accumulated sick leave credits ceased for employees hired after March 31, 1991. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

#### (ii) Non-vesting sick leave:

The College allocates to certain employee groups a specified number of days each year for use as paid absences in the event of illness or injury. These days do not vest and are available immediately. Employees are permitted to accumulate their unused allocation each year up to the allowable maximum provided in their employment agreements. Accumulated days may be used in future years to the extent that the employees' illness or injury exceeds the current year's allocation of days. Sick days are paid out at the salary in effect at the time of usage. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

The assumptions used in the valuations of vesting and non-vesting sick leave are the College's best estimates of expected rates of:

	2020	2019
Wage and salary escalation:		
Academic	2.0%	2.0%
Support	1.0%	1.5%
Discount rate	1.6%	2.2%

The probability that the employee will use more sick days than the annual accrual and the excess number of sick days used are within ranges of 0% to 26.2% and 0 to 51.0 days respectively for age groups ranging from 20 and under to 65 and over in bands of 5 years.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

## 10. Deferred contributions:

Deferred contributions represent unspent externally restricted funding that has been received and relates to a subsequent year. Changes in the contributions deferred to future periods are as follows:

	2020	2019
Balance, beginning of year	\$ 1,182,302	\$ 1,027,356
Less bursaries awarded in the year	(534,656)	(544,345)
Add: amounts received in the year	262,571	193,398
Add: unrealized (loss) gain on long-term investments	(1,026,729)	159,246
Add: investment income received in the year	821,297	346,647
<b>Balance, end of year</b>	<b>\$ 704,785</b>	<b>\$ 1,182,302</b>

Deferred contributions are comprised of:

	2020	2019
Scholarships and bursaries	\$ 553,785	\$ 1,042,302
Joint employment stability reserve	151,000	140,000
	<b>\$ 704,785</b>	<b>\$ 1,182,302</b>

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

## 11. Deferred capital contributions:

Deferred capital contributions represent the unamortized amount and unspent amount of donations and grants received for the purchase of capital assets. The amortization of capital contributions is recorded as revenue in the statement of operations. The changes in the deferred capital contributions balances are as follows:

	2020	2019
Balance, beginning of year	\$124,848,844	\$ 119,870,561
Less: amortization of deferred capital contributions	(5,621,045)	(5,255,421)
Add: contributions received for capital purposes	2,340,908	10,233,704
<b>Balance, end of year</b>	<b>\$121,568,707</b>	<b>\$ 124,848,844</b>

As at March 31, 2020 there were \$764,500 (2019 - \$581,070) of deferred capital contributions received which were not spent.

## 12. Deferred capital contributions relating to construction in progress:

Deferred capital contributions relating to construction in progress represents the amount of grants and other restricted funding received primarily for construction of building and equipment in progress.

	2020	2019
Balance, beginning of year	\$ 2,298,491	\$ 1,250,000
Less: amounts transferred to assets in the year	(42,716)	(1,250,000)
Add: contributions received for capital purposes	2,819,988	2,298,491
<b>Balance, end of year</b>	<b>\$ 5,075,763</b>	<b>\$ 2,298,491</b>

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

## 13. Investment in capital assets:

(a) Investment in capital assets represents the following:

	2020	2019
Capital assets	\$180,547,885	\$ 177,668,359
Construction in progress	1,967,429	189,484
Less amounts financed by:		
Long-term debt (note 8)	(11,634,683)	(12,863,777)
Deferred capital contributions (note 11)	(121,568,707)	(124,848,844)
Deferred capital contributions – construction (note 12)	(5,075,763)	(2,298,491)
<b>Balance, end of year</b>	<b>\$ 44,236,161</b>	<b>\$ 37,846,731</b>

(b) Change in net assets invested in capital assets is calculated as follows:

	2020	2019
Deficiency of revenues over expenditures:		
Amortization of deferred capital contributions related to capital assets	\$ 5,621,045	\$ 5,255,421
Amortization of capital assets	(9,713,643)	(8,466,568)
	<b>\$ (4,092,598)</b>	<b>\$ (3,211,147)</b>
Net change in investment in capital assets:		
Purchase and contribution of capital assets and transfers from construction in progress	\$ 14,371,114	\$ 16,347,768
Amounts funded by deferred capital contributions	(2,340,908)	(10,233,704)
Amounts funded by deferred capital contributions – CIP	(2,777,272)	(1,048,491)
Repayment of long-term debt	1,229,094	1,724,621
	<b>\$ 10,482,028</b>	<b>\$ 6,790,194</b>

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

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## 14. Externally restricted net assets:

Externally restricted net assets include restricted donations received by the College where the endowment principal is required to be maintained intact. The investment income generated from these endowments must be used in accordance with the various purposes established by donors. The College ensures, as part of its fiduciary responsibilities, that all funds received with a restricted purpose are expended for the purpose for which they were provided.

Investment income on externally restricted endowments that was disbursed during the year has been recorded in the statement of operations since this income is available for disbursement as scholarships and bursaries and the donors' conditions have been met. The unspent portion of investment income is recorded in deferred contributions. Investment income on endowed assets recognized and deferred was \$341,000 and \$700,463 respectively (2019 - \$333,879 and \$220,166).

Externally restricted endowment funds include grants provided by the Government of Ontario from the Ontario Student Opportunity Trust Fund. Under this program, the government matched funds raised by the College. The purpose of the program is to assist academically qualified individuals who, for financial reasons, would not otherwise be able to attend College. The programs were discontinued in 2012.

## 15. Internally restricted net assets:

Internally restricted net assets are funds restricted by the College Board of Governors for future expenses. The balance for future expenses relates to the following:

	2020	2019
Financial Sustainability	\$ 20,270,740	\$ -
	\$ 20,270,740	\$ -

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

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## 16. Commitments:

The College is committed to estimated minimum annual payments under operating lease agreements over the next five years and thereafter as follows:

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2021	\$ 2,954,575
2022	1,819,734
2023	1,300,938
2024	612,276
2025	29,021
Thereafter	-

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## 17. Contingent liabilities:

The College has been named as defendant or co-defendant in several actions for damages. The outcome and the amount of the losses, if any, are not determinable at this time and accordingly, no provision for losses has been made in these financial statements. The amount will be accounted for in the period when and if such losses are determined.

## 18. Financial instrument risk management:

### (a) Credit risk:

Credit risk is the risk of financial loss to the College if a debtor fails to make payments of interest and principal when due. The College is exposed to the risk relating to its cash, debt holdings in its investment portfolio, and accounts receivable. The College holds its cash accounts with federally regulated chartered banks and a provincially regulated credit union which are protected by the Canadian Deposit Insurance Corporation and Deposit Insurance Corporation of Ontario respectively. In the event of default, the College's cash accounts and term deposits are insured up to \$100,000 (2019 - \$100,000). In addition, equity investments are held with an investment firm that is protected by the Canadian Investor Protection Fund ("CIPF"). In the event of CIPF member default, the equity investments are insured up to \$1,000,000 (2019 - \$1,000,000).



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

## 18. Financial instrument risk management continued:

### (a) Credit risk (continued):

The investment policy set issuer type limits on the bond portfolio and operates in accordance with the Ontario Financial Administration Act by placing composition limit on the bond portfolio. All fixed income portfolios are measured for performance on a monthly basis and monitored by management on a monthly basis. The policy limits the funds to be invested in bonds of a single issuer to a maximum of 10% of the market value of the bond portfolio, except for bonds issued by the Government of Canada and Canadian province.

The maximum exposure to investment credit risk is outline in note 2.

Accounts receivable are primarily due from the Province of Ontario. As a result, the College's exposure to credit risk is limited.

The College measures its exposure to credit risk based on how long the amounts have been outstanding. An impairment allowance is set up based on the College's historical experience regarding collections. The amounts outstanding at year end were as follows:

	Total	Current	Past due			
			1 - 30 days	31 - 60 days	61 - 90 days	91 - 120 days
Government receivables	\$ 4,489,699	4,489,699	\$ -	\$ -	\$ -	\$ -
Student receivables	4,003,687	1,807	5,010	20	625	3,996,225
Other receivables	3,678,197	3,499,469	661	139,409	388	38,270
Gross receivables	12,171,583	7,990,975	5,671	139,429	1,013	4,034,495
Less: impairment allowance	(1,000,615)	-	-	-	-	(1,000,615)
Net receivables	\$ 11,170,968	\$7,990,975	\$ 5,671	\$ 139,429	\$ 1,013	\$ 3,033,880

The amount of other receivables aged greater than 90 days relates to banquet and general receivables for College services and accrued interest from the Foundation's investment portfolio and scholarship donations. Student receivables not impaired are collectible based on the College's assessment and past experience regarding collection rates.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

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## 18. Financial instrument risk management (continued):

### (b) Market risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of market factors. Market factors include three types of risk: currency risk, interest rate risk and equity risk.

The investment policy operates within the constraints of the Foundation Investment Committee, management and an investment manager. Diversification techniques are utilized to minimize risk. The Policy limits the investment in any single issuer to a maximum of 10% of market value of the bond or equity portfolio. An exception exists for bonds issued by the Government of Canada and Canadian province.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

### (c) Currency risk:

Currency risk relates to the College operating in different currencies and converting non-Canadian earnings at different points in time at different foreign levels when adverse changes in foreign currency rates occur. The College is exposed to this risk through its equity holdings within its investment portfolio.

The investment policy limits the range of exposure to non-Canadian currencies to 10% to 20% of the total investment portfolio.

At March 31, 2020, a 1% fluctuation in foreign exchange rates, with all other variables held constant, would have an estimated impact on the fair values of the College's non-Canadian equity holdings of \$14,063 (2019 - \$26,895).

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

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## 18. Financial instrument risk management (continued):

### (d) Interest rate risk:

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates.

The College is exposed to this risk through its interest bearing investments and bank loans.

The College mitigates interest rate risk on its bank loans through fixed rates (see note 8). Therefore, fluctuations in market interest rates would not impact future cash flows and operations relating to the bank loans.

The College's bond portfolio has interest rates ranging from 1.9% to 9% (2019 – 1.9% to 9%) with maturities ranging from June 1, 2020 to May 18, 2077 (2019 – April 9, 2019 to May 18, 2077).

At March 31, 2020, a 1% fluctuation in interest rates, with all other variables held constant, would have an estimated impact on the fair value of bonds of \$234,733 loss and \$234,733 gain respectively (2019 - \$277,583 loss and \$277,583 gain). The College's bank loans as described in note 8 would not be impacted as the rate of the loans is fixed.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

### (e) Equity risk:

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets. The College is exposed to this risk through its equity holdings within its investment portfolio. At March 31, 2020, a 10% movement in the stock markets with all other variables held constant would have an estimated effect on the fair values of the College's equities of \$134,232 (2019 - \$180,287).

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

## 18. Financial instrument risk management (continued):

### (f) Liquidity risk:

Liquidity risk is the risk that the College will not be able to meet all cash outflow obligations as they come due. The College mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and maintaining investments that may be converted to cash in the near-term if unexpected cash outflows arise. The following table sets out the contractual maturities (representing undiscounted contractual cash-flows of financial liabilities):

2020	Within 6 months	6 months to 1 year	1 – 5 years	> 5 years
Accounts payable	\$ 23,333,573	\$ -	\$ -	\$ -
Long-term debt	639,623	657,034	7,455,285	2,882,741
	\$ 23,973,196	\$ 657,034	\$ 7,455,285	\$ 2,882,741

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

## 19. Related Parties:

St. Clair College Foundation:

The St. Clair College Foundation (the “Foundation”) was established to raise funds for the use of the College. The Foundation is a registered charity and is classified as a public Foundation under the Income Tax Act and, as such, is exempt from tax. Resources of the Foundation are for the benefit of the College and are to be used for purposes agreed upon by the College and the Foundation. During the year, an amount of \$193,656 (2019 - \$210,466), including \$nil of in-kind donations (2019 - \$nil) was received from the Foundation.

The College administers the receipt and disbursement of funds on behalf of the St. Clair College Foundation at no charge.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

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## 19. Related Parties (continued):

St. Clair College Alumni:

The St. Clair College Alumni (the "Alumni") was established to promote and foster positive St. Clair alumni connections and fellowships within the St. Clair College community and the community at large. During the year, an amount of \$200,000 (2019 - \$nil), was provided to the College to invest in a GIC. The College holds the investment in trust and accrues interest to the Alumni. The investment is included in the College's temporary investments.

## 20. Comparative figures:

Certain prior year figures have been reclassified to conform with the current year's presentation.

## 21. Subsequent event:

On January 30, 2020, the World Health Organization ("WHO") announced a global health emergency because of a new strain of coronavirus, the "COVID-19 outbreak". In March 2020, the WHO classified the COVID-19 outbreak as a pandemic, based on the rapid increase in exposure globally. As a result of this, on March 23, 2020, the government of Ontario ordered the closure of all non-essential businesses effective March 24, 2020 through to at least June 19, 2020. In addition, the Canadian government has imposed travel restrictions to Canada until further notice.

On March 15, the College limited access to its campuses and learning sites, and on March 23 began online delivery of all lectures to complete the Winter 2020 semester. Online delivery has continued for the Spring 2020 semester. Plans for continuing education throughout the Fall 2020 semester may be through online delivery which could have implications on the number of course offerings, enrolment and ancillary revenues.

A significant portion of the College's tuition revenues is derived from international students. Canadian government outcomes on the Canadian border and study permits, could impact the College's ability to earn revenue from international students who choose to defer their studies until in class sessions resume and travel restrictions are lifted.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

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## **21. Subsequent event (continued):**

As the impacts of COVID-19 continue, there could be further impact on the College, its students and funding sources. Management is actively monitoring the effect on its financial condition, operations, suppliers, and workforce. Given the daily evolution of the COVID-19 outbreak and the global responses to curb its spread, the College is not able to fully estimate the effects of the COVID-19 outbreak on its results of operations and financial condition at this time.



**ST. CLAIR**  
COLLEGE

**TO: THE BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: JUNE 23, 2020**

**RE: FINANCIAL MONITORING REPORT  
FINANCIAL RESULTS FOR THE FISCAL YEAR ENDED  
MARCH 31, 2020**

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

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**AIM:**

To provide the Board with a report on the financial results for the fiscal year ended March 31, 2020.

**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.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive the Financial Monitoring Report for the fiscal year ended March 31, 2020 as information.

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

The net surplus at March 31, 2020 of \$31,083,110 is a significant increase of \$19,949,277 from the net surplus budget of \$11,133,733. The variance is primarily due to the following:

- Increase in tuition revenues for domestic and international students of \$2,214,392 and \$5,615,191 respectively.
- Increase in investment income of \$1,373,630.
- Increase in acumen revenue of \$1,463,818.
- Decrease in expenditures of \$4,351,790 related to salary and benefits.

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

The following highlights the major changes in revenue compared to the fiscal year budget projection:

- MCU Operating Grants are higher than budget at \$495,058 or 1.1% due to an increase in 'Other MCU' funding of \$504,399. This increase is a result of a decrease in the International Student Recovery program.
- Contract Income is lower than budget at \$135,372 or 1.1% due to lower stipends flowed from the Youth Job Connection program, and lower Apprenticeship funding as a result of postponed programming due to COVID-19.
- Total Tuition revenue is higher than budget at \$12,763,831 or 11.3% due to the following:
  - Decrease in the revenue deferral for the Winter 2020 semester of \$4,558,604, as a result of the shortened semester in response to the COVID-19.
  - At the November 2019 Board meeting, a 'best case' scenario was presented in the mid-year review budget as it related to international student enrolment at the Ace Acumen Toronto campuses. This 'best case' scenario was realized as a result of timely approval of the Minister's PCPP Binding Policy Directive.
  - Lower student dismissals and withdrawals from the Fall 2019 semester.



- Total 'Other' income is higher than budget at \$5,850,407 or 19.1%. When fiscal year-end accounting adjustments related to the Foundation (\$534,656), Bursaries and Scholarships (\$280,538), and Capital Support Grants (\$175,673) are removed, the resulting 'Other' income is higher than budget at \$4,859,540 or 15.8% due to the following:
  - Increase in Investment Income of \$1,373,630 due to higher investment balances and interest rates, as a result of international student tuition, Ace Acumen revenue, and operating surpluses.
  - Increase in Acumen revenue of \$1,463,818 due to growth at the Toronto campuses for the Winter 2020 semester.
  - Increase in Divisional Income of \$1,531,435 is mostly due to higher insurance fee revenue due to increased international enrolment to budget.

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

The following highlights the major changes in expenditures compared to the fiscal year budget projection:

- Total Salaries & Benefits are lower than budget projection at \$4,351,790 or 4.5% due to the following:
  - Decrease in Part-Time Faculty due to actual teaching hours being lower than budget.
  - Decrease in Part-Time Support due to conservative budget requests.
  - Decrease in Fringe Benefits as a result of the overall lower salary and benefit costs.
- Total Non-Salary expenditures are higher than budget at \$3,493,864 or 3.7%. When fiscal year-end accounting adjustments related to the Foundation (\$534,656), Bursaries and Scholarships (\$280,538), and Capital Support Grants (\$185,110) are removed, the resulting Non-Salary expenditure is higher than budget at \$2,493,560 or 2.7% due to the following:
  - Increase in Contracted Education Services due to the growth at the Ace Acumen Toronto campuses for the Winter 2020 semester. The College collects the tuition revenues from students attending the Toronto Campuses, and flows the applicable funds to Ace Acumen.
  - Increase in Contracted Services Other due to agent commissions and other initiatives.

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

- Overall, the Ancillary Operations surplus of \$1,230,082 was consistent with the budget projection.

SCHEDULE 1

ST. CLAIR COLLEGE  
 SUMMARY OF REVENUES AND EXPENDITURES  
 FOR THE FISCAL YEAR ENDED MARCH 31, 2020

	MCU INTERIM BUDGET <u>(12 months)</u>	A ACTUAL <u>(12 months)</u>	A - B VARIANCE <u>(12 months)</u>
<b><u>REVENUE</u></b>			
Operating Grants	42,906,796	43,401,853	495,058
Contract Income	12,453,833	12,318,461	(135,372)
Tuition	112,911,445	125,675,276	12,763,831
Other	30,701,345	36,551,752	5,850,407
Total Operating Revenue	198,973,419	217,947,342	18,973,923
Total Ancillary Revenue	10,522,259	10,745,618	223,359
<b>TOTAL REVENUE</b>	<b>209,495,678</b>	<b>228,692,960</b>	<b>19,197,282</b>
<b><u>EXPENDITURES</u></b>			
Salary and Benefits	96,062,878	91,711,088	(4,351,790)
Non Salary	92,889,462	96,383,326	3,493,864
Ancillary	9,409,604	9,515,536	105,932
<b>TOTAL EXPENDITURES</b>	<b>198,361,944</b>	<b>197,609,950</b>	<b>(751,994)</b>
<b>Total Net Surplus / (Deficit)</b>	<b>\$11,133,733</b>	<b>\$31,083,010</b>	<b>\$19,949,277</b>

## SCHEDULE 2

**ST. CLAIR COLLEGE  
REVENUES  
FOR THE FISCAL YEAR ENDED MARCH 31, 2020**

<b>REVENUE</b>	<b>MCU INTERIM BUDGET (12 months)</b>	<b>A ACTUAL (12 months)</b>	<b>A - B VARIANCE (12 months)</b>
Enrolment Based Envelope: See note 1	42,767,225	42,757,884	(9,341)
Differentiation Envelope: See note 2	2,215,621	2,215,621	-
Other MCU Grants and Recoveries: See note 3	(2,076,051)	(1,571,652)	504,399
<b><i>Total MCU Operating Grants</i></b>	<b>42,906,796</b>	<b>43,401,853</b>	<b>495,058</b>
Apprenticeship	3,680,155	3,333,827	(346,328)
Canada Ontario Jobs Grant	560,016	535,435	(24,581)
Employment Ontario	3,185,613	3,137,753	(47,860)
Youth Job Connection	1,353,500	1,136,053	(217,447)
Literacy & Basic Skills	1,386,172	1,287,595	(98,577)
School College Work Initiative	1,730,625	1,755,714	25,089
Second Career	420,000	377,570	(42,430)
Other: See note 4	137,752	754,514	616,762
<b><i>Total Contract Income</i></b>	<b>12,453,833</b>	<b>12,318,461</b>	<b>(135,372)</b>
Post Secondary - Domestic	23,900,000	26,114,392	2,214,392
Post Secondary - International	68,750,000	74,365,191	5,615,191
Post Secondary - Acumen	17,926,289	22,792,182	4,865,893
Continuing Education	2,135,156	2,155,259	20,103
Tuition Short	200,000	248,252	48,252
<b><i>Total Tuition</i></b>	<b>112,911,445</b>	<b>125,675,276</b>	<b>12,763,831</b>
Investment Income	3,200,000	4,573,630	1,373,630
Contract Training	323,500	303,479	(20,021)
International Projects	1,014,185	1,034,215	20,030
Acumen	7,000,000	8,463,818	1,463,818
Other: See note 5	1,879,899	3,129,090	1,249,191
Technology Access Fee	630,000	640,409	10,409
Divisional Income	11,078,958	12,610,393	1,531,435
Amortization DCC & Capital Support Grants	5,574,803	5,796,718	221,915
<b><i>Total Other</i></b>	<b>30,701,345</b>	<b>36,551,752</b>	<b>5,850,407</b>
			-
<b>Total Revenue Before Ancillary</b>	<b>198,973,419</b>	<b>217,947,342</b>	<b>18,973,923</b>
			-
Ancillary Revenue (Schedule 4)	10,522,259	10,745,618	223,359
<b>Total Revenues</b>	<b>\$209,495,678</b>	<b>\$228,692,960</b>	<b>\$19,197,282</b>

SCHEDULE 3

ST. CLAIR COLLEGE  
EXPENDITURES  
FOR THE FISCAL YEAR ENDED MARCH 31, 2020

	MCU INTERIM BUDGET <u>(12 months)</u>	A ACTUAL <u>(12 months)</u>	A - B VARIANCE <u>(12 months)</u>
<b><u>SALARY &amp; BENEFITS</u></b>			
Administrative : Full-time	7,080,288	6,822,044	(258,244)
Administrative : Part-time	1,592,013	1,445,945	(146,068)
Faculty: Full-time	31,984,481	31,903,852	(80,629)
Faculty : Part-time	16,541,468	15,140,778	(1,400,690)
Support : Full-time	15,234,215	14,789,070	(445,145)
Support : Part-time	6,234,562	5,425,065	(809,497)
Fringe Benefits	17,395,851	16,184,334	(1,211,517)
<b>Total Salary &amp; Benefits</b>	<b>96,062,878</b>	<b>91,711,088</b>	<b>(4,351,790)</b>
<b><u>NON-SALARY EXPENSE</u></b>			
Advertising & Promotion	2,897,260	2,704,103	(193,157)
Contracted Cleaning Services	2,986,250	2,990,663	4,413
Contracted Educational Services	20,369,809	25,235,981	4,866,172
Contracted Services Other	16,316,666	18,373,614	2,056,948
Equipment Maintenance & Repairs	2,900,777	2,315,920	(584,857)
Equipment Rentals	3,006,948	2,599,436	(407,512)
Instructional Supplies	5,081,107	4,260,830	(820,277)
Insurance	5,512,795	4,746,897	(765,898)
Janitorial & Maintenance Supplies	505,275	609,586	104,311
Memberships & Dues	589,399	715,837	126,438
Municipal Taxes	915,300	923,354	8,054
Office Supplies	939,369	937,766	(1,603)
Premise Rental	1,766,682	1,769,304	2,622
Professional Development	556,917	466,498	(90,419)
Security Services	2,045,000	1,948,854	(96,146)
Stipends & Allowances	2,664,534	2,027,736	(636,798)
Student Assistance 30% Tuition	1,932,250	2,201,448	269,198
Travel	1,240,562	910,765	(329,797)
Utilities	4,895,300	4,697,041	(198,259)
Other: See note 6	5,370,262	6,048,940	678,678
Amortization & Capital Support Grants	10,397,000	9,898,753	(498,247)
<b>Total Non Salary Expense</b>	<b>92,889,462</b>	<b>96,383,326</b>	<b>3,493,864</b>
<b>Total Operating Expenses</b>	<b>188,952,340</b>	<b>188,094,414</b>	<b>(857,926)</b>
<b>Ancillary Expenses (Schedule 4)</b>	<b>9,409,604</b>	<b>9,515,536</b>	<b>105,932</b>
<b>Total Expenditures</b>	<b>\$198,361,944</b>	<b>\$197,609,950</b>	<b>(\$751,994)</b>

SCHEDULE 4

ST. CLAIR COLLEGE  
 ANCILLARY OPERATIONS  
 FOR THE FISCAL YEAR ENDED MARCH 31, 2020

	MCU INTERIM BUDGET <u>(12 months)</u>	A ACTUAL <u>(12 months)</u>	A - B VARIANCE <u>(12 months)</u>
<b><u>Revenue</u></b>			
Beverage Supplier	50,000	62,476	12,476
Bookstore - Windsor & Chatham	280,000	291,256	11,256
Cafeteria - South Campus	31,451	27,473	(3,978)
IRCDSS Special Events	124,500	141,665	17,165
Lockers Administration	48,000	26,093	(21,907)
Parking Lots	1,399,260	1,361,069	(38,191)
Residence - Windsor	3,176,477	3,256,969	80,492
Green Giants	150,000	167,389	17,389
St Clair Centre for the Arts	3,982,571	4,049,009	66,438
Sky Volleyball	80,000	171,258	91,258
Varsity Sports	925,000	846,486	(78,514)
Woodland Hills Golf Course	275,000	344,475	69,475
	<u>10,522,259</u>	<u>10,745,618</u>	<u>223,359</u>
<b><u>Expenditures</u></b>			
Bookstore - Windsor & Chatham	-	7	7
IRCDSS Special Events	115,500	132,597	17,097
Parking Lots	1,229,639	1,174,798	(54,841)
Residence - Windsor	2,476,477	2,383,267	(93,210)
Residence - Chatham	60,000	68,944	8,944
Green Giants	150,000	170,999	20,999
St Clair Centre for the Arts	3,903,229	3,848,475	(54,754)
Sky Volleyball	80,000	168,351	88,351
Varsity Sports	1,149,759	1,227,930	78,171
Woodland Hills Golf Course	245,000	340,168	95,168
	<u>9,409,604</u>	<u>9,515,536</u>	<u>103,381</u>
<b>Total Net Surplus</b>	<u><b>\$1,112,655</b></u>	<u><b>\$1,230,082</b></u>	<u><b>\$117,427</b></u>

**ST. CLAIR COLLEGE  
ANCILLARY OPERATIONS: SURPLUS / (DEFICIT)  
FOR THE FISCAL YEAR ENDED MARCH 31, 2020**

**SCHEDULE 4B**

	<b>MCU INTERIM BUDGET \$</b>	<b>ACTUAL \$</b>
Beverage Supplier: Revenue	<b>50,000</b>	<b>62,476</b>
Bookstore - Windsor & Chatham: Revenue	280,000	291,256
Bookstore - Windsor & Chatham: Expenditures	-	7
	<b>280,000</b>	<b>291,249</b>
Cafeteria - South Campus: Revenue	31,451	27,473
Cafeteria - South Campus: Expenditures	-	-
	<b>31,451</b>	<b>27,473</b>
Lockers Administration: Revenue	<b>48,000</b>	<b>26,093</b>
IRCDSS Special Events: Revenue	124,500	141,665
IRCDSS Special Events: Expenditures	115,500	132,597
	9,000	<b>9,068</b>
Parking Lots: Revenue	1,399,260	1,361,069
Parking Lots: Expenditures	1,229,639	1,174,798
	<b>169,621</b>	<b>186,271</b>
Residence - Windsor: Revenue	3,176,477	3,256,969
Residence - Windsor: Expenditures	2,476,477	2,383,267
	<b>700,000</b>	<b>873,702</b>
Residence - Chatham: Expenditures	<b>60,000</b>	<b>68,944</b>
Green Giants: Revenue	150,000	167,389
Green Giants: Expenditures	150,000	170,999
	-	<b>(3,610)</b>
St. Clair College Centre for the Arts: Revenue	3,982,571	4,049,009
St. Clair College Centre for the Arts: Expenditures	3,903,229	3,848,475
	<b>79,342</b>	<b>200,534</b>
Sky Volleyball: Revenue	80,000	171,258
Sky Volleyball: Expenditures	80,000	168,351
	-	<b>2,907</b>
Varsity Sports: Revenue	925,000	846,486
Varsity Sports: Expenditures	1,149,759	1,227,930
	<b>(224,759)</b>	<b>(381,444)</b>
Woodland Hills Golf Course: Revenue	275,000	344,475
Woodland Hills Golf Course: Expenditures	245,000	340,168
	<b>30,000</b>	<b>4,307</b>
Total Revenue	10,522,259	10,745,618
Total Expenditures	9,409,604	9,515,536
Surplus	<b>\$1,112,655</b>	<b>\$1,230,082</b>

## Notes: Revenues & Expenditures

**Note 1**    **REVENUE: Enrolment Based Envelope**

Operating Grant - Base Funding  
Clinical Education

**Note 2**    **REVENUE: Differentiation Envelope**

Funding Formula Holdback  
Performance Funding (KPI)

**Note 3**    **REVENUE: Other MCU Grants**

Accessibility Funding for Students  
Collaborative Nursing  
International Student Recovery  
Municipal Taxes  
Support Programs and Students

**Note 4**    **REVENUE: Other**

Career Ready Fund  
Credit Transfer  
Indigenous Student Success Fund  
Interpreters  
Reporting Entities  
Summer Experience  
Women Campus Safety  
WSIB

**Note 5**    **REVENUE: Other**

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

**Note 6**    **EXPENDITURES: Other**

Audit Fees  
Bad Debt  
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 Other  
Telephone  
Vehicle Expenses  
Foundation  
Bursaries and Scholarships



## Financial Sustainability Metrics

<u>Metric</u>	<u>Benchmark</u>	<u>3/31/2020</u>	<u>3/31/2019</u>	<u>3/31/2018</u>	<u>3/31/2017</u>	<u>3/31/2016</u>
Annual Surplus / Deficit	greater than \$0	\$ 31,083,010	\$40,237,770	\$13,305,511	\$ 7,877,057	\$ 1,048,214
Accumulated Surplus / Deficit	greater than \$0	\$ 123,372,258	\$92,289,248	\$52,051,478	\$38,745,967	\$30,868,910
Quick Ratio	greater than 1	4.72	6.49	3.92	2.61	1.77
Debt to Asset Ratio	less than 35%	11.52%	11.46%	14.72%	17.25%	19.84%
Debt Servicing Ratio	less than 3%	0.56%	0.90%	1.59%	1.69%	1.15%
Net Assets to Expense Ratio	greater than 60%	126.52%	137.43%	132.54%	124.34%	113.45%
Net Income to Revenue Ratio	greater than 1.5%	13.59%	20.30%	9.24%	5.94%	0.81%

<b>Number of Flags</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
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**TO: THE BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: JUNE 23, 2020**

**RE: BUSINESS PLAN ACCRUAL BUDGET TEMPLATE  
(MCU FORMAT)**

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

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**AIM:**

To provide the Board with a “Business Plan Accrual Budget Template – Ministry of Colleges and Universities Format” (Pro-Forma Financial Statements) for the period ending March 31, 2021.

**BACKGROUND:**

The intent is to provide the readers of the submission with an indication of our projected financial position as at March 31, 2021. The submission is derived from the 2020-21 Financial Plan Report approved by the Board of Governors on March 24, 2020. Provided in ‘Appendix A’ is the following:

- Statement of Operations
- Statement of Financial Position

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors approve the Business Plan Accrual Budget Template (MCU Format).

**St. Clair College of Applied Arts and Technology**  
**Statement of Operations**  
(\$ in 000's)

	6/23/2020	3/31/2020
	Budget	Actual
	2020-21	2019-20
<b>4 Revenue</b>	<b>267,759</b>	<b>228,693</b>
<b>41 Grant Revenue</b>	<b>54,535</b>	<b>58,192</b>
411 Grant Revenue	48,363	52,571
414 Amortization of Deferred Capital Contributions	6,172	5,621
<b>43 Tuition Fees</b>	<b>109,214</b>	<b>105,723</b>
431 Tuition Fee - Domestic	28,150	31,358
433 Tuition Fee - International	81,064	74,365
<b>44 Other Student Fees</b>	<b>1,645</b>	<b>1,657</b>
<b>45 Educational and Other Fees for Services</b>	<b>71,202</b>	<b>35,284</b>
451 Educational Services - Contractual	900	1,819
452 Other Fee-for-Services	-	-
453 Private Partnerships Revenue	70,302	33,466
<b>46 Ancillary Revenue</b>	<b>11,501</b>	<b>10,746</b>
<b>49 Other Revenue</b>	<b>19,662</b>	<b>17,091</b>
<b>5 Expenses</b>	<b>242,393</b>	<b>197,610</b>
<b>51 Salaries &amp; Wages</b>	<b>79,841</b>	<b>74,323</b>
511 Salaries - Full Time & Partial Load Academic	35,292	33,361
512 Salaries - Part Time & Sessional Academic	13,354	13,669
513 Salaries - Support Staff	21,975	19,025
514 Salaries - Administrative Staff	9,220	8,268
<b>52 Employee Benefits</b>	<b>17,667</b>	<b>16,069</b>
521 Benefits - Full Time & Partial Load Academic	4,240	3,379
522 Benefits - Part Time & Sessional Academic	1,737	1,621
523 Benefits - Support Staff	2,418	2,450
524 Benefits - Administrative Staff	1,051	759
525 Pension Plans	7,904	7,368
526 Postemployment Benefits & Compensated Absences	316	492
<b>53 Transportation &amp; Communication</b>	<b>2,052</b>	<b>1,609</b>
<b>54 Services</b>	<b>99,669</b>	<b>67,284</b>
541 Services	30,678	26,674
542 Utilities & Maintenance	12,674	11,584
543 Rental Expenditures	4,726	4,369
544 Private Partnerships Expense	51,590	24,657
<b>55 Supplies &amp; Minor Equipment</b>	<b>6,271</b>	<b>5,946</b>
<b>56 Ancillary Services - Expenditures</b>	<b>10,383</b>	<b>9,516</b>
<b>57 Amortization Expense</b>	<b>12,354</b>	<b>9,714</b>
<b>59 Other Expenditures</b>	<b>14,156</b>	<b>13,150</b>
591 Interest & Insurance Expenses	7,597	4,104
599 Other Expenses	6,559	9,046
<b>SURPLUS/(DEFICIT)</b>	<b>25,366</b>	<b>31,083</b>

**St. Clair College of Applied Arts and Technology**  
**Statement of Financial Position**  
(\$ in 000's)

	6/23/2020	3/31/2020
	Budget	Actual
	2020-21	2019-20
<b>1 Assets</b>	<b>450,550</b>	<b>400,341</b>
11 Cash and Cash Equivalents	89,100	67,984
12 Accounts Receivable	11,171	11,171
14 Other Current Assets	68,408	68,408
15 CIP	5,077	1,967
<b>16 Tangible Capital Assets</b>	<b>380,405</b>	<b>342,084</b>
161 Land	7,058	7,058
162 Site Improvements	20,406	12,591
163 Building	258,631	231,531
164 Furniture and Equipment	89,134	85,729
165 IT	-	-
169 Other TCA	5,175	5,175
<b>17 Tangible Capital Asset Accumulated Amortization</b>	<b>(173,890)</b>	<b>(161,536)</b>
172 AA Site Improvements	(9,544)	(8,086)
173 AA Building	(81,215)	(75,879)
174 AA Furniture and Equipment	(79,844)	(75,066)
179 AA Other TCA	(3,287)	(2,506)
18 Long Term Receivable	-	-
19 Investments and Other Long term Assets	70,278	70,261
<b>2 Liabilities</b>	<b>288,068</b>	<b>267,677</b>
21 Bank Indebtedness	-	-
<b>22 Accounts Payable and Accrued Liabilities</b>	<b>31,241</b>	<b>31,101</b>
221 Accounts Payable and Accrued Liabilities	29,787	29,787
222 Accrued Interest	17	17
223 Current Portion of Long term liabilities	1,436	1,297
<b>23 Deferred Revenue</b>	<b>95,702</b>	<b>95,255</b>
231 Deferred Revenue	11,173	10,726
232 Deferred Tuition Revenue	84,529	84,529
24 Restricted Contributions	705	705
25 Deferred Capital Contributions	147,816	126,644
26 Capital Lease	-	-
27 Debt	8,970	10,338
29 Other Long Term Liabilities	3,634	3,634
<b>3 Net Assets</b>	<b>162,482</b>	<b>132,664</b>
31 Unrestricted Net Assets	56,887	58,865
32 Internally Restricted Net Assets	45,959	20,271
33 Investment in Capital Assets	50,328	44,236
36 Restricted Contributions	-	-
37 Endowments	9,308	9,291
38 Accumulated Re-measurement Gain & Losses	-	-
Assets - Liabilities - Net Assets	-	-



<b>POLICY TYPE:</b>	<b>Executive Limitations</b>	<b>NUMBER:</b>	<b>2003-14</b>
<b>POLICY TITLE:</b>	<b>Asset Protection</b>	<b>DATE:</b>	<b>May 2003</b>
		<b>REVISED:</b>	<b>Jan. 2009</b>
			<b>June 2011</b>
		<b>REVIEWED:</b>	<b>June 2020</b>

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The President will ensure appropriate risk management policies are in place, and will not knowingly allow assets to be unprotected, inadequately maintained, or unnecessarily risked. The risk management program will be developed by the President and will be reviewed annually with the Board.

Accordingly, the President will not permit the College to operate without:

1. Appropriate financial controls and procedures.
2. Ensuring that purchases are made in accordance with the College's Purchasing Practice, effective September 30, 2013 and as outlined in the College Policies and Procedures Manual (Policy #4.12), as attached as Appendix "A".
3. Ensuring that funds not required for immediate use will be invested in a manner that does not violate Ministry directive, minimizes the College's investment risk exposure and provides a reasonable rate of return for the College.
4. Ensuring that there is protection for the College's trademarks, copyrights, intellectual property, information and files from loss or significant damage or prevent the use of College resources, equipment, personnel or paid working time for the personal benefit or gains of any individual employed either full-time or part-time by the College.



<b>POLICY TYPE:</b>	<b>Executive Limitations</b>	<b>NUMBER:</b>	<b>2003-15</b>
<b>POLICY TITLE:</b>	<b>Communication to the Board</b>	<b>DATE:</b>	<b>May 2003</b>
		<b>REVIEWED:</b>	<b>March 2009 September 2020</b>

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With respect to providing information and counsel to the Board, the President will not knowingly permit the Board to be uninformed. This is accomplished by:

1. Reporting non-compliance with any policy of the Board.
2. Dealing with the Board as a whole, except when the Board's authority is delegated. This does not preclude the President consulting with Governors on an individual basis as required.
3. Advising the Board of relevant trends, anticipated controversial media coverage, and significant external and internal issues.
4. Submitting the required monitoring data in a timely, accurate and understandable fashion.
5. Ensuring that the Board is regularly apprised of the status of the College in relation to health and safety and environmental requirements and that the College is in compliance with health and safety regulations.

Good Evening Everyone,

It was an exceptional year as the first full-time President for TSI. I worked beside a team that had heart in everything we delivered for the students at St. Clair College.

I would like to thank President France, and the Senior Operating Group. Your continuous support in TSI was a big part in a successful year for us and the students.

I would like to thank Stephanie Woodall, the General Manager, and Kash Yeck the Vice President, here today, as well as, TSI, although the board members are not here today, but without everyone's determination and hard work, this year could not have been as extraordinary as it was.

We had a year full of great events for the students. Bringing them together for bingos, yoga, giveaways, College nights, outdoor sports, intramural games, our partnership with Real Campus, and our annual gala. These events were part of many other activities that were a part of the students' experience.

We are pleased this year with expanding our food services and having evolved Bean and Barley. It is a space students' felt excited to come for anything they needed throughout the day. This was a new adventure TSI embarked on. This vision was made possible with Stephanie bringing an idea to TSI and giving us the room to be creative, as well as, wanting to make the best experience for the students. We are happy to work with a staff in Bean and Barley that creates great meals to put smiles on everyone's face.

Not only did we have a wonderful year getting to know our student body, we also had the opportunity to work together with the community and form strong community partnerships; with local organizations and businesses in Chatham Kent.

Family Fun Day helped start the year by welcoming Chatham Kent community members to the Chatham Campus. It is great to welcome the community at the College, and to help build a bond and positive environment around what St. Clair College is all about.

We hosted a Farmer's Market for the students, in the FAAS Student Centre. This event allowed students attending St. Clair College to be aware of the local services within Chatham Kent. We believed this enhances the student experience, as it shows students different areas to explore in Chatham Kent, and what they may find as they attend the Chatham Campus.

This year the Chatham Kent Women's Shelter and TSI held its first Walk a Mile in Her shoes at St. Clair College – Chatham Campus. This event is held to raise awareness on violence against women and men. TSI welcomed students and Chatham Kent community members to put on red high heels and walk a mile around St. Clair College. The event raised \$10,000.

The Polar Plunge for the Special Olympics is an event that we look forward to every year. We are proud to host this event at St. Clair College, and to bring all community members and donors together; not only to see the fun costumes everyone works very hard on, but for an amazing cause. We are proud to say we raised \$46,310.

It has been a pleasure to have participated in these events, and I truly thank everyone on TSI. As well as, we could not have had a successful year without such great support from the students! We are forever grateful.

It is my pleasure to introduce Kash Yeck, as the President of TSI for 2020/2021.

Thank you for your time today, it was a pleasure to share our year with all of you.



## **PRESIDENT'S REPORT**

### Meeting of the Board of Governors

**Full Board – June 23, 2020**

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#### **1. COVID Update**

During the past several weeks, in conjunction with a number of provincial agencies and local public health authorities, and analyzing a variety of guidelines, the Senior Team has been reviewing options for the Fall semester by examining the spectrum of worst-case to best-case scenarios related to the pandemic. This review included a successful submission to the Ministry, through Colleges Ontario, for a Pilot Project to assist those students that were held back from graduating that required face-to-face teaching to complete program outcomes. This Pilot will assist in ensuring a phased in approach for reopening College campuses.

Risk Assessments have been completed for each department within the College in order to determine the most appropriate actions based on guidance from various public health and government agencies. The evolving pandemic is dynamic, and as government and public health authorities react to new information, St. Clair College will continue to do the same.

During the Pilot Project the College will be strictly limiting access to essential staff and students attending campus in an approved, documented and safe manner abiding by all public health guidelines. Student use of the open computer lab and limited face-to-face assessments is allowed by schedule, strictly abiding by social distancing guidelines, screening and sanitization protocols. Standard Operating Procedures (SOPs) were devised to support these situations and preparations are being made to support on-campus activities (training, ordering of PPE, signage, installation of physical barriers, etc.).

St. Clair College is planning for a blended model of virtual/on-line and in-person learning and student services for the Fall semester and a gradual return to campuses for faculty and staff in response to the COVID-19 pandemic situation. The semester is set to begin on September 21, 2020 and will be 13-weeks in duration. Campus-wide teams have been engaged in the planning and risk mitigation to develop a phased-in approach, including consultations with various employee and student groups to garner feedback. Critical input has been gained from local public health officials, in addition to ensuring workplace guidelines established by the Ministry of Labour, Training and Skills Development (MLTSD) are adhered to in order to reduce the risk of community spread and further waves of COVID-19 and to promote the health, wellness and safety of students, employees and contractors.

#### **2. COVID Training**

The College has developed mandatory “COVID-19 Training” for all staff and students to ensure appropriate awareness and training before staff and students return to campus. In addition, a COVID Handbook has been developed as an additional tool and will be available on the College’s website.

### 3. Field Hospital Status

On June 13, 2020, Windsor Regional Hospital issued a Media Release announcing that the final five patients from the St. Clair College Field Hospital for COVID-19 patients have returned safely to the Heron Terrace long-term care home in east Windsor. The departure of these last patients at the facility, which opened for hospital use on April 17, 2020, marks a milestone in the local pandemic process. More than 50 individuals were admitted to the St. Clair College SportsPlex for care after they tested positive for the COVID-19 virus.

The field hospital will remain available for use by Windsor Regional Hospital until the end of December 2020.

### 4. Spring Enrolment

<b>Spring Enrolment – Year over Year Comparison</b>		
	<b>Spring 2019</b>	<b>Spring 2020</b>
Domestic Students	1,168	1,187
International Students	3,283	2,703
<b>Sub-Total (Windsor)</b>	<b>4,451</b>	<b>3,890</b>
Toronto Campus	958	2,009
<b>TOTAL All Campuses</b>	<b>5,409</b>	<b>5,899</b>

### 5. 2019-20 Year-End Audit

St. Clair College received a clean 2019-20 year-end financial audit and will close the fiscal year with a \$31M surplus. President France owes this accomplishment to the College's Financial Team, led by Vice-President and CFO, Marc Jones. The President thanked the group for their hard work and dedication, especially during these difficult times. This accomplishment truly exemplifies the College's Vision of "Excellence in All We Do".

# St. Clair College In The News

## Table of Contents:

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# Volunteer group battles COVID-19 with sewing needles



*Masks as created by members of the Windsor Essex Sewing Force. Photo by Karen Harris.*

**Blackburn News - May 14, 2020 6:54pm**

There are many weapons in the fight against coronavirus, but one Windsor-Essex group is fighting it with a different kind of weapon.

The Windsor-Essex Sewing Force (WESF), an all-volunteer group creating thousands of homemade personal protective equipment for local healthcare workers, has teamed up with the University of Windsor and St. Clair College to create personal protective equipment (PPE). So far, WESF has made over 10,000 facemasks and scrub caps for distribution to healthcare workers at Hotel-Dieu Grace Healthcare, Windsor Regional Hospital, and long-term care homes across the region.

WESF co-founder Kelly Mullen said this humanitarian work has hit home for many of the group's members.

“Many volunteers are from vulnerable groups themselves: seniors, people with disabilities, undergoing treatment for major illnesses, and-or facing economic challenges,” said Mullen. “What’s common to all is their commitment to keeping frontline healthcare workers safe.”

The effort is a project of WE-Spark Institute, a healthcare research consortium made up of HDGH, Windsor Regional Hospital, the university and the college. WESF provides volunteers with sewing patterns and coordinates access to supplies. Transportation of the completed PPE is also arranged for those volunteers who are unable to leave their homes.

Rebecca Rudman, another co-founder of WESF, said that even as the upper hand appears to be taken against COVID-19, the demand for PPE is outweighing the supply.

“We were fortunate to partner with our local educational and healthcare institutions on a WE-Spark Health Institute project to create a coordinated process while developing cutting edge research,” said Rudman. “Our volunteers have been making huge personal investments in time and resources. We now need to raise money so our volunteers don’t have to pay out of their own pocket to buy supplies.”

WESF is accepting donations to help pay for supplies the volunteers can use. The donations are processed by U of W, with all proceeds going to the group. If you are interested in donating, [visit the link on the U of W website](#). Complete information about WESF [is found on its website](#) as well.

# St. Clair College suspends intakes for some international students amid COVID-19 pandemic

Programs that require face-to-face learning in spring and fall semesters won't take international students

CBC News · Posted: May 25, 2020 6:57 AM



New international students are not a part of St. Clair College's intake for the spring and fall semesters because of COVID-19. (Jacob Barker/CBC)

For any international students who were planning to attend programs at St. Clair College in the spring and fall semesters in person, their plans are on hold as the school figures out how to continue with its schedule amidst the COVID-19 pandemic.

"International students have really helped not just St. Clair College but all post-secondary institutions in the province and in Canada in general because they really have helped the enrolment base at campuses," said Waseem Habash, vice president of academics at St. Clair College.

But this year enrolment is way down. The school's regular intake of international students is 1,300 to 1,500 students in any given season, Habash said. For the spring semester this year, he said, the school has under 500.

"We were about 850 students short of our plan and the only programs we could run in the spring were the programs that were completely online," said Habash.



For courses which were supposed to go ahead in the spring and required face-to-face learning from day one like CAD/CAM, industrial millwright and robotics, the school has suspended international intakes in to those programs.



Vice president Waseem Habash said St. Clair College is limiting the intake of international students to courses that can only be offered 100 per cent online. (Arms Bumanlag/CBC)

"We couldn't run those programs when the students are overseas," Habash said. "Those are three programs that we don't get any domestic students in the springtime for, normally."

Habash said they hope to run those programs in the winter semester instead.

For students in semester two and beyond for those courses, they will be learning online in the beginning with the hopes of having approval to do some face to face learning after June 29.

"It would have to be a hybrid delivery essentially," Habash said.

"We can hopefully get back face to face sometime during the summer."

## A 'long shot'

Habash said it's a "long shot" that international students are going to be allowed to come for school for the fall semester in September.



"We looked at those intakes that could not deliver online the whole semester," Habash said. "If we are able to deliver online the whole semester then we are able to run those programs and we are able to run them for international students."

**Any time we're losing out on talent like that, I think it's employers that suffer the most.- Justin Falconer, Workforce Windsor-Essex**

But when it came to any programs that would require the students to be at the school in the fall, the college has suspended the international students from attending those as well. These programs include power engineering, motive power technician and horticulture.

"Those are programs that we're still running for domestic students but we cancelled the international intakes for them."

Habash said the changes affect 15 programs in all and the school is estimating it will be down 50 per cent in enrolment for international students for the fall term. He hopes the school can begin to recover them come January.

"We think the students will come back," Habash said. "There will likely be a pent up demand because a lot of students might be deferring their education or delaying their education."

## **Power engineering**

Dave Belanger, the program coordinator and professor of power engineering technology at St. Clair College, said that in last year's program there was 42 domestic students and 20 international students.

Without the international students, he said, he's basically losing one third of his class.

He said he values what the international students bring to the school.



Dave Belanger is the program coordinator of power engineering technology at St. Clair College. (Jacob Barker/CBC)

"I have a lot of international students who are now living here, contributing, making good money, helping out society," Belanger said.

And while losing those students is a bump in the road, it won't affect things too badly in the short term.

"If this was a permanent thing, then yes we would because there is an aging workforce in the power engineering industry as in most industrial places in Canada and Ontario," Belanger said. "We're all dealing with COVID and we're doing it the best we can."

## **Employers suffer**

Justin Falconer of Workforce Windsor-Essex recognizes the importance of international students coming to Windsor to learn.

"These are students that we'd like to keep and to some extent they're coming for post-grads and programs that are in need so any time we're losing out on talent like that, I think it's really employers that suffer the most," Falconer said.



Justin Falconer is the CEO of Workforce Windsor. (Katerina Georgieva/CBC)

He said that while the students will not be able to attend when they may have been able to if there were no pandemic, it is in the name of safety and saving lives.

"To some extent, everything just seems to have been paused, or like they can't proceed in the way they normally do and so if some of these educational programs, you may miss a semester," Belanger said. "But everyone is just trying to adjust and make good decisions for the health and safety of workers and for clients and students and customers."

# ST. CLAIR COLLEGE CROSS COUNTRY LOADING UP

AM800 CKLW – May 28, 2020



St Clair College- cross country (photo courtesy of @Saints Athletics)

The St. Clair College Cross Country team is loading up their roster again in preparation for the 2020 season with the help of four local standout additions to the program.

The Saints Women's team finished 10th at the CCAA Nationals last fall but will be strengthened by the presence of Vincent Massey product Samantha Marchenkowsky. While at Massey Marchenkowsky starred in Cross Country as well as Track and Field helping the Mustangs to consecutive WECSSAA team titles to go with a SWOSSAA Championship in 2018. She was also the Massey Junior Track MVP and a WECSSAA Midget All-Star selection in 2017.

The Saints Men's team is coming off a National Silver Medal last fall following their Canadian Collegiate Championship in 2018 and will be further reinforced with the insertion of Jacob Fitzpatrick (Tecumseh Vista Academy), Gary McGuinness (Vincent Massey) and Ethan Power (Vincent Massey).

Fitzpatrick finished 7th at the WECSSAA Cross Country Championship last fall helping the Vortex to 2nd place in the team overall standings.

McGuinness helped Massey to a WECSSAA team championship in 2019 with a 5th place finish and will be enrolled in the Power Engineering Technology program.

Power also had some excellent success at Massey in his high school career and is hoping to continue that at St. Clair. Power won a Juniors Boys team OFSAA Cross Country Silver Medal as well as Senior Boys OFSAA crown with Massey and rounds out a very strong academic recruiting class for the Saints.

# Saints' softball squad adds local prospects Dufour and Beauchesne

Windsor Star – May 29, 2020



St. Clair Saints softball coach Doug Wiseman has added local standouts Allison Dufour and Naomi Beauchesne.

Two standout local softball players hope to keep the St. Clair Saints among the elite in OCAA play.

General Amherst high school product Allison Dufour and Massey high school product Naomi Beauchesne are set to join the Saints, who have medalled 13 times in the last 14 years at the OCAA championship.

"I want to contribute the most I can to this team and work together cohesively to pursue championship status," the 18-year-old Dufour said.

The 5-foot-7 Dufour was an honour-roll student for four years at General Amherst and also helped the Bulldogs reach OFSAA in volleyball the past two seasons.

"Ally comes to us with an opportunity to pitch immediately following the graduation of Olivia Elliott," Saints' head coach Doug Wiseman said in a release. "She is a durable pitcher who will take the ball in all situations with a strong background from the Windsor Wildcats' organization.

"Ally's style and competitiveness will compliment Rya Cowan, but she can also play first base and outfield with some pop in her bat."

Dufour earned the USSSA Most Outstanding Pitcher Award at the 2019 national championship as well as the PWSA high school fastpitch championship MVP award.

"Several of my teammates will also be attending (St. Clair) and I am looking forward to playing with some of my Windsor Wildcats' family," said Dufour, who will study early childhood education. "I am familiar with coach Wiseman. He has been my coach this season with the Windsor Wildcats. I know that he brings out the best in players while challenging us to be the best we can be. He also has a good sense of humour."

The 5-foot-7 Beauchesne spent much of her club time playing in the United States with the Michigan Batbusters and won 16 most valuable player game awards.

"Playing for St. Clair softball will be something I'll have to work for to earn my spot as a freshman, but it's something that I'm willing to put time into for the most success," said the 17-year-old Beauchesne, who will study dental hygiene.

Wiseman said Beauchesne is another player that provides multiple options for playing opportunities.

"Naomi is talented and complete softball athlete who plays the game at a high level due to her incredible work ethic," Wiseman said. "She can play comfortably anywhere on the infield.

"Naomi has a pure swing that I have not seen since Skyler Patteson, who accomplished great things during her time at St. Clair. Naomi is an everyday player and will be an easy name to write into our lineup card. She has the ability to be a difference maker at any time in any game."



# DUFOUR AND BEAUCHESNE JOIN ST CLAIR

AM800 CKLW – MAY 29, 2020



Saints softball- (photo from St Clair College)

The St. Clair College Women's Softball team added a pair of local players to their 2020 roster after bringing in Allison Dufour (Amherstburg, ON) and Naomi Beauchesne (Windsor, ON).

The 5'7" Dufour was 4-year honour roll student at General Amherst High School and in addition to helping her high school softball team on the diamond she also competed in basketball and was part of two SWOSSAA volleyball championship squads.

She can pitch but also take the field at first base or in the outfield. Dufour spent time with the LaSalle Athletics and Windsor Wildcats club programs with several accolades in Ontario and stateside including a USSSA Most Outstanding Pitcher Award from the 2019 National Championship as well as a PWSA High School Fastpitch Championship MVP Award.

She will be attending St. Clair's Early Childhood Education program starting this fall.

The 5'7" Beauchesne is a Vincent Massey product and spent much of her formative club years with the Michigan Batbusters stateside winning a remarkable 16 Game Most Valuable Player Awards.

She will be enrolled academically in St. Clair's Dental Hygiene program.

# St. Clair college student named '2020 HSBC Woman Entrepreneurial Leader of the Year'

CTV Windsor - Saturday, May 30, 2020



WINDSOR, ONT. -- Sierra Scott, a recent St. Clair College finance graduate was named the Enactus Canada's '2020 HSBC Woman Entrepreneurial Leader of the Year.'

"It means be able to connect with more people in the community, it means helping other individuals and also giving other students an opportunity to join on to different projects and kind of follow this same leadership journey," says Scott.

Enactus Canada is a student leadership development organization.

The HSBC Entrepreneurial Leadership Award is designed to inspire and recognize entrepreneurial student leaders within the Enactus Canada network, while also supporting entrepreneurs across Canada.

"It's an investment in myself, I'm going to be able to expand my future and help more people as well as it's going to be an investment in our community. Help other people, like help both St. Clair College students and different members on our Enactus team impact other people."



Scott's entrepreneurial journey started when she launched her first Enactus project, InterAct. The project provides access to employment and financial literacy opportunities to almost 650 students a year.

"We're helping now not only international students but all students across St. Clair College. It will really help us scale out that project and offer different services to multiple students."

Sierra also worked with a non-profit in Indonesia where she mentored 20 entrepreneurs to help them start their own ventures.

The award announcement took place at the 2020 Virtual Enactus Canada National Exposition.

"Congratulations to Sierra Scott, whose achievements offer a glimpse of what's to come from the next generation of strong women leaders in Canada," says Kim Hallwood, Head of Corporate Sustainability, HSBC Bank Canada. "Supporting Sierra and others like her is part of our commitment to help communities develop the skills and knowledge needed to thrive in the global economy."

Scott and the Enactus team at St. Clair College won a \$2,500 bursary and a \$5,000 project grant that will help with four different projects.

"What I've been doing in terms of helping the community and kind of focusing on business as a force for good, is really working. So, having this opportunity to gain mentorship and kind of further the projects that I've been working just gives me a lot more confidence and just shows me that the path I'm going on is it's good."

# St. Clair College To Delay The Start Of The Fall Semester

WindsoriteDOTca News – Wednesday June 3,2020



St. Clair College will delay the start of its fall semester by two weeks, with classes commencing Monday, September 21st. Classes will run for 13 weeks.

The college says that the move allows staff enough time to prepare for the possibility of a blended delivery system of both online and in-person classes and labs.

“Our number one priority is safety and, as such, the College must ensure that we follow the direction of public health authorities and acquire the appropriate approvals for reopening College campuses when it is safe to do so,” said Waseem Habash, Vice President, Academic.

College President Patti France said the College is attempting to arrange a certain degree of on-campus, in-person attendance for students during the Fall semester, such as the labs, workshops and clinics associated with those courses that require it.

The college does say that if it’s determined that an on-campus presence would pose an unmanageable degree of risk, then they will have to operate strictly on-line during the Fall and hope that the New Year – and the Winter semester – will dawn pandemic-free.

Habash said there may be a few programs within the School of Health Sciences, which are governed by accreditation bodies that may require a start date of September 8th to achieve a full 15-week semester for practical skills.

# ST. CLAIR COLLEGE DELAYS START OF FALL SEMESTER

AM800 CKLW – June 3, 2020



AM800 File Photo of St Clair College, September 2015 (Photo by Zander Broeckel)

The start of the fall semester at St. Clair College will be delayed for two weeks.

The college has announced on its [website](#), the semester will now start on Monday September 21 and will run for 13 weeks.

It was suppose to start on Tuesday September 8, following the Labour Day holiday.

The college says the move will allow staff enough time to prepare for the possibility of a blended delivery system of both online and in-person classes and labs.

In the online statement, College President Patti France says "the College is attempting to arrange a certain degree of on-campus, in-person attendance for students during the Fall semester, "if only for the labs, workshops and clinics associated with those courses that require it."

The college say there are a few programs that will still start on September 8.

Courses for the [spring semester](#) are being done online due to the COVID-19 pandemic.

The spring semester started on May 19.

# St. Joseph's Life Skills students gather virtually for coffee club

June 3, 2020



St. Joseph's Catholic High School life skills student Ben Deeg and his mother Anick Deeg at their home Wednesday. Ben is an enthusiastic contributor to the virtual coffee club at St. Joe's.

While some students have grown weary of the emergency distance learning that's replaced classroom interactions, there's a group from St. Joseph's Catholic High School that can't wait to log on at 10:30 a.m. each weekday.

When the province abruptly closed schools in mid-March due to the COVID-19 pandemic, the special education team at St. Joe's came up with the idea of a daily virtual coffee club for students in the Life Skills Program.

The number of participants remains strong months later, with 16 people taking part in Tuesday's online meeting.

Anick Deeg describes the daily session as "a lifeline" for her and her 17-year-old son Ben.

"When all this first happened we were taken aback," Anick said. "I was in a state of panic a little bit. Ben is an only child so it's just the two of us here at home. From a social aspect, this has been a lifesaver for us."

While Ben chats and virtually visits with one close friend, seeing other familiar friendly faces is something he looks forward to.

"It has been important to me each and every day," the Grade 12 student said. "I really like my friends and I miss them when I can't see them."

Tuesday's coffee club opens as a happy mashup of hellos and greetings as students and staff connect with each other. Eventually, Nicole Cabana, the learning support service teacher, asks the students to mute their microphones so she can share details about a virtual dance contest and then offer up a question of the day which engages each student in conversation.

"For some of these students, this is the only way they're engaged with their school right now," Cabana said. "One of their strengths is being social and this speaks to the need for that. Maintaining social connections and communication skills is important. They've done a really nice job. The communication and social skills, they've picked up on it in a virtual way."



St. Joseph's Catholic High School life skills student Ben Deeg, right, chats with his mother Anick Deeg at their home Wednesday.

Educational assistant Suzanne Meloche described some of the early coffee club gatherings as "mayhem" as multiple voices tried eagerly to share all at once.

"Now they know to mute their microphones, it's been neat to see how much you can teach and how much you can learn," Meloche said.

Different school staff members have dropped into the coffee club to say hello, including the janitor.

"Everybody who works with these students have a love for what they do," Cabana said. "As a group, we mesh well."





The entire experience has helped ease Anick's mind as Ben's high school days draw to an unusual close and he prepares to start his studies in landscape horticulture at St. Clair College this fall.

"Ben has learned from being with this team and this group of students," Anick said. "He understands his friends have different levels of function. It's really grown his empathy and his ability to recognize the strengths and needs in others. He's ready for the next challenge."

## C-K's time to dismantle systemic racism is now, say residents

The Chatham Voice - Jun 4

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While violent racial incidents might not appear at first glance to be a Canadian problem, they take a very real toll on local communities, and racial discrimination still exists, even in rural municipalities such as Chatham-Kent.

When one local resident heard about the death of George Floyd, he cried in the middle of work and thought that could be him or any black person he knew.

Thador Tekhli, 20, said he's been racial profiled many times by police in Chatham-Kent. One instance was when he was sitting in a park with a white friend, who was asked how he was doing by a police officer. When it came time to question Tekhli, then 16, he was told to provide identification, asked where he lived and questioned why he was in the park. "How did I go from being an ordinary boy to being a threat?"

Tekhli emigrated from Sudan, Africa at a young age. He is now living in Windsor and goes to St. Clair College to study accounting. He plans to pursue his CPA or maybe a law degree. He is also heavily involved with volunteering in the community and at the soup kitchens.

Tekhli is also one of the main organizers of the Chatham-Kent Supports Black Lives Matter march taking place Friday at the W.I.S.H. Centre.

The march aims to shed light on anti-black racism and how that exists in local institutions, in addition to showing support for black communities protesting racism and Floyd's death.

Chatham-Kent police chief Gary Conn called the incident in the United States "deeply disturbing, tragic and disheartening," adding it erodes public trust while reducing police legitimacy.

"They have no place in our community or the policing profession. That being said, we cannot let the actions/behaviours of a few, in another country, diminish the great community-based strategic policing which the vast majority of our officers complete on a day-to-day basis. Instead, we need to recognize the fact that there are deep systemic racial barriers which unfortunately still exist at a societal level, and we must continue to work towards breaking these barriers down until they don't exist."

Conn said the the Training Unit has been tasked to review policies and procedures surrounding use of force and they recently reviewed their respectful workplace procedures. All officers receive discrimination training when they attend the Ontario Police College for their Basic Constable Training, and on a bi-annual basis, they receive refresher training surrounding both ethical and cultural

awareness, he said. Tekhli said profiling incidents with the police happen quite frequently. He also raised concern over other institutions in Chatham-Kent.

“This isn’t just an American problem, it affects all of us,” he said. “Institutionalized racism does exist.” Although the recent tragic events happened in the United States, Tekhli explained that it still takes a toll on black communities everywhere who have experienced histories of colonialism and racism. Tekhli said there are virtually no black therapists in Chatham-Kent and few medical professionals who can help guide the black community through the post-traumatic stress and pressures of systemic racism.

“This takes a huge toll on black mothers and black fathers. The death of George Floyd could have been any one of us. It causes a lot of medical problems.”

Even in the education system there are few councillors of colour. Tekhli said he was not taught about his own black history in school. During Black History Month, the class spent one day at the museum and that was it.

“How can we adjust and integrate if we’re not well versed in black history? We are not taught about inequalities. Anti-black racism was swept under the rug,” Tekhli said.

Shannon Prince, curator of the Buxton National Historic Site & Museum and sixth-generation of black descendents in Chatham-Kent, said she too still experiences racism, although she decided not to go into detail. As the curator of the museum she said that Chatham-Kent residents rarely come to learn about their own history.

“People are unaware of the fact that there was discrimination in Canada and it still exists. It is that educational component people need to be aware of. We have a rich history and a variety of histories here, black and Indigenous to name a few. We are quite deeply embedded in it. It is up to us as educators to really get that word out,” she said.

Prince said Friday’s march in C-K, and this moment in time in general, is the time to talk to kids about racism and for parents/educators to learn and listen about what justice is.

Lambton-Kent District School Board did issue a statement that it is committed to anti-oppression education, but Tekhli said that can be taken a step further with some race-based data which educators need in order to tackle the issues or support what they are saying.

Along with the education system, Tekhli added that better black representation is needed in the police force and medical field to create better role models for the black community.

One of the initiatives that LKDSB previously planned is census-based data collection within the next three years, to be able to answer questions on inclusive hiring practices and enrolment.

St. Clair Catholic District School board officials said they are too small to collect race-based data for students and staff because statistical analysis may identify students. However, policies states they should respect equity and diversity in their hiring practice.

According to the 2016 Statistics Canada census, roughly 12 per cent of Chatham-Kent’s population are visible minorities.

The unemployment rate for non-minority groups in Chatham-Kent was 7.4 per cent. The unemployment rate for black people was more than double at 15.9 per cent.

“There’s so much work to do, we have to start on it as soon as we can,” Tekhli said.



# Saints add three more players to roster from Wildcats' program

Windsor Star – June 6, 2020



St. Clair Saints head softball coach Doug Wiseman has added three more recruits from the Windsor Wildcats program.

St. Clair Saints head softball coach Doug Wiseman has not had to go far to find talent for his OCAA program.

Wiseman again turned to the Windsor Wildcats program on Friday to add Julia Brusseau, Paige Ulman and Brooklyn Cressman to his recruiting class for the fall.

“Brusseau, Cressman and Ulman are all playing together this season with the Windsor Wildcats organization and this has been an outstanding year to bring in so many talented players,” Wiseman said in a release. “They will be joining our strong returning nucleus in all-stars Mary O’Neil and Jenna Hillman not to mention reigning OCAA player of the year Rya Cowan.”

The trio joins fellow Wildcat recruits Allison Dufour and Shae-Lyn Murphy, who committed earlier this spring.

“I’m extremely excited to continue my softball career at St. Clair and be able to experience it with a few of my teammates from the Wildcat team,” the 18-year-old Brusseau said.

A 5-foot-5 catcher and outfielder, Brusseau is a St. Anne high school grad, who will study social justice and legal studies.

"I chose the program because it gives me a ton of career options and, especially with the world with inequality, I think with this program and the possible careers that follow it, I could be part of making a change, which is something I am very passionate about," Brusseau said.

A 5-foot-6 outfielder, Ullman is Holy Names high school grad going into early childhood education and, like Brusseau, credits Wiseman with being one of the big draws for joining the Saints.

"I am looking forward to playing under coach Wiseman and moving up to the next level," the 18-year-old Ullman said. "Coach Wiseman is a remarkable coach and has developed a great softball program at the college that I am happy to be a part of."

The 5-foot-6 Cressman, who is from Woodstock, can play catcher or a corner infield position and will study architectural technology.

"Brooke can also play either corner position in the infield and Julia can play the corner outfield positions," Wiseman said. "Julia swings a good bat from the right side and will add some power to our lineup while Brooke swings a strong bat from the left side."

"We feel fortunate to bring in two talented, versatile and athletic players. I firmly believe having Brooke and Julia will make our team much more competitive. Paige fills another priority as an outfielder on our roster while bringing intensity, effort and hustle to the field. Paige is the type of player we want representing the Saints."

St. Clair has medalled 13 times in the last 14 years at the OCAA championship.

"I feel that I can be a solid contributor to the team and, with the other talent that is already there, we will be able to do big things in the upcoming season," Ullman said. "It's going to be nice to continue to play with some of my travel teammates and meet and learn from my new ones."

# Chatham-Kent Athletes Among Leaders Of Black Lives Matter March

Chatham Daily News – June 7, 2020



*Organizers of the Chatham-Kent Supports Black Lives Matter event*

If you looked among the crowd of close to 2000 people who marched at the Chatham-Kent Supports Black Lives Matter event on June 5, you'd see some familiar faces from Chatham-Kent's athletic community.

Included in those ranks were organizers Erykah Bugros and Thador Thekli.

"We were so happy with how many people came out," said Erykah Bugros, a UCC graduate and current student at Carleton University.

Bugros has also been a member of Chatham-Kent's sports community for many years, including playing sports with UCC, as well as with the Chatham-Kent Wildcats, and Windsor Valiants.

"We didn't anticipate that many people. I think it goes to show how important this cause is to the community. It's proof that racism in Canada is real and people want change."

Bugros, along with fellow spokesperson Thador Tekhli, who runs cross country for St. Clair College, felt the need to show solidarity with American counterparts, as well as to shed light on existing anti-black racism in Canada.

“Anti-Black racism has been an issue for centuries,” said Bugros. “It’s not going to change just because we marched. And it’s not going to change overnight. This is going to take a lot of effort and time. If the community really wants change they will continue to support the movement.”

Chatham-Kent, which is known for Black historic sites including Uncle Tom’s Cabin, and Buxton National Historic Site, also has far to come in terms of anti-black racism, and this march was definitely not the finishing point, but rather a first step.

For Bugros, the opportunity to participate in this movement, and see the community support, has given her hope.

“Organizing this march has been such a powerful and humbling experience. It is important to understand that racism is a widespread issue and it exists in our community. The support from the community was great and it gives me hope for the future, but we have to keep it going.”

# SOFTBALL STRONGER AT ST CLAIR

AM800 CKLW – June 8, 2020



Saints softball- (photo courtesy of SaintsAthletics)

The St. Clair College Women's Softball team added three more strong recruits to their 2020 stockpile including Julia Brusseau, Brooklyn Cressman and Paige Ulman.

Brusseau is a 5'5" catcher/outfielder and a product of St. Anne High School pointed academically towards St. Clair's Honours Bachelor of Applied Arts in Social Justice and Legal Studies program.

She played with the Windsor Wildcats club program locally that competed stateside for several championships as well as winning an Ontario provincial title.

Cressman attended Woodstock's Huron Park Secondary School but played club for Up the Middle (UTM), Tavistock and Napanee in her formative years refining her skills at the catcher and corner infield positions. During that time, she garnered attention winning an MVP Award on her way to a Canadian Championship.

Ulman is an outfielder who also plays in the Windsor Wildcats club organization having won a provincial Championship while collecting several MVP awards. The Holy Names grad will be enrolled in St. Clair's Early Childhood Education program this fall.

St. Clair Women's Softball Head Coach Doug Wiseman said about the recruits, "We have addressed the catcher's position with the additions of Julia and Brooke. We put a lot of emphasis on that spot as we run all our defensive plays through them."



# Athletics for Lancers and Saints sidelined until at least Jan. 1st by COVID-19 pandemic

Windsor Star – June 8, 2020



University of Windsor Lancers' head football coach Jean-Paul Circelli called Monday's OUA announcement of no fall sports devastating for his program.

University and college sports in Ontario will not resume action until at least Jan. 1<sup>st</sup> of 2021.

Ontario University Athletics (OUA) made the announcement on Monday that all fall semester sports programs and championships have been cancelled through Dec. 31<sup>st</sup> due to the COVID-19 pandemic.

"Basically, there will be no OUA sports activity during the first semester," University of Windsor Lancers' athletic director Mike Havey said.

For the Lancers, that means no football, golf, cross-country running, soccer, fastpitch or baseball.

"For us, it's devastating for our football program," Lancers head football coach Jean-Paul Circelli said after getting the news. "It's a difficult day and a tough pill to swallow."

Shortly after the OUA announcement, the Ontario Colleges Athletic Association followed suit by announcing no fall sports or championships for its 27 members, which includes the St. Clair Saints.

The health and safety of everyone involved in St. Clair's athletics is paramount," Ron Seguin, who is vice-president of international relations, campus development and student services, said in a release.

Soccer, golf, cross-country running, baseball and softball will be impacted, but Seguin said St. Clair will continue to roster teams and honour its scholarship obligations.

"It's the right thing to do," Seguin said. "We will put you on a roster and monitor your academic performance to make sure you are meeting the established college criteria."

Sports that cover two semesters in the OUA, like basketball, hockey and volleyball, will have no play in the first semester and whether the schedule is back loaded to the second semester or scaled back has yet to be determined.

"That's still unknown," Havey said. "The OUA is modeling all kinds of scenarios for start dates for two-semester sports for Jan. 1<sup>st</sup>, but with all the unknowns and rapidly changing dynamics due to the pandemic, it's impossible to make that known. We'll keep the health and safety of everyone involved in front of mind."

The OCAA said, at this time, it is planning winter sports semester for basketball, volleyball and indoor soccer to take place with a reduced schedule.

Havey was one of three athletic directors on the OUA board that made the recommendations.

"It's disappointing for everyone involved, but in the end it's to preserve the healthy and safety of those involved and the participants," Havey said.

The OUA could have waited and made the announcement later in the summer in hopes of a clearer picture on the status of the virus, but since most schools have already announced that classes this fall will be virtual. Havey said it was important to get the information out for students from out of town that might have been wondering whether to come to town to try and find living accommodations.

"The board felt it was best to announce sooner rather than later before signing a lease," Havey said.

The board said individual members will have the autonomy to implement a return-to-train protocol in accordance with health regulations, but Havey pointed out that a state of emergency still exists in the province that limits gatherings to five people.

"Who knows if they'll be extended longer than that?" Havey said. "Until there's a vaccine or transmission is zero, with any sports that involves any type of proximity, social distancing is the only tool in the toolbox for handling this virus.

"It's not a risk we're willing to take. We continue to monitor and examine and we hope there's an opportunity to resume in January, but we're not willing to commit."

Because a fall season will be lost, Havey said the OUA will extend eligibility for athletes where applicable, but Circelli isn't sure that will help.

"For players heading into their four or fifth year of eligibility, they might not be willing to return for a fifth or sixth season," Circelli said. "There are some in their third year now that could be ready to graduate and move on after their fourth year. There are just so many unknowns right now."

Circelli, who also had several recruits lined up from out of province and the United States, said the news could also impact those commitments.

"They could be thinking, 'Maybe we have to rethink our decision,'" Circelli said. "It will impact any team with recruits out of the immediate area."

Haven mentioned that the OUA board did discuss possibly moving fall sports to a spring format, but there are no guarantees and Circelli is not sure that will work as well with fall players often looking at different commitments come spring.



# COLLEGE SPORTS SUSPENDED FOR THE FALL

AM800 CKLW – JUNE 8, 2020



St. Clair College Sportsplex (by AM800's Peter Langille)

College sports across Ontario have been suspended for the fall semester.

The Ontario Colleges Athletic Association announced on Monday, the suspension due to the COVID-19 pandemic impacting softball, baseball, cross country, rugby, soccer and golf.

College Vice President of Student Services Ron Seguin says it is unfortunate but necessary.

"It's the one we hoped we didn't get to, but for a lot of obvious reasons with the pandemic and various schools trying to piece together academic plans for the fall, it was the right decision to make," he says.

Seguin says the key to the decision is the word 'suspend', noting it is not a cancellation.

As of now, the plan is to resume winter sports in the new year.

"In an unorthodox way, we are going to start with our winter sports and recreate spring sports, catching up with what we lost in the fall," adds Seguin.

The OCAA will review the situation on an ongoing basis with a goal of starting winter sports in January

# College varsity sports suspended for fall semester



© Can Stock Photo / ancientimages  
Blackburn News - June 8, 2020 8:07pm

Ontario colleges will be facing a number of changes at the beginning of the fall semester due to the COVID-19 crisis, and that will mean varsity sports as well.

St. Clair College, Fanshawe College and Lambton College announced on Monday that the varsity schedule for the 2020 fall season has been suspended. The decision was made by the Ontario Colleges Athletic Association (OCAA) for all of Ontario's 27 colleges in an effort to reduce any potential exposure to COVID-19 and protect the health and safety of everyone involved in varsity sports.

Baseball, softball, rugby, rugby sevens, outdoor soccer, golf, and cross country running will be impacted by the decision.

Varsity sports are expected to resume for the 2021 winter semester with reduced schedules starting in January, but the OCAA is expected to review the situation as the pandemic progresses in the province. The winter semester includes basketball, volleyball, badminton, curling, and indoor soccer.

The St. Clair College said it is working collaboratively with member schools on a plan to offer a spring 2021 season for the sports that have been suspended.

In light of the COVID-19 pandemic, many colleges and universities across the province have already announced that they will be offering both online and in-person classes in the fall.

# College Athletics Suspended For Fall

WindsoriteDOTca News - Monday June 8, 2020



St. Clair College’s varsity schedule for the 2020 fall season has been suspended, following an announcement Monday by the Ontario Colleges Athletic Association in consultation with its member institutions.

Sports impacted by this decision include baseball, softball, soccer, golf and cross-country running.

“The health and safety of everyone involved in St. Clair’s athletics is paramount,” said Ron Seguin, Vice President International Relations, Campus Development and Student Services. St. Clair will continue to roster teams and honour its scholarship obligations, Seguin said. “It’s the right thing to do. We will put you on a roster and monitor your academic performance to make sure you are meeting the established college criteria.”

St. Clair College is also working collaboratively with member schools on a plan to offer a spring 2021 season for suspended fall 2020 sports.

# HEALTHCARE WORKERS FOCAL POINT OF NEW STUDY

AM800 CKLW - June 8, 2020



A health-care worker attends to a COVID-19 patient in an intensive care unit (ICU) at the General University Hospital in Prague, Czech Republic, Tuesday, April 7, 2020. THE CANADIAN PRESS/AP/Petr David Josek

A \$5,000 grant will look into how frontline workers are emotionally handling the COVID-19 pandemic.

Hotel Dieu Grace Healthcare, along with St. Clair College and the University of Windsor received a research grant from the WE-Spark Research Institute to look into the psychological impact COVID-19 is having on healthcare workers.

The online survey will ask workers about their mental well-being and levels of stress since the beginning of the pandemic. "Healthcare workers are facing a number of challenges," says Dr. Jennifer Voth, Research Associate at Hotel Dieu Grace Healthcare.

"Increased workload or extended shifts. Some staff members have taken on new or unfamiliar roles during the pandemic."

The study launches today, and will be available to healthcare workers for the next three weeks.

Voth says the survey takes 20 minutes, and will be done once again in the fall.



# University, college fall sports cancelled but St. Clair and UWindsor to honour scholarships

## Athletes will continue training and teams will still roster

CBC News · Jun 09, 2020



University of Windsor Lancers will not be able to play sports until at least January 2021. College and university sports officials have cancelled the fall season due to COVID-19. (Dave Chidley/The Canadian Press)

While there are tentative plans to resume some professional sports as soon as next month, fields, rinks and courts at the University of Windsor and St. Clair College will remain empty through the fall semester due to safety concerns around COVID-19.

Both governing bodies for Ontario post secondary sports — the Ontario University Athletics (OUA) and the Ontario Colleges Athletic Association (OCAA) — made the announcement Monday, cancelling all competitions through December 31, 2020.

Mike Havey is the athletics director at the University of Windsor, and he sits on the OUA board. He said the decision was made by the OUA board after extensive deliberations, but the athletes were not included in the talks.

"It's just too big a risk to put people into close physical contact," he said. "We just don't have the means to put in place a system of testing players everyday."

The move affects single semester sports such as football, golf, cross country running, but it also means the startup for two semester sports like hockey, basketball and volleyball will also be affected.

Havey said they don't know when facilities will be open for training the way teams knew it before, and it will be difficult to train in smaller groups. He said each sport will have its own rules on how to return to training while maintaining physical distancing.

"Physical distancing in the absence of a vaccine is the only tool we have in the toolbox to prevent the spread of this disease," he said. "That's just a long way away from putting people on the field and getting back to games."

Havey said the University of Windsor will honour scholarships available to players who are eligible and sports and training staff remain in their jobs running online training where possible.

"It's a loss," said Havey.



St. Clair College will continue to roster teams and provide scholarships to athletes. (Melissa Nakhavoly/CBC)

Meanwhile, the OCAA made the same decision to limit exposure to COVID-19.

The decision impacts baseball, softball, rugby, rugby 7's , soccer, golf and cross-country running at St. Clair College.

"The health and safety of everyone involved in St. Clair's athletics is paramount," said Ron Seguin, vice president international relations, campus development and student services, in a statement.

St. Clair will also continue to roster teams and honour its scholarship obligations, Seguin said.

"It's the right thing to do. We will put you on a roster and monitor your academic performance to make sure you are meeting the established college criteria."

The OCAA is reviewing the situation on an ongoing basis with the goal of resuming sports in January 2021. St. Clair is working with member schools on a plan to offer the cancelled 2020 sports in the 2021 spring season.

The earliest any Windsor Lancer or St. Clair Saint will be able to compete, in any sport, will be next January.

# University of Windsor small business study aims to help companies navigate COVID-19

Windsor Star – June 9, 2020



University of Windsor assistant business professor Kyle Brykman.

The COVID-19 pandemic has been uncharted waters for small business, but a University of Windsor study is using the present circumstances to develop a proactive guide for dealing with future disruptions.

The study is being lead by assistant business professor Kyle Brykman and Professor Francine Schlosser, who specializes in entrepreneurship/innovation.

“It’s trying to understand why some businesses are excelling and others are struggling,” Brykman said.

“We’re also trying to understand the employee experience.

“We want to take advantage of such an unusual time to prepare a proactive approach for the next time there’s a disruption.”

The study is funded and supported by a wide variety of community groups including the university, Hotel-Dieu Grace Healthcare, the Windsor-Essex Regional Chamber of Commerce, St. Clair College, Windsor Regional Hospital and the WE-Spark Health Institute.

The survey is available online at [uwindsor.ca1.qualtrics.com/jfe/form/SV\\_2mMJTbYBAVuywtL](http://uwindsor.ca1.qualtrics.com/jfe/form/SV_2mMJTbYBAVuywtL).

Brykman said about 65 businesses have completed the survey in the first two weeks of the month it’ll be available. There’s a separate employee survey that’ll remain live for another two or three weeks.

Any business or employee is welcome to complete the survey.

"We hope to get at least 100 businesses, so we're well on our way," Brykman said. "There's been mostly a local focus to the surveys completed so far, but my roots are in Toronto so I'm using my contacts there as well."

Brykman said he and Schlosser would reach out to employees for a second round of consultations in September. They hope publish to a "white paper" summarizing the findings ready in early fall and a more detailed webinar will follow.

Windsor-Essex Regional Chamber of Commerce CEO/President Rakesh Naidu said the survey would provide a good baseline measurement of what has happened to date for businesses during the pandemic.



Rakesh Naidu speaks during a press conference on Friday, January 17, 2020, at the Unemployed Help Centre in Windsor.

"It's an opportunity to develop programs, training and resources to help businesses bounce back," Naidu said.

"We need to measure where we are. The challenges they are facing and to gather information so that we can tailor make programs that will actually help businesses.

"Unless we know the impact in certain areas, we won't be able to come up with the resources required."

Naidu added small business is the backbone of the Canadian economy in terms of jobs and it's vital that it is nurtured back to health.

According to Statistics Canada, 70 per cent of private sector workers or 8.3 million Canadians are employed in workplaces of fewer than 100 employees.

"The material will develop the resources and training that will help companies protect themselves from future impacts," Naidu said. "It's a way of being proactive."



“To look at strengthening your business model, using new technologies and preparing employees and better designing specific responses.

“Disruptions will be there in the future. This isn’t going to be the last one.”

Brykman said the questions in the survey are aimed at unearthing the gems of information that will be required to craft those responses.

Among the questions the survey will explore are whether a business shut down, had cash reserves, impact on revenues, had employees work from home or reduced hours, requires office layout changes to re-open and how communications will be impacted.

Some of the questions asked of employees are about engagement levels, burnout, mental health, added responsibilities and their faith in their organizations. Brykman said the employee experiences will also be compared between essential and non-essential jobs.



Both employers and employees will be asked some open-ended questions to allow them to expand on their experiences.

“I wish this could help right now, but for us this study is really about helping with the rebound,” Brykman said. “It’s a long-term outlook for the future.”

# Labs to be first focus of St. Clair College's reopening plan

CTV Windsor Web Writer / Reporter -Wednesday, June 10, 2020



The entrance to St. Clair College's main campus in Windsor. Photo taken August 22, 2019. (Ricardo Veneza / CTV Windsor)

WINDSOR, ONT. -- St. Clair College officials say they hope students will be able to complete lab work and clinical training as the province reveals plans to reopen post-secondary education.

[Colleges and Universities Minister Ross Romano announced Wednesday](#) that in-person education and training at colleges will resume in July on a limited basis, ensuring more students will complete their studies.

"We are, of course, elated by the minister's announcement," said St. Clair College President Patti France in a news release. "We're especially happy for our 2019-20 students in the various programs that were unable to fully complete their mandatory clinical training and other hands-on requirements due to the pandemic's interference with the winter semester."

France said this means that they should be able to complete their programs, graduate, and enter the job marketplace within a matter of a few months.

France said St. Clair will first focus on opening labs for students who require time to finish their Winter Semester, and the college will then turn its attention to students in the Spring Semester.

These are students in programs that require lab work and other in-person instruction to fulfil the programs' requirements. Individual communications will be sent to students in the affected programs by their program coordinators with further instructions.

Another group of students – many of them in Health Sciences – will still require placements in the community.

“We will now have to figure out how we can get those placements back on track,” said Waseem Habash, vice president of academic.

Ontario's colleges cancelled in-person classes in March, and shifted to online delivery to protect students, faculty, employees and others from COVID-19.

St. Clair officials say due to the dedication and tremendous efforts of faculty and staff, the transition to remote learning was very successful.

Colleges have continued to collaborate with Minister Romano and public health officials on the safe return of in-person classes. St. Clair College has developed a plan that includes guidelines for physical distancing, protocols for cleaning, and rules for using personal protective equipment (PPE).

France said the limited safe return to campus in July and August will allow St. Clair to plan for a blended delivery and learning model in the Fall.

"I remain hopeful that the fall semester will include some component of in-person, on-campus instruction for many of our postsecondary programs," said France. "Most lectures may continue to be delivered in on-line fashion during the autumn, but our preparations during the impending pilot project phase should allow many of our hands-on labs, clinics and workshops to be delivered in an in-person manner."

# Ontario Unveils A Plan To Reopen Postsecondary Education

WindsoriteDOTca News – Wednesday June 10,2020



The Ontario government has developed a plan for the gradual and safe resumption of in-person instruction at postsecondary institutions across the province for the summer term.

According to the plan, starting in July 2020, limited in-person education and training may restart for students who were not able to graduate due to COVID-19 closures. This first phase will allow institutions to reopen to provide in-person instruction to students in essential, frontline, and high labour market demand areas, such as nursing, personal support workers, engineering, and other critical professions.

In September, all students will have the opportunity to attend postsecondary education through virtual learning, in-class instruction, or hybrid formats.

The limited summer reopening will help individual institutions prepare for the fall term by ensuring proper health and safety protocols are in place. The province is developing a framework to be released to the sector in the coming days, which will provide guidance on the summer reopening and on health and safety measures.

Publicly assisted colleges and universities, Indigenous Institutes, private career colleges and other postsecondary education institutions may participate in this voluntary reopening. Institutions that choose to participate will be responsible for establishing their own plans for this limited reopening in accordance with public health advice and any ministry guidance.

# U Windsor President Robert Gordon outlines how campus will reopen

Windsor Star – June 10, 2020



A screen shot of University of Windsor President Rob Gordon is shown during a virtual town hall meeting on Wednesday, June 10, 2020 regarding the return to campus. DAN JANISSE / Windsor Star

Senior administration at the University of Windsor outlined the next steps for students, staff and faculty on Wednesday during a virtual town hall led by U of W president Robert Gordon.

Gordon laid out plans for the fall term, which will be delivered primarily online as a precaution against the COVID-19 pandemic.

Students and employees submitted questions either in advance or live during a question and answer segment.

Gordon and others addressed inquiries about tuition fees, employee safety, parking, residence, access to labs, the library and food services and what the winter term might look like.

Also Wednesday, the Ontario government announced that in-person education and training at colleges will resume in July on a limited basis.

Colleges and Universities Minister Ross Romano made the announcement.





An empty section at the University of Windsor campus is shown on Wednesday, June 10, 2020. DAN JANISSE/Windsor Star

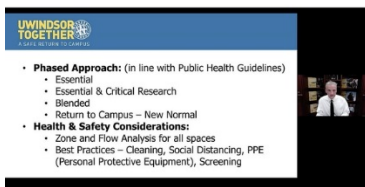
St. Clair College president Patti France said they were “elated” by the announcement from Colleges and Universities Minister Ross Romano.

“We’re especially happy for our 2019-20 students in the various programs that were unable to fully complete their mandatory clinical training and other hands-on requirements due to the pandemic’s interference with the winter semester,” she said in a news release . “This means, now, that they should be able to complete their programs, graduate, and enter the job marketplace within a matter of a few months.”

France said St. Clair will first focus on opening labs for students who require time to finish their winter semester, and the college will then turn its attention to students in the spring semester. These are students in programs that require lab work and other in-person instruction to fulfil the programs’ requirements. Individual communications will be sent to students in the affected programs by their program co-ordinators with further instructions.

St. Clair College has developed a plan that includes guidelines for physical distancing, protocols for cleaning, and rules for using personal protective equipment (PPE).

France said the limited safe return to campus in July and August will allow St. Clair to plan for a blended delivery and learning model in the fall.



A screen shot of University of Windsor President Rob Gordon is shown during a virtual town hall meeting on Wednesday, June 10, 2020 regarding the return to campus.

Gordon also outlined a “phased-in approach in line with public health guidelines.”

He said the university remains operating on an “essential services” model. The next phase would involve essential and critical research, then a blending of on-line and face-to-face learning and finally a return to the “new normal.”

As for a fuller return to campus, “I cannot provide a timeline for that,” he said.

Gordon noted there are 10 working groups at the university developing plans to ensure the health and safety of the entire university community. They are doing significant “zone and flow analysis of all spaces” and establishing protocols and best practices that include cleaning, social distancing and personal protective wear.

In tight office settings, PPE will be provided for workers as well as others who work in high traffic areas such as food services.

Gordon said the university was bracing for a funding shortfall “greater than \$20 million primarily because of the challenge of international recruitment and a number of other issues we’re dealing with in terms of the pandemic response.”



An empty section at the University of Windsor campus is shown on Wednesday, June 10, 2020. DAN JANISSE/Windsor Star

Douglas Kneale, the university provost and vice-president academic said they would not be reducing tuition for the fall semester.

“Our thinking behind that is that we are continuing to deliver our programs at the University of Windsor. We’re open for business in the fall semester.” Kneale said.

A committee is look at ancillary fees to determine if they are still relevant and fair.

Kneale also explained there would be “rare instances” of face-to-face learning in the fall for accreditation or clinical purposes. He said lab credits could be attained in different ways — with a virtual lab, deferring lab work until the winter semester or actually being on campus.

As for residence living, rooms will only be occupied by one person not two, students would receive additional cleaning products and cleaning regimens for residences would be enhanced.

The university has established a new website at [askuwindsor.ca](http://askuwindsor.ca) to share answers and information about online learning and the fall term.

No decision has been made with regard to the winter term.

“It’s good to see the university has carefully thought things through in terms of research,” said Herman Dayal, president of the University of Windsor Students Alliance. “It’s a phased and staged approach. Right now there are so many more questions than answers but at least we learned what residence is going to look like and what classes are going to look like.”



# St. Clair College preparing for summer term



*Faculty members arrive at the main Windsor campus at St. Clair College as the province-wide strike continues on November 8, 2017. Photo by Mark Brown/Blackburn News.*

## **Blackburn News - June 11, 2020**

St. Clair College is preparing to welcome some students back to campus for an adjusted summer term.

The Ontario government announced Wednesday afternoon that in-class training at colleges may resume as early as July 2.

“We are, of course, elated by the Minister’s announcement,” said St. Clair College President Patti France said. “We’re especially happy for our 2019-20 students in the various programs that were unable to fully complete their mandatory clinical training and other hands-on requirements due to the pandemic’s interference with the Winter semester. This means, now, that they should be able to complete their programs, graduate, and enter the job marketplace within a matter of a few months.”

The focus will be on opening labs for students who require time to finish their winter semester classes. All students in the affected programs will receive instructions from their program coordinators.

The limited opening will also allow the college to plan for the fall semester.

“No one really knows what COVID will bring. But it’s really important for us to hope for the best and plan for the worst,” said France. “I remain hopeful that the Fall semester will include some component of in-person, on-campus instruction for many of our post-secondary programs. Most lectures may continue to be delivered in on-line fashion during the Autumn, but our preparations during the impending pilot project phase should allow many of our hands-on labs, clinics and workshops to be delivered in an in-person manner.”

The college is still developing plans for students who need to finish placements to earn their diploma.

# UNIVERSITY OF WINDSOR STICKS TO ONLINE LEARNING UNTIL AT LEAST 2021

AM800 CKLW – June 11, 2020



University of Windsor campus sign (AM800 News file photo)

The University of Windsor will continue with online learning until at least January of next year due to COVID-19.

Ontario's colleges and universities cancelled in-person classes due to the pandemic in March. The university held **a virtual town hall** to address its plans after Wednesday's announcement that **in-person education and training can resume on a limited basis in July**.

UWindsor's Provost and Vice-President Academic Douglas Kneale says the majority of post-secondary schools agree online courses should continue with very few exceptions.

"We [at UWindsor] are a community of 20,000 people on any given day. There is no way that you can socially distance 20,000 people safely or practically, so we think this is the right direction to go," says Kneale, who adds exceptions are made for accreditations and clinical certifications that can't be performed virtually.

He says tuition fees will remain at their current level.

"If students are taking their courses, they're completing their degrees, then the tuition fees associated with those educational credentials will still apply," added Kneale.

Executive Director of Campus Services Anna Kirby says the university has managed to ensure services have continued online; so fees will resume at the same level for now.

"Having said that, as committee has been formed and in the coming months to review all these fees to ensure they're still relevant and fair," she says.

The university is projecting more than \$20-million in lost revenue in 2021 with international students unable to enroll due to travel restrictions.

According to a statement from St. Clair College, most lectures will continue to be delivered on-line in the fall but it plans to allow many hands-on labs, clinics and workshops to be delivered with proper measures in place.

The college did not address tuition and fees in the release.

# Fetch Moto offers new way for consumers to shop for a vehicle

Windsor Star – June 11, 2020



Brett Hayes, left, and Jesse Thompson co-founders of the Fetch Moto digital car sales platform are shown at the Motor City Chrysler dealership in Windsor, ON. on Wednesday, June 10, 2020. DAN JANISSE / jpg

With more consumers open to buying a vehicle online because of the COVID-19 pandemic, Windsor startup company Fetch Moto is set to make a timely launch of a digital platform it feels makes the whole experience better for both consumers and dealers.

The platform matches consumers with specific wish lists who are ready to buy with dealers in a reverse auction format.

“The average consumer spends 95 days and about 15 hours shopping for a vehicle,” said Fetch Moto co-founder Jesse Thompson. “This platform shortens a process that a lot of people don’t really enjoy.

“On the dealers’ side, it helps by providing them with much better quality leads on consumers. Those using the site are saying, ‘I’m ready to buy, make me an offer.’”

Thompson and co-founder Brett Hayes have been fine-tuning their website ([fetchmoto.com](http://fetchmoto.com)) since February and plan to go live in mid-June.

The project has taken about a year to get to this point, but has already garnered several accolades and funding for its potential.

Thompson won the EPICentre’s RBC Founders Series award and \$3,500 in seed money in 2019.

The St. Clair College graduates were also given a grant of \$30,000 plus a suite of supports from FedDev Ontario. Part the of the package is mentorship and support from one of the world's leading entrepreneurship organizations — Waterloo's Accelerator Centre.

The service will be free to use for consumers while dealers will subscribe to get access to the list of customers inviting them to make an offer. Dealers will get an account that allows for their first five bids to be free, but a subscription is required after that complimentary limit.

An annual subscription works out to \$479 per month while a monthly commitment is \$599.

The process begins with a consumer filling out a request for bids.

The consumer can list four to eight must-have options and can specify year, model and price range they're interested in. There's also an option not to be so restrictive on models or automakers.

Customers also define the geographic area they want the bids distributed to.

"The request for bids is emailed directly to all the dealers subscribing to the service," Thompson said.

"They'll be able to see the bids from other dealers, so it encourages them to give their best price. The offers are good for seven days, so that also creates some urgency for both sides."

Thompson added customers could also include the emails of dealers who aren't on the subscription list to participate in the bid for a sale.

"We show how to get the email addresses of other dealers and encourage a customer to attach emails to further the competitive process," Thompson said. "It's also a way to scale the business."

Once a dealer and customer are matched up, they complete the transaction on their own off-site.

"The reaction has been very positive from both sides to the idea," Thompson said. "Consumers love it, especially women and the younger people.

"A lot of women aren't comfortable with the experience of buying a vehicle from dealerships or in private sales going for a test ride with someone they don't know.

"The younger generation doesn't have the same patience for the traditional buying experience. They're used to click and buy it on Amazon.

"This platform is the way of the future."



With the COVID-19 pandemic already causing dealerships to focus more on the e-commerce market, Thompson feels the timing of the launch is fortuitous.

"We have lots of dealers who are interested in trying it," Thompson said.

"Before they spend thousands subscribing to the service they want to see how it works live.

"It's really a deal-making machine for dealerships. In theory they're getting an invitation from a consumer to make an offer.

"That's a game-changer."



# Health unit reports huge upswing in new COVID-19 cases, last patients at Sportsplex released

Windsor Star – June 13, 2020:



WINDSOR, ON. APRIL 17, 2020 - Windsor Regional Hospital's field hospital at the St. Clair College SportsPlex is shown on Friday, April 17, 2020. DAN JANISSE / jpg

There were an additional 12 positive cases of COVID-19 announced on Sunday, bringing the weekend total up to 58 for Windsor and Essex County.

The 46 positive cases of the virus listed on Saturday was the largest one-day upswing since 59 were reported on April 15, according to numbers released by the Windsor-Essex County Health Unit.

Of the latest cases over the weekend, 50 of those were from the agricultural sector, with two being health-care workers and the remaining six positive tests being residents in the community.

No new deaths were reported.

Given the ongoing escalation of migrant workers testing positive for the virus, the health unit is listing outbreaks of concern at three different agriculture-related workplaces in Kingsville and another six in Leamington. The workplaces have not been named.

Overall in Windsor and Essex County, there has been a total of 1,191 positive cases of the virus with 67 deaths. Of those cases, 706 have now been listed as resolved.

Five patients are currently hospitalized with one in ICU.

On a positive note, the final five patients located at the local COVID-19 field hospital at St. Clair College have been released and returned to the Heron Terrace long-term care home in east Windsor.

They were the last remaining patients at the location inside the college's Sportsplex which was opened on April 17 in emergency fashion, primarily to treat elderly patients from area long-term care homes.

In just over two weeks, the Sportsplex was transformed into a 100-bed hospital facility and was staffed by Windsor Regional Hospital employees.

The Sportsplex will go dormant in treating patients for the virus, but remain on standby in case required again in the future due to the ongoing pandemic.

"The goal was to care for the COVID-19 positive LTC residents, allowing for cohorting for better overall protection in an environment better equipped for increasing complexities of care," said hospital CEO David Musyj.

"We are extremely proud of the compassionate, extraordinary care our professional staff and employees provided to these residents and the contact with their families throughout several weeks of anxiety and uncertainty about COVID-19. We thank the many families for their support of the process and the privilege of caring for their loved ones."

Windsor Regional Hospital is working with St Clair College and Ministry of Health on the details of the ongoing availability of the facility.

"It has been our honour to have played host to this field hospital and also to have donated equipment to local hospitals as they battled the pandemic," said St. Clair College President Patti France.

"Our involvement sprang from the remarkable Windsor-Essex mindset that always arises in times of crisis. Individuals, businesses and institutions step forward to say 'how can we help?' This was St. Clair's answer to that question and we always stand ready to provide similar assistance to the community."

# Final five patients have left the 'field hospital' at St. Clair College

CTV News London -Saturday, June 13, 2020



Field Hospital Windsor

WINDSOR, ONT. -- The final five patients have left the 'field hospital' at St. Clair College.

The facility at the St. Clair College Sportsplex, which was opened as a makeshift hospital on April 17, housed more than 50 individuals who tested positive for COVID-19.

"The goal was to care for the COVID-19 positive LTC residents, allowing for cohorting for better overall protection in an environment better equipped for increasing complexities of care. Through the partnership with the Ministry of Health and Long Term Care, Heron Terrace and St Clair College this became a reality," said WRH President and CEO David Musyj.

St. Clair College President, Patti France said it was an honour to host the hospital as well as donate equipment to local hospitals during the pandemic.

"Our involvement sprang from the remarkable, Windsor-Essex mindset that always arises in times of crisis. Individual citizens, businesses and institutions step forward to say 'How can we help?' This was St. Clair's answer to that question; and we stand ready, always, to provide similar assistance to the community whenever its well-being is threatened," she said.

The release of its final patients is a milestone in the local pandemic process.

The remaining patients have safely returned to the Heron Terrace long-term care home in east Windsor.



# WINDSOR COVID-19 FIELD HOSPITAL RELEASES LAST PATIENTS

AM800 CKLW - Saturday, June 13 2020



The Windsor Regional Hospital field hospital inside of the St. Clair College SportsPlex. April 2020 (Courtesy of Windsor Regional Hospital)

Windsor Regional Hospital announced five people have been returned to Heron Terrace from its COVID-19 field hospital at St. Clair College Saturday — the last in need of care.

Hospital President and CEO David Musyj says it's a recovery milestone for the hospital that housed more than 50 people who tested positive for the virus and needed treatment.

St. Clair College entered into an agreement with Windsor Regional Hospital to **create the 100-bed facility in its SportsPlex on April 2.**

Staff at the field hospital will now be redeployed to WRH's main facilities, according to Musyj. He says the field hospital will get a deep clean and remain set-up in case it is still needed for a second wave of the virus.

He says officials are keeping a close eye on **the spike in cases in the agri-farm sector** and the facility is ready if those cases begin to need hospitalization.

Musyj thanked both St. Clair College and WRH staff for saving lives and providing comfort for everyone who passed through the field hospital.

## Final COVID-19 patients released from St. Clair field hospital



St. Clair College Sportsplex. (Photo by Adelle Loiselle)

### **Blackburn News - June 13, 2020**

The Windsor Regional Hospital announced the five remaining COVID-19 patients from its field hospital at St. Clair College have been released.

The last of the patients have safely returned to the Heron Terrace long-term care home in east Windsor. David Musyj, the president and CEO of the WRH said he's pleased by the milestone. "We are extremely proud of the compassionate, extraordinary care our professional staff and employees provided to these residents and the contact with their families throughout several weeks of anxiety and uncertainty about COVID-19," Musyj said in a statement.

In April, [the hospital teamed up with St. Clair College](#) to increase healthcare capacity in midst of the COVID-19 pandemic. Following the announcement, the WRH transformed the college's Sportsplex into a 100-bed, in-patient facility staffed by hospital employees.

St. Clair College President, Patti France added that the college was eager to help out its community during the pandemic. "It has been our honour to have played host to this field hospital... Our involvement sprang from the remarkable, Windsor-Essex mindset that always arises in times of crisis."

While the facility is now paused for clinical care, it will remain available should there be a need for it. The hospital said they will continue to work with St. Clair and the Ministry of Health regarding the details of the ongoing availability of the facility.

# Final Patients Leave St. Clair College Field Hospital

WindsoriteDOTca News – Saturday June 13, 2020



The final five patients from the field hospital at St. Clair College have returned safely to the Heron Terrace long-term care home in east Windsor.

The hospital that opened for use on April 17th saw more than 50 individuals admitted to the St. Clair College Sportsplex for care after they tested positive for the COVID-19 virus.

“The goal was to care for the COVID-19 positive LTC residents, allowing for cohorting for better overall protection in an environment better equipped for increasing complexities of care. Through the partnership with the Ministry of Health and Long Term Care, Heron Terrace and St Clair College this became a reality,” said WRH President and CEO David Musyj. “We are extremely proud of the compassionate, extraordinary care our professional staff and employees provided to these residents and the contact with their families throughout several weeks of anxiety and uncertainty about COVID-19. And we thank the many families for their support of the process and the privilege of caring for their loved ones. We all cried, supported and cheered together during these last few months. This is what health care is all about.”

As announced on April 2nd, WRH reached an agreement with St. Clair College to use the College’s SportsPlex – a stand-alone athletic facility on the main campus – as a field hospital for the duration of the COVID-19 pandemic.

In barely over two weeks, the Sportsplex was transformed into a 100-bed hospital facility. The Sportsplex has been staffed by WRH employees and professional staff the same way we would staff a typical WRH in-patient unit and will now be redeployed to WRH’s main facilities.

The facility, while now “paused” for clinical care, will be available should the need arise to reuse the facility. Windsor Regional Hospital is working with St Clair College and the Ministry of Health on the details of the ongoing availability of the facility.

“It has been our honour to have played host to this field hospital and, also, to have donated equipment to local hospitals as they battled the pandemic,” said St. Clair College President Patti France. “Our involvement sprang from the remarkable, Windsor-Essex mindset that always arises in times of crisis. Individual citizens, businesses and institutions step forward to say ‘How can we help?’ This was St. Clair’s answer to that question; and we stand ready, always, to provide similar assistance to the community whenever its well-being is threatened.”

# Hotel Dieu Grace Healthcare discharges last of Heron Terrace COVID-19 positive patients

CTV Windsor Web Writer - Tuesday, June 16, 2020



WINDSOR, ONT. -- The last two COVID-19 positive patients from Heron Terrace have returned home.

The patients from the long term care home were transitioned from the COVID-19 field hospital to Hotel Dieu Grace Healthcare (HDGH). On Tuesday, the last of the residents recovering were transferred back to Heron Terrace.

"Our team at HDGH recognized that each of those wonderful 18 patients had been on a remarkable journey." CEO Janice Kaffir stated in a news release, "And I personally wanted them to know that we are all so very proud to have been part of their recovery. We take tremendous pride in the quality of care we provided while at the same time celebrating the strength and resiliency of each of those patients."

HDGH established a 32 bed unit and a 40 bed unit at the onset of the pandemic for more hospital bed capacity and on May 14 admitted the first two patients transferred from the field hospital. In total, 18 COVID-19 positive long term residents from Heron Terrace were transferred to HDGH to recover.

The news release from HDGH states the temporary unit came together due to a partnered effort including beds provided by St. Clair College. President Patti France said when designing the Applied Health Sciences Centre, it was equipped and styled to replicate a small-scale hospital.

“The fact that our local healthcare system was able to use our resources during this crisis, in a real-world fashion, reinforces our confidence that we are giving students a highly practical education,” she said. “And that means that our graduates will be ready to serve the healthcare needs of our community for years to come.”

HDGH says it is maintaining the 40 overflow beds to respond to future patient care demands related to “the ongoing challenges” throughout the pandemic.

“Whether it is collaborating with our community partners to support our marginalized and at risk citizens, supporting the Long Term Care sector, or even providing additional bed capacity, our team has taken measures to respond in an immediate and timely fashion,” Kaffer said.



# WINDSOR PARENT SETTING UP DRIVEWAY STAGE FOR DAUGHTERS' HIGH SCHOOL GRADUATION

AM800 CKLW / CTV WINDSOR NEWS REPORTER – JUNE 16, 2020



Rich Garton

Graduation is a rite of passage — a big step in a long, educational journey for students.

That unfortunately will look very different this year, due to public health restrictions caused by the COVID-19 pandemic.

“It’s really disappointing not being able to graduate and go to prom and have that ceremony and stuff,” says Anna Smith, a Grade 12 student at F. J. Brennan Catholic School.

But her father is doing the best he can muster to give his twin daughters the send-off they deserve.

“This is the reward, this is what you’ve worked for,” James Smith says.

Smith rented a stage for his driveway to give them the proper send off.

“We were doing it for our girls. We wanted to do something for our twins,” he says. “And from there, we sort of expanded.”

Since he initially posted the graduation gift to Facebook, it has expanded so much that next Friday and Saturday, Smith has already booked 65, 15 minute slots for other grads to get their due send-off on his driveway.

Smith doubles as a captain for the upcoming June 27th Miracle. He’s offering up his driveway stage free of charge — only asking for a non-perishable food or toiletry donation for the Miracle drive.

“I want the parents to be able to take a picture of their kid on the grad stage,” Smith says. “I mean, it’s important, right?”

His daughters, who are headed to St. Clair College next year, are happy to get some semblance of a ceremony to cap off their high school careers.

"I truly believe that every grad should be able to walk across the stage I think that it's really important and ya, it's a big milestone for sure," says Morgan Smith.

"It's so important academically and it's really a big symbol of moving on with your life, and the best chapters of your life," echoes her twin sister, Anna.

Hailey Nickolson, a Grade 12 student at Riverside Secondary School, is also graduating this year. Next weekend, she's also walking across the stage on Smith's driveway.

"It's amazing, and I'm really, really thankful that I get to actually have a graduation," Nickolson says.

But even those students not lucky enough to get a spot on that stage — are getting a nice send-off from their schools.

Katelynn Akins is one of 5,300 grads at the public board — getting a personalized lawn sign from their school.

"I feel proud of myself because I passed Grade 8," says Akins, who will be moving on from General Brock.

Her Grade 8 teachers, Stephanie Douglas and Louisa Mattina, walked the neighbourhood Tuesday, dropping off a sign at each of the 16 graduating students' homes.

"We want to still have our students feel like they can have that experience," says Douglas. "It is nice to just to safely say hi from a distance and just say good job."

"The best way we can do it to celebrate this is to add those personal touches," adds Mattina. "And making sure these kids have the proper send off into what is going to be a new world for them and hopefully a really bright future."

At the Catholic Board, some schools are doing drive-thru ceremonies on top of virtual ceremonies.

"It's the final hurrah in terms of what's been a really rewarding experience for them," notes Luigi Baggio, the principal at F.J. Brennan.

The east end Catholic school is giving students the contents of their lockers, a graduation gift bag complete with cap and tassels and a final goodbye from staff, administrators and staff.

"This the highlight for any administrator," Baggio says. "We started together here four years ago, so personally, on a personal note, this is exceptionally special."

# Forest fantasy writer is living her dream

Sarnia Lambton This Week - June 19, 2020



**Forest fantasy writer Melina Douglas poses in front of a poster featuring the covers of her four novels.**

Forest fantasy author Melina Douglas said she was just a young teen when she was bit by the writing bug.

She started seriously putting pen to paper at age 13. She said that was surprising, because prior to that point in the idea of sitting down and writing a novel seemed about as appealing as getting a root canal done.

As a youngster, Douglas said she struggled in English class. But just as she was entering her teenage years, she had an epiphany of sorts. One evening she had an unexpected, incredibly vivid dream, a story she felt she needed to write down right away. Immediately, ideas came pouring as she attempted to put all of the fantastical thoughts on paper.

Nowadays, after self-publishing four full-length novels with two more in the works, the 29-year-old said writing has become a central component of her life, something she does whenever she gets the chance.

"(Becoming a writer) was actually the furthest thing from my mind up until I turned 13," Douglas said. "I didn't like English at all but I had this incredible dream when I was 13, I just couldn't get it out of my



head. I wrote it down on paper and it became this big book. And ever since then I haven't been able to stop."

The fact she would be writing novels in the fantasy genre was never in doubt, Douglas said. She and her sister grew up watching Xena: Warrior Princess whenever they could and Douglas said she has always gravitated towards the fantasy genre.

"Growing up I was big into Lord of the Rings, I was reading fantasy books all the time. What I love most about fantasy is that it gives you a chance to disappear into a different world than the reality you deal with everyday," she said. "It's nice to have an escape once in a while.

"I was always reading something. I really enjoyed the Bartimaeus Trilogy by Jonathan Stroud, Christopher Paolini's Eragon series, but I also read a lot of the classics and different genres too. Probably my favourite book of all time is Anne of Green Gables, which isn't really fantasy at all," she said laughing. "But it's good to have a wide variety."

For the most part Douglas' novels are fantasy novels geared towards young adults – 13 and over – featuring an array of characters including magical mermaids, Amazon warriors and mysterious underwater creatures, though for her novel Marsha's Revival she decided to write a more contemporary novel based on a character sketch she made while she was in high school.

Creating and developing alluring and amusing stories is a long and sometimes difficult process, Douglas said, doubly so since she isn't a full-time writer. Indeed, after getting a diploma in border services and police foundations at Windsor's St. Clair College, Douglas started working at Petrolia's Waterville TG eight years ago.

"It really depends," she said. "One day I sit down in front of my computer and I can't get anything to come out and then on another day all these ideas came to me at work and I can't get to a pen and paper fast enough. It's really sporadic, though I do more writing in the wintertime because I'm not tied up as much."

While Douglas said she harbours the same dream as many aspiring writers – getting one of her books picked up by a big-time publishing company – she is thoroughly enjoying doing what she's doing right now, which is writing the stories she wants and getting positive feedback by the thousands who have purchased her books.

She is living the dream, she said.

"Since I started I've probably sold over 2,000 books, which is pretty good for not having too much advertising until recently," she said. "I just publish them myself right now, I've been going to a lot of art walks and craft shows, a few grocery stores have let me sit outside and sell them as well. I just do it as a hobby, so I don't do anything too crazy, but I have them on Kindle and I have them on Google Play too. And if someone emails me I can sell them that way, too."

Friends and family have been nothing but supportive of Douglas' writing career, she said. Friends have pushed her to expand her literary horizon, she said – to write e-books, improve her advertising and promotional material as well as develop a website ([www.melinadouglas.com](http://www.melinadouglas.com)) and a Facebook page.

Her family has been her rock throughout her writing career, Douglas added.

"They're all pretty proud of me and it's great when they read my books because they provide me with some constructive criticism, which is a good thing," she said. "My dad, who acts like my secretary and manager, is my glue and he, my mother and my sister have always been great, they've always been very supportive and they've helped in any way they could."

After developing a host of new promotional material earlier this year and lining up appearances at festivals and events throughout the summer, COVID-19 hit, putting a big damper on Douglas' plans to grow her audience across Southwestern Ontario.

"This year was going to be quite the year," she said with a laugh. "I started getting better in developing my advertising so I bought all new signs, I bought business cards, I created a Facebook page and the website, I had five or six events lined up this summer. But I guess I won't be able to test that out this year, There's always next year, though."

Undaunted, Douglas said she'll continue to write novels that she loves and she'll continue to make public appearances whenever that time comes.

Both the process of writing fantasy books as well as the reaction she gets from her growing legion of fans makes her pastime an incredibly rewarding one.

"It's pretty cool when you put the final sentence on the page because sometimes it can take a year or two to get done," Douglas said. "The most satisfying thing, though, is talking to people who really like my work, especially young girls who I target these novels towards. It makes me feel good to know that I wrote something decent enough that they could enjoy."

For more information about Melina Douglas' books, visit [www.melinadouglas.com](http://www.melinadouglas.com) or the Melina Douglas Facebook page.



# Financial Statements

## Fiscal Year-Ended March 31, 2020

Presentation to the Board of Governors  
June 23, 2020

START **HERE** GO ANYWHERE



# Statement of Financial Position: Assets

- Cash & Temporary Investments
  - At \$130.8M. Higher than prior year by \$19.3M.
- Accounts Receivable
  - At \$11.1M. Lower than prior year by \$829k.
- Long-Term Investments
  - At \$70.2M. Higher than prior year by \$60.3M.
- Capital Assets
  - At \$180.5M. Higher than prior year by \$2.8M.

START **HERE** GO ANYWHERE



# Statement of Financial Position: Liabilities

- Accounts Payable and Accrued Liabilities
  - At \$23.3M. Higher than prior year by \$11.1M.
- Deferred Revenue
  - At \$95.2M. Higher than prior year by \$45.7M.
- Vacation Pay
  - At \$6.4M. Higher than prior year by \$395k.

START **HERE** GO ANYWHERE



# Statement of Financial Position: Liabilities

- Long-Term Debt
  - At \$11.6M. Lower than prior year by \$1.2M.
- Deferred Capital Contributions
  - At \$121.5M. Lower than prior year by \$3.3M.
- Deferred Capital Contributions – C.I.P.
  - At \$5M. Higher than prior year by \$2.8M.

START **HERE** GO ANYWHERE



# Statement of Financial Position: Net Assets

- Unrestricted - Operating
  - At \$68.9M. Higher than prior year by \$4.7M.
- Invested in Capital Assets
  - At \$44.2M. Higher than prior year by \$6.4M.
- Internally Restricted
  - At \$20.2M. Higher than prior year by \$20.2M.
- Total Net Assets
  - At \$132.6M. Higher than prior year by \$31.2M.



# Statement of Operations

- Revenue
  - Grants: At \$40.9M. Lower than prior year by \$5.4M.
  - Tuition: At \$126.6M. Higher than prior year by \$30.8M.
  - Contract Training: At \$25M. Lower than prior year by \$788k.
  - Other Income: At \$18.7M. Higher than prior year by \$6.3M.
  - Ancillary: At \$10.7M. Lower than prior year by \$836k.
- Expenditures
  - Salaries & Benefits: At \$91.8M. Higher than prior year by \$5.4M.
  - Operating: At \$85.6M. Higher than prior year by \$32.7M.



Questions?

START **HERE** GO ANYWHERE



# Business Plan Accrual Budget Template (MCU Format)

Presentation to the Board of Governors  
June 23, 2020

START **HERE** GO ANYWHERE



# Business Plan Accrual Budget Template (MCU Format)

## Statement of Operations (in 000s)

Line Item	Board Approved 2020-21 Budget	MCU Format Accrual 2020-21 Budget	Actual 2019-20
Revenue	\$267,759	\$267,759	\$228,693
Expenditures	\$242,393	\$242,393	\$197,610
Surplus	\$25,366	\$25,366	\$31,083

START **HERE** GO ANYWHERE



# Business Plan Accrual Budget Template (MCU Format)

## Statement of Financial Position (in 000s)

Line Item	MCU Format Accrual 2020-21 Budget	Actual 2019-20
Assets	\$479,224	\$400,341
Liabilities	\$316,742	\$267,677
Net Assets	\$162,482	\$132,664

START **HERE** GO ANYWHERE



Questions?

START **HERE** GO ANYWHERE