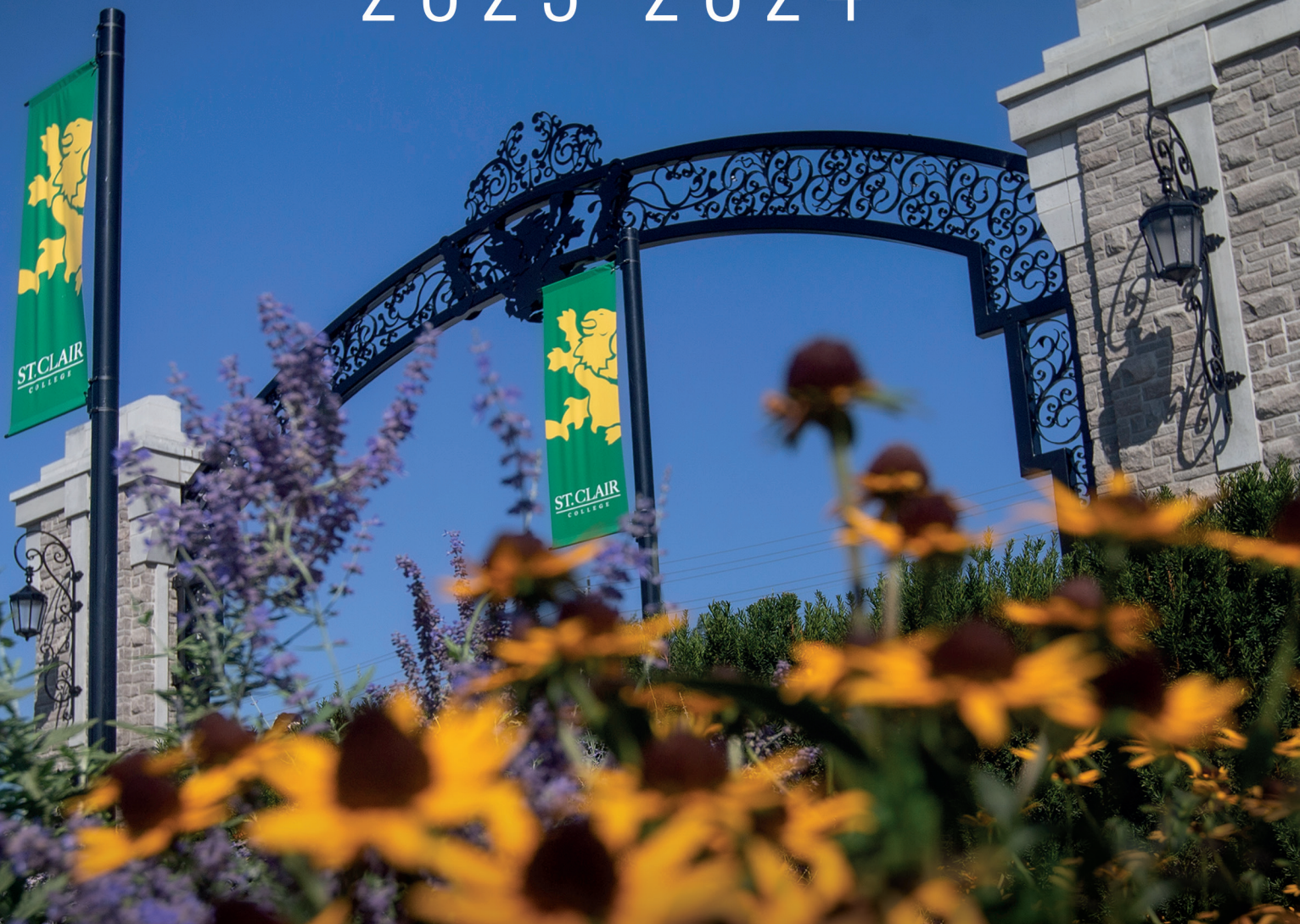




**ST. CLAIR**  
COLLEGE

# ANNUAL REPORT

## 2023-2024



RISE ABOVE THE ORDINARY

WINDSOR • CHATHAM



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# 1.0 EXECUTIVE SUMMARY

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The Annual Report for the academic year 2023-2024 encapsulates a year of significant achievements and strategic advancements that underscore our institution's commitment to excellence, innovation and community engagement. This summary highlights the pivotal achievements and initiatives that have marked the year as one of exceptional growth and progress.

The College has been steadily expanding its academic offerings, particularly through a substantial increase in online courses. By offering a wider range of online courses via the e-campus platform, the College reaffirms its dedication to delivering adaptable and accessible education. This expansion not only boosts our academic flexibility but also establishes us as a trailblazer in providing diverse and accessible learning opportunities.

St. Clair College has made significant strides in strengthening student pathways, allowing for an enriched academic journey and seamless transitions to further education or the workforce. Our efforts in community engagement have been equally impactful, with students and staff participating in several community events, demonstrating our commitment to societal well-being and the enhancement of our community's quality of life.

The year also saw remarkable achievements in athletics, with our sports teams securing national and provincial championships, further showcasing the talent and dedication of our student-athletes. These accomplishments highlight the vibrant and dynamic spirit of Saints Nation, propelling our community to new heights of success and recognition.

As we reflect on the achievements of the past year, we are filled with a sense of pride and a renewed commitment to our mission of offering outstanding education and experiential learning to our students. The advancements in infrastructure, academic offerings, community engagement and athletics are a testament to our collective efforts and dedication. We look forward to building on these successes, driven by our unwavering commitment to *excellence in all we do*.

The future is bright for St. Clair College, and we remain dedicated to enriching the lives of our students and the broader community. Our journey continues with optimism, innovation and a deep-seated commitment to making a positive and lasting impact that invites our school community to *Rise Above the Ordinary*.

The 2023-2024 St. Clair College Annual Report not only summarizes the achievements of a single year but the forward momentum of an institution that is deeply committed to its students, staff and community. It is a narrative of progress, resilience and excellence that will continue to guide our actions and ambitions in the years to come.



## 2.0 MESSAGE FROM THE BOARD CHAIR



As we reflect on the achievements and transitions of the past year at St. Clair College, we stand on the threshold of a new chapter, enriched by our collective experiences and the anticipation of future endeavors. It is a time to celebrate the accomplishments of our vibrant College community and to look forward with optimism and determination to the challenges and opportunities that lie ahead.

This year has been marked by significant achievements across various sectors of our College, showcasing the dedication and talent of our students, faculty, and staff. Our College has thrived, demonstrating resilience, innovation, and a commitment to excellence that resonates with the ethos of Saints Nation. As we celebrate these successes, we also acknowledge the change in leadership, with President Patti France retiring after an illustrious career. Her legacy of leadership and service leaves an indelible mark on our institution, setting a high bar for our future endeavors.

The arrival of Michael Silvaggi as the new President heralds a fresh perspective and a renewed energy to propel our College towards even greater achievements. With a focus on continuous improvement, embracing new technologies, and expanding our reach both locally and globally, we are poised to navigate the evolving landscape of post-secondary education with agility and purpose.

As the Chair of the Board, it is my privilege to be part of this dynamic and forward-thinking community. The Board remains committed to supporting the College's mission, upholding our values, and working collaboratively to achieve our strategic objectives. Together, we will continue to build on our strengths, address our challenges, and seize opportunities to enhance the educational experience for our students and contribute positively to our community.

Looking to the future, we are excited about the possibilities that lie ahead. We are dedicated to fostering an environment that supports innovation, encourages diversity, and prepares our students to be leaders in their fields. As we embark on this next chapter, I am confident that St. Clair College will continue to thrive, inspired by a shared vision of excellence in all we do.

Thank you to everyone who has contributed to our successes this year. Your hard work, dedication, and passion are the foundation of our College's success. As we move forward, let us carry forward the momentum, embrace change with open arms, and continue to make St. Clair College a place where dreams are realized, and futures are built.

A handwritten signature in black ink that reads "Jean Piccinato". The signature is fluid and cursive, with a large initial "J".

Jean Piccinato  
Chair, Board of Governors



## 3.0 MESSAGE FROM THE PRESIDENT

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For St. Clair College, 2023-2024 will, in reflection and in a number of ways, be viewed as the end of an era.

On a very personal level, it is the end of my own era, as I retire after 35-plus years at St. Clair, including the past nine as its President. I look forward with confident assurance to the new energy and ideas that will be brought to the institution by incoming President Michael Silvaggi.

After the announcement of some policy initiatives by the federal and provincial governments in January, we are grateful that we planned ahead during the last few years where we had substantial enrolment growth and accumulated budgetary surpluses. The last few years have provided the College with the financial means to sustain itself for the next several years as we explore new student recruitment opportunities.

As the institution prepared to face potential challenges, the students of Saints Nation just kept doing what they always have: namely, excelling. Varsity athletic teams wrapped up the year with an unheard-of winning percentage of almost 80 percent. Our esports teams won a number of North American championships. St. Clair's academic excellence was exemplified by several national and continental contest victories in such disciplines as marketing, data science and research/innovation-driven entrepreneurship. This report will depict all of that and the widespread and heart-warming involvement of St. Clair staff and students in all aspects of the life of our community.

And this era ends with a spectacular new invitation to the next one, with the new Welcome Centre prepared to provide helpful and convenient services to students (and prospective students) beginning in mid-2024.

For the final time, I can proudly say that this Annual Report demonstrates that St. Clair College—its staff and students—have once again lived up to the institution's motto. It has been a year of "Excellence In All We Do".

Patti France, M.Ad.Ed., LL.D.h.c.  
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

## 5.1 ACADEMIC

GOAL	OBJECTIVE	MEASURE
Academic	Increase online course offerings.	Increase the total number of online courses offered at St. Clair College by 7% over 5 years. Concentration will be on high demand courses.

### REPORT ON PREVIOUS YEAR'S GOALS

The College has continued to successfully increase the number of online courses by delivering 316 high demand courses online through eCampus, exceeding the Strategic Direction measure of 7% with a 519% increase.

Although the College has already surpassed its five-year target of 7% from the 2019-2020 baseline year, it remains dedicated to expanding the College's digital capacity, content and delivery.

GOAL	OBJECTIVE	MEASURE
Research & Development	Promote interdisciplinary research aligned with area of program strengths/ degree offerings.	Plan and conduct research professional development sessions, research scholarship and innovation days for faculty. Concentration to be added in Schools offering degrees.

### REPORT ON PREVIOUS YEAR'S GOALS

St. Clair College partners with local businesses and organizations to address their specific innovation needs through the development, testing and implementation of new products, services, processes and technologies. These innovations are then implemented through Research and Innovation (R&I) investment, commercialization activities and enhanced student and employee training.

The following outlines interdisciplinary initiatives completed through R&I during 2023-2024:

1. Participants from the Honours Bachelor of Social Justice and Legal Studies program, successfully completed the Tri-Council Policy Statement (TCPS Core-2002) training.
2. New Researchers completed the RedCap software training, a data analysis software system.
3. There was a total of approximately 30 faculty, staff and students that attended the WE-SPARK Health Research conference and approximately 35 faculty, staff and students that attended Emerging Technologies.



GOAL	OBJECTIVE	MEASURE
Research & Development	Document and increase the number of students participating in research.	Implement and maintain a database regarding internal research projects.

## REPORT ON PREVIOUS YEAR'S GOALS

St. Clair College's Research & Innovation (R&I) department implemented a process for developing and maintaining a database to track internal research projects that identify the number of students who participated.

167 students participated in research projects in 2023-2024.

1. At the 2023 WE-SPARK conference, a student researcher from the Concurrent Early Childhood Education program took home first place in the rapid-fire competition.
2. A student researcher from the Social Justice and Legal Studies program was recognized with the Senior Women Academic Administrators of Canada Student Leadership award.
3. Research students have enjoyed success in the Ford Innovation Showcase with a student from Mechanical Engineering Technology - Automotive Product Design (APD) taking home the top prize. In the same competition, a student from Electromechanical Engineering Technology - Robotics, finished in second place. In total, 5 research students participated in the Ford Innovation Showcase in 2023.
4. A group of students from Mechanical Engineering Technician and Mechanical Engineering Technology participated in a research project through the Canadian Materials Circular Economy Syndicate (CMCES). They spent 6 weeks in Montreal testing molds designed and machined at St. Clair College.
5. 35 student researchers delivered a Science Technology Engineering Math (STEM) based Robotics curriculum to 800 grade 7 and 9 students from the 4 school boards in Windsor-Essex and Chatham-Kent and 200 summer camp students supported through a grant from the Ontario Vehicle Innovation Network (OVIN).



GOAL	OBJECTIVE	MEASURE
Research & Development	Increase awareness of St. Clair College research.	Increase communication and showcase College research internally and externally.

## REPORT ON PREVIOUS YEAR'S GOALS

Showcasing the College's research to internal and external partners was identified as a key priority.

To support this, the Research and Innovation department and the College completed the following:

1. Launched our new R&I website, identifying our Areas of Research, capabilities and the research team: [stclairresearch.ca](http://stclairresearch.ca).
2. Launched Twitter and LinkedIn social media accounts to share and promote R&I accomplishments.
3. An R&I newsletter was sent out throughout the College in November 2023. This newsletter highlighted the successes of the previous year, faculty and programs that were involved in research activities and upcoming opportunities.
4. St. Clair College was the platinum sponsor for the Emerging Technologies Conference. The sponsorship provided the opportunity for the R&I department to have a booth and provide a presentation on the main stage outlining research capabilities.
5. St. Clair Research was highlighted in the media for the EV Truck Conversion project and awarded 2 Social Innovation Fund grants.
6. St. Clair College had R&I representation at the following events:
  - Siemens Digital Industries Partner event at LIFT Facility in downtown Detroit - April 19, 2023.
  - Emerging Tech Speaker Series Innovating Agri (virtual) - May 4, 2023.
  - Académie Ste-Cecile International School Science Fair – 3 Researchers volunteered as judges - May 26, 2023.
  - St. Anne's High School STEM Group, Invest WindsorEssex (IWE) and the St. Clair College recruitment team presented to 30 students - May 29, 2023.
  - Attended IWE Annual General Meeting - June 2, 2023.
  - Greenovation Social - Invited by Libro Credit Union to apply for agriculture grant - June 15, 2023.
  - UWindsor Engineering Research Partnerships Open House - June 20, 2023.
  - Automotive Parts Manufacturing Association (APMA) Conference - September 26, 2023.
  - Canadian Manufacturing Technology Show (CMTS) - September 27, 2023.
  - Shop Metalworking Technology Expo - October 12, 2023.
  - Automate Canada Battery Manufacturing Review - October 26, 2023.
  - Vista VIP Open House and Tour Event - October 27, 2023.
  - DevFest (Google Developers Conference) our expert cybersecurity lead researcher presented - October 28, 2023.
  - Women in Mobility - November 1, 2023.
  - Emerging Technologies Conference – 25 students attended the conference - November 2, 2023.

GOAL	OBJECTIVE	MEASURE
Student Pathways	Continue to create academic pathways (college to college, college to university, university to college).	Continue to increase the current number of student pathways year over year.
		Promote student pathways for heightened awareness.

## REPORT ON PREVIOUS YEAR'S GOALS

St. Clair College has a number of articulation and pathway agreements with post-secondary institutions in Ontario, Canada and Internationally. These agreements allow graduates to receive transfer credits for multiple courses, toward further post-secondary qualifications.

In addition to the former pathways established, the College has developed new agreements with Campbellville University, Nipissing University, Northwood University, Wayne State University and the University of Michigan-Flint College of Health Sciences.

These new agreements relate to the following programs:

- Honours Bachelor of Business Administration (Information Community Technology)
- Cybersecurity - Automobility
- Data Analytics for Business
- Esports Administration and Entrepreneurship
- Mechanical Engineering Technology - Automotive Product Design
- Respiratory Therapy

### **Marketing Initiatives to Promote All Student Pathways at St. Clair College**

1. Student pathways are included annually in the St. Clair College Admissions Handbook.
2. Student pathway opportunities are part of all Fall and Spring high school in-person school presentations throughout the catchment area and the province.
3. Pathways are featured on the St. Clair College webpage entitled Credit Transfers and Pathway Agreements, which includes all the student pathways available at St. Clair College and can be found at: [Credit Transfer & Pathway Agreements | St. Clair College \(stclaircollege.ca\)](#).
4. Targeted messaging for pathways has been implemented for the past year's recruitment campaign.
5. Billboards with the degree pathway messaging have been posted throughout the year.



GOAL	OBJECTIVE	MEASURE
Support Student Success	Increase student success.	Increase institutional efforts to enhance soft skills for students through various mechanisms and activities (i.e. online tools, mock interviews).

## REPORT ON PREVIOUS YEAR’S GOALS

Career Services, now called the Genesis Experiential Learning and Career Centre, moved to a more prominent space on campus. This, combined with increased programming, has contributed to the steady increase in the number of students seeking out career service support. In September 2023, Career Services Officers expanded in-person drop-in support to include the Chatham campus (monthly) and the Downtown campuses (bimonthly).

Student support workshop series included:

- Health Care Career Fair - April 14, 2023.
- OPP Information Session - May 1, 2023.
- Empowering Women for Employment WEST of Windsor Seminar - April, June and September 2023.
- Entrepreneurship Supports – multiple agencies - May 30, 2023.
- Social Insurance Number Clinics – with Services Canada - September 7, 14 and 22, 2023.
- Part-time Job Fair - September 21, 2023.
- Bayshore Employer Day - Windsor campus on - September 26, 2023. Chatham campus on - September 28, 2023.
- Business and IT Career Fair - October 25, 2023.
- Innovation Blueprint – with WeTech - October 25, 2023.
- Small Business Entrepreneurship Centre Presentation - November 22, 2023.
- Border Services Industry Day - November 24, 2023.
- Paramed Employer Day - November 29, 2023.
- CICE Employment Transition Event - November 30, 2023.
- Social Insurance Number Clinics – with Services Canada - January 5, 8, 10 and 15, 2024.
- The Entrepreneurial Journey Workshop - January 17, 2024.
- First Responders Career Fair - January 25, 2024.

### Summary of services offered:

A comparison to the data collected last year indicates a significant increase in the number of students receiving career services. The total number of students supported in 2023-2024 was 1,524 an increase of 64%.



GOAL	OBJECTIVE	MEASURE
Support Student Success	Document an inventory of current events and expand outreach by adding new initiatives and opportunities for student engagement.	Continue to increase "Campus Life" activities by three new events per year.

## REPORT ON PREVIOUS YEAR'S GOALS

Recognizing student life as a vital component of the post-secondary experience, the College has focused on leading initiatives that encourage teamwork, cooperation and active community Participation. These initiatives have been led by the Student Representative Council (SRC), Thames Students Incorporated (TSI), Saints Student Athletic Association (SSAA) and the College. Following are some highlights of the activities from the 2023-2024 year.

### **Student Representative Council (SRC)**

1. The SRC hosted Prom Rewind on April 6, 2023, at the St. Clair College Centre for the Arts (SCCCA) with over 200 students from Windsor and Chatham attending. The event was a Moulin Rouge-themed evening with dinner, dancing, photo booths and entertainment. This event is scheduled to take place again in 2024, with a Masquerade theme.
2. SRC took to the road to participate in College Night at the Roger's Centre for a Toronto Blue Jays game on September 14, 2023. A total of 95 students and 34 College Alumni attended the event. Also in attendance were 65 students from Ace Acumen Academy in Toronto. Each attendee received a one-of-a-kind, complimentary Saints Nation-branded Blue Jays hat. There were representatives from many of the Ontario colleges and universities participating in this memorable event.
3. In October 2023, the SRC hosted two Alisha Fisher events. Alisha Fisher is an International Award-Winning Speaker, PhD Human Sexuality Student and Relationship Coach, who has been involved with the field of Sexology and Sexual Violence for over a decade. She works with individuals and people in relationships to enhance their intimate lifestyles, as well as speaking on numerous panels and to communities about her role in sexual violence prevention education. Her enthusiasm for combining research and trauma-informed practices into sexual connection has been the driving force for her presentations, workshops and coaching sessions. Alisha has been certified with Sexual Attitude Reassessment and has received training in Intensive Sex Therapy, Diversity, Consensual Non-Monogamy and Sexuality and Disability. She has been a guest at many of the other Ontario colleges. Sexy Trivia event was held on October 26, 2023 and Sexy Lingo Bingo on February 13, 2024, in partnership with our Sexual Violence Prevention (SVP) team. These events were quite engaging for students who reported a 38% and 54.4% increase respectively in rating their knowledge about consent, sexual health and healthy relationships as excellent.

### **Thames Students Incorporated (TSI)**

1. In September 2023, TSI partnered with Shannon Rose, a local Chatham artist, to create an anti-bullying mural. Chatham students painted vinyl records with positive messages and encouragement. The artist created three large murals out of all the vinyls and the murals are now displayed around the TSI Cafeteria and the FAAS Student Centre. Students who participated in the event can see their vinyl record as a part of the mural, which will continue to spread a positive message to all who view it.
2. TSI's on-campus café hosted its very first Paint and Sip night in November 2023. Café 78 was open for students to participate in creating a Winter scene painting while sipping caffeinated beverages. TSI partnered with Expressive Brush Studios to have an artist on campus to guide students through the painting. This event was hosted in the cafeteria and allowed students to stay warm in November with a fun activity before exam season.
3. TSI partnered with the HealthPlex to offer indoor cricket during the Winter months. Students have always enjoyed playing outdoor cricket in Chatham, but finally received a dedicated spot to play indoor cricket once a week.



**Saints Student Athletic Association (SSAA)**

1. On December 15, 2023, the SSAA once again collaborated with Save African Child Uganda (SACU) to host a Charity Cup Pong Tournament, Splashin' for SACU Winter Edition, following the Fall semester exams. The event saw 16 teams compete in tournament style play and raised \$600 for the cause.
2. In this past year, the SSAA took the Intramural Leagues to the next level by introducing a soccer league to our student body. This expansion of the intramural program was to meet the requests of our students. The SSAA offered a six-week season that brought out 779 students to participate as both players and spectators. The SSAA also brought back the incredibly successful basketball league and now offers custom SSAA jerseys and game-by-game statistics, to give all students the feeling of being a varsity athlete. 12 student teams competed for the SSAA Intramural Basketball Championship. The regular season has seen 602 students being directly impacted, an average of 150 students per league night.

**St. Clair College**

1. St. Clair College is delighted to share an exciting partnership with Centro Studi Italiani located in Urbania, Italy. In March 2023, Michael Silvaggi, Vice President, Academic and Registrar and Nate Veltkamp, Director, International, visited and toured Centro Studi Italiani's three locations in Urbania, Milan and Genoa. They explored available educational opportunities in Italy for St. Clair College students and faculty. During this visit, Michael Silvaggi and Carlo Amedeo Pasotto, Founder and President of Centro Studi Italiani, signed an official Memorandum of Understanding and collaboration between our two institutions. On May 20, 2023, our first cohort from St. Clair College travelled to Italy. A total of 18 students from the Culinary Management program took part in Centro Studi Italiani's culinary experiential program, "Tasty Italia: Flavours and Colours of Authentic Italy". The program focused on social, economic and environmental justice of Italy's culinary heritage. This exciting and impactful student experience was subsidized by St. Clair College's scholarship funding. Students were afforded the opportunity to immerse themselves in the Italian food and wine industries under the new "Start Here Go Anywhere" global scholarship. During their stay in Urbania, the students studied the Italian language, attended meetings and seminars with food and wine experts, visited a local truffle producer, took part in a traditional Italian pizza making class, visited the medieval town of Gubbio in the Umbria Region of Italy and savoured typical local products. The group proceeded to visit the Emilia Romagna region, where they had the opportunity to tour the world-renowned "Food Valley of Italy" (Modena and surroundings). Here, they were able to further explore the culinary richness of Italy by visiting top-level food companies and organizations. The program ended in Rome, where students had the opportunity to learn about ancient Roman culture and admire the wonders of the Eternal City. The College plans to continue to build exciting educational opportunities in Italy through ongoing Experiential Learning (EL) initiatives and creating brand awareness in Europe, in support of our overall international strategic plan.
2. Due to the success of the Ford Innovation Showcase held annually at the College in collaboration with the Ford Motor Company, to highlight student projects and research, a new career mentorship program was developed. The program ran from October to March with an in-person student wrap-up session at the Genesis Experiential Learning and Career Centre.
3. The first annual Rise Above Health Conference took place on Saturday, September 23, 2023. The conference is an interdisciplinary event that brought together industry partners and students from our Health Sciences and Nursing programs. There were several guest speakers during the morning part of the conference with breakout sessions in the afternoon. The event was very well attended and is anticipated to become an annual event.
4. Congratulations to our Culinary program on winning the "Best Pasta Dish" at The Pastabilities Luncheon, hosted at the Ciociaro Club on Tuesday, October 17, 2023. Culinary Students from St. Clair College, under the guidance of Chef Michael Jimmerfield, won the Best Pasta Dish title at UHC's first-ever Pastabilities Luncheon fundraiser. The event had patrons vote on the finest pasta creation among 25 participating restaurants. St. Clair College, along with various local restaurants, participated, serving up delicious pasta dishes. The luncheon, which was put on by The Culinary Federation of Windsor in partnership with UHC - Hub of Opportunities, supports the Plentiful Harvest Food Rescue Program, which has rescued over 30 million pounds of produce, helping those in need in Windsor-Essex County.
5. St. Clair College hosted the first annual St. Clair College Night with Windsor Spitfires on Thursday, November 2, 2023, at the WFCU Centre. Michael Silvaggi, Vice President, Academic and Registrar, had the pleasure of dropping the puck along with mascot Griff, to kick-off the hockey game against the Kitchener Rangers. There was a great representation of College students, staff and alumni. The jerseys worn by the Spitfire players were designed by a graduate of our Graphic Design program. There were videos shown on the jumbotron promoting the College and student experience. The Alumni Association had an information table showcasing the Alumni Perks App and their upcoming events in the concourse during the game.

GOAL	OBJECTIVE	MEASURE
Support Student Success	Maintain and report on Athletic Performance Indicators (API's) that align with academic/corporate priorities.	<ol style="list-style-type: none"> <li>1. Collective Varsity GPA.</li> <li>2. Scholarship Achievement rate.</li> <li>3. Departmental win/loss record.</li> <li>4. Provincial/national recognition hits.</li> <li>5. Increase athletic department revenue.</li> </ol>

## REPORT ON PREVIOUS YEAR'S GOALS

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 programs. Currently 20% of the athletes are enrolled in Degree Programs.

PERFORMANCE INDICATOR	2023-2024	2022-2023
1. Varsity Grade Point Average	2.75	2.90
2. Scholarship Achievement Rate	83%	85%
3. Departmental Win/Loss Record	133-32-5	110-42-2
4. Provincial/National Recognition	P56/N46	P59/N19
5. Revenue	\$1,637,793	\$1,446,954



The Men's Soccer team won the first Canadian Collegiate Athletic Association medal in the College's history, taking home bronze.



The Women's Softball Team won in the Canadian Collegiate Softball Association (CCSA), making history with back-to-back championships.





St. Clair Women's Cross Country Team took home Gold at OCAA Championships.



Men's Baseball team bring home the OCAA Championship.



The St. Clair Saints Football Team successfully defended their Ontario Football Conference (OFC) title.



GOAL	OBJECTIVE	MEASURE
Support Student Success	To support the Ontario Colleges efforts for the wellbeing of international learners to enhance their opportunities for academic and personal success with the establishment of a common set of standards for international student activity.	Ensure compliance with the PCPP–MOU standards within 18 months, (by May 2024). Plan developed in 2023-2024 for full implementation in 2024-2025.

## REPORT ON PREVIOUS YEAR’S GOALS

In March 2023, Colleges Ontario developed a document that builds on the ongoing strengthening of programs and supports for all students by establishing a common set of minimum standards for international student activity. The goal of these standards is to support the well-being of international learners, as well as to enhance their opportunities for academic and personal success.

St. Clair College and other signatory colleges have committed to following guiding principles in their delivery of education to international students: student-focused, professional, transparent, collaborative, culturally sensitive, responsive, accountable and committed to continuous improvement.

### STANDARDS OF PRACTICE:

Colleges Ontario has developed five key Standards of Practice:

1. Marketing, Promotion and Admission.
2. International Education Agents.
3. International Student Orientation and Transition.
4. Standards for Supports and Services to Promote Student Well-Being and Safety.
5. Standards for Post-Graduation Support Services.

The St. Clair College International Recruitment Department has developed a formalized plan and made significant progress with its rollout, full implementation of all goals and objectives will be in 2024-2025.

GOAL	OBJECTIVE	MEASURE
Increase Enrolment	Increase International enrolment.	Maintain/grow current international enrolment in Windsor and Chatham.

## REPORT ON PREVIOUS YEAR’S GOALS

Since Winter 2018, St. Clair College has accomplished significant international enrolment growth in our Main Windsor, Downtown and Chatham campuses, growing from 2,315 to 6,342 full-time students. This past year, St. Clair College has reached a number of milestones as it relates to international enrolment. The College rebounded nicely from a slight dip in Winter 2023 with strong international post-secondary intakes in Spring 2023, Fall 2023 and Winter 2024 for the Main Windsor, Downtown and Chatham campuses.

The focus and efforts in diversifying the international student body over the last 12 months have also resulted in 1,052 students being enrolled from over 80 different countries, a doubling of that enrolled figure from 525 students in Winter 2023. Specifically at the Chatham campus, international enrolment has grown from 221 students in Winter 2023 to 430 students in Winter 2024.



GOAL	OBJECTIVE	MEASURE
Increase Enrolment	Maintain domestic enrolment.	Maintain post-secondary full-time enrolment within existing corridor.

## REPORT ON PREVIOUS YEAR'S GOALS

A college's Full-Time Equivalent (FTE) enrolment is converted into Weighted Funding Units (WFU), which are established from the Ministry's evaluation of each academic program's duration, cost and complexity of the delivery. Colleges receive an unchanged share of funding provided their enrolment remains within a specific range (the corridor) represented by WFU and calculated on a 3-year average, 2-year slip basis.

The Ministry established each college's respective corridor mid-point. From the mid-point, the ceiling allows for a 3% increase (+3%) and 7% decrease (-7%). St. Clair College's enrolment corridor details are as follows:

FISCAL YEAR	CEILING +3%	FLOOR -7%	SCC WFU
2023-2024	10,595.77	9,567.06	9,293.93

The College's Marketing and Recruitment Department has taken a comprehensive approach to increase domestic enrolment, ranging from marketing and outreach to partnerships and data-driven decision-making. To increase domestic enrolment in 2023-2024 and beyond, initiatives have included the following:

- 1. Emphasizing College Branding:** Promoting the College's brand in all local marketing efforts, sponsorships, events and community partnerships in Chatham-Kent and Windsor-Essex. We continue to build a strong and recognizable brand to attract more students.
- 2. K-12 Engagement:** College recruiters visited local high schools throughout Windsor-Essex, Chatham-Kent and Lambton-Middlesex during the school year. The department and faculty provided tours and presentations at our campuses and the schools specifically tailored to individual audiences (guidance counsellors, faculty, administrators), with a focus on Science, Technology, Engineering and Math (STEM) programs.

To date, over 1,500 students from these grades have participated in at least one College activity. We have conducted activities and tours for various schools for students in Grades 5-8:

- Grade 5 with 2 tours or activities with 85 attending.
- Grade 6 with 3 tours or activities with 405 attending.
- Grade 7 with 8 tours or activities with 669 attending.
- Grade 8 with 9 tours or activities with 599 attending.

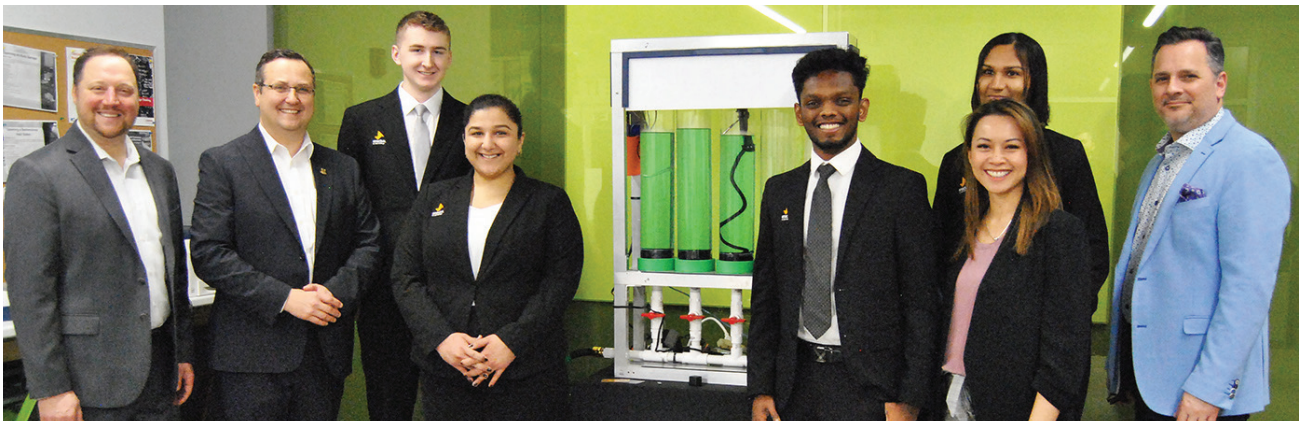
- 3. Industry and Community Partnerships:** Collaboration with industry and community partners for joint recruiting efforts has proven successful in showcasing the benefits of a St. Clair College education. These partnerships provide insights, resources and connections to high school students, parents and influencers.
- 4. Data-Driven Marketing:** Research data on programs and student demographics has been essential in shaping targeted marketing campaigns in the region. This approach ensured that our efforts are aligned with the interests and needs of potential students.
- 5. Retention Analysis:** Worked with the Retention Committee to analyze and understand student retention rates. This data is used to identify the factors contributing to retention and is used to develop plans to improve and maintain enrolled students.

6. **New Opportunities:** The College Senior Operations Group and Administration have worked to identify new opportunities and programs to attract domestic students. Adapting to changing educational and market trends have been key to sustained enrolment growth.

7. **Community Engagement:** The College has engaged local community groups that have not traditionally prioritized a college education to identify and remove barriers. In the Summer and Fall of 2023, St. Clair hosted many tours and events for such groups to raise awareness and make post-secondary education more accessible. This included Community Outreach with Women’s Enterprise Skills Training of Windsor Inc. (WEST), MH100, Try-A-Trade Event, Multicultural Council and others. Participation metrics were as follows:

- Elementary with 5 tours or activities with 179 attending.
- Secondary with 4 tours or activities with 124 attending.
- Adult with 21 tours or activities with 339 attending.

8. **Entrance Scholarships:** The College partnered with community groups and associations to provide entrance scholarships and bursaries for high school students who participated in various events and competitions. Some of the annual opportunities for entrance scholarships are the First Robotics competition and the Special Olympics Polar Plunge.



GOAL	OBJECTIVE	MEASURE
Increase/Monitor Community Local Impact	Monitor and increase economic impact on local community.	Conduct annual research of community spending and impact.

## REPORT ON PREVIOUS YEAR'S GOALS

The College first engaged EMSI to perform an economic value study in 2018. The study assessed the impact of the College on the regional economy and the benefits generated by the College for its main stakeholders: students, taxpayers and society. The College committed to continuing with the study on an annual basis for the next 5 years, ending in 2024–2025.

The College's 2023 study showed the following results on the report's metrics:

MEASURE	2023	2022	2021
Operations Spending Impact	\$151.1 M	\$145.2 M	\$123.0 M
Student Spending Impact	\$22.3 M	\$18.7 M	\$8.2 M
Alumni Spending Impact	\$718.6 M	\$705.7 M	\$653.2 M
Total Jobs Supported	11,282	10,922	8,859
Investment-Students Gain Benefit-Cost Ratio	2.0	1.9	2.2
Investment-Taxpayers Gain Benefit-Cost Ratio	7.1	8.0	8.6
Investment-Society Gain Benefit-Cost Ratio	7.4	7.4	8.7

The improvement from 2022 to 2023 is due to the following:

- The College continued its focus toward excellence in student service and support, as well as facilities enhancements and investing in staffing resources.
- The number of students attending the College increased over the previous year.
- Due to an increase in operations and student spending, the College's total economic impact on the region has improved, leading to an increase in the number of supported jobs.

GOAL	OBJECTIVE	MEASURE
Increase Corporate Training	Enhance our reputation as a training centre for the workforce of our community.	Excluding Public College Private Partner (PCPP), increase entrepreneurial (non-public) revenue by 3% (15% over 5 years).

## REPORT ON PREVIOUS YEAR'S GOALS

The need for Corporate Training is expected to continue to grow as the post-pandemic recovery continues.

St. Clair College delivered customized corporate and professional training for several key local and global businesses, including Windsor Regional Hospital, the City of Windsor, Ford Motor Company, Hiram Walker, Greater Essex County District School Board, Women's Enterprise Skills Training of Windsor (WEST), Next Star Energy, Windsor Salt, Can Art Aluminum, Stellantis, as well as a number of Tier 1 and 2 suppliers to Original Equipment Manufacturers (OEMs). Our advanced manufacturing knowledge and training programs afford us the ability to continually seek new opportunities.

While there have been several additional Corporate Training clients/employers, a new training project worth noting was a partnership with Prosperity Roundtable that provided Handyperson Skills to disadvantaged youth in the Chatham-Kent area. St. Clair College provided customized training to assist with the dire need for workers in Chatham-Kent.

Apprenticeship Aptitude Testing services were provided for Ford Motor Company-Windsor plant, as well as on-site service for the Oakville Assembly plant.

St. Clair College has met its strategic objectives of increasing corporate training, averaging a 38% increase over the 2016-2020 years. The current year's revenue is projected to surpass the last 2 years and finish near the base year level (2015-2016).

GOAL	OBJECTIVE	MEASURE
Brand Identification	Continuation of new brand "Rise Above The Ordinary" initiatives.	Number of actions taken to increase brand awareness.

## REPORT ON PREVIOUS YEAR'S GOALS

St. Clair College's 2023-2024 Rise Above the Ordinary marketing and branding initiatives were focused on display and online advertising. Through our partnerships with Douglas Marketing Group (DMG), St. Clair College was awarded two EduADAWARDS for our annual admissions handbook as well as on online marketing campaign. EduADAWARDS, is an Educational Advertising Award show that consists of a national panel of higher education marketers, advertising creative directors, and marketing and advertising professionals.

**School Visits and College Fairs:** In-person visits including students on campuses, school visits both within our catchment area and provincially were completed along with individual, family and group tours as requested.

**Open Houses:** There were two Open Houses hosted in 2023-2024. The Fall Open House was held on November 21, 2023 and the Spring Open House was held on March 23, 2024. The College hosted an OCAS representative to conduct application information and Q&A sessions at the Main Windsor Campus during both open houses.

**Local School Board Engagement:** Grade 11 and 12 high school students from both the Public and Catholic School Boards in Windsor-Essex County attended the College for a presentation and tour of our facilities that align with potential Science, Technology, Engineering and Math (STEM) program interest. In addition, the College hosted parent-focused events, as well as tours and presentations hosted for local grade 7 and 8 students.



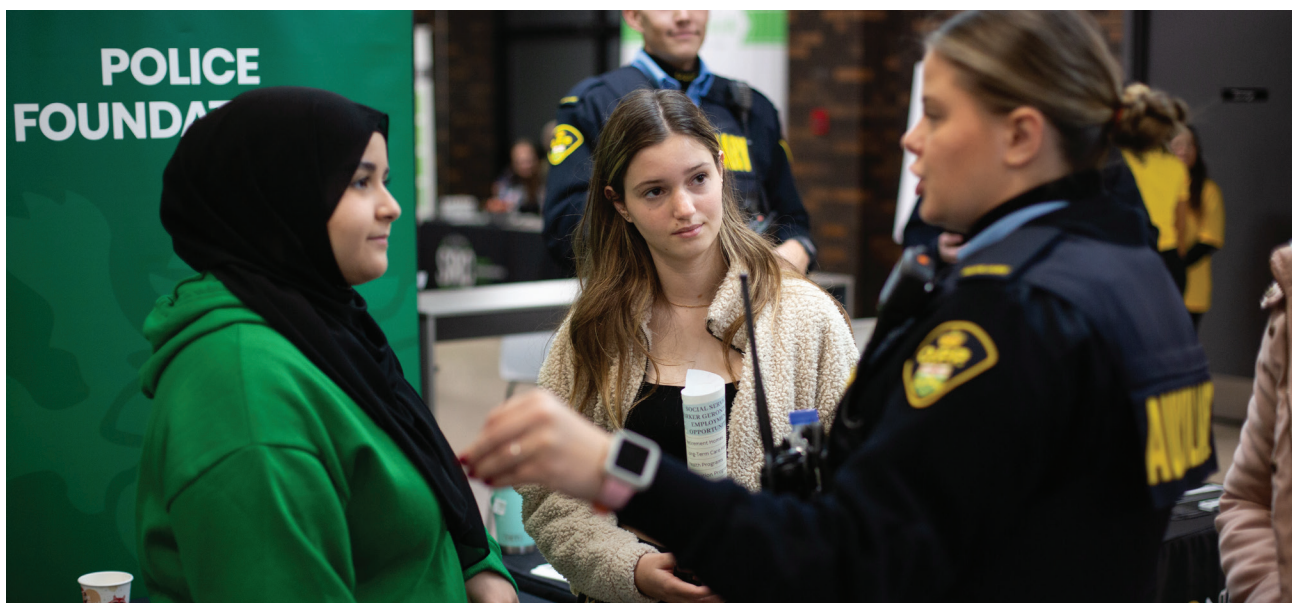
**Saints Athletics Success:** The investment in the St. Clair College Saints Varsity programs have boosted the brand of the College. The “Saints Nation” brand has been very popular and is being marketed by the College’s student groups and promotion of varsity sports. Along with local media coverage, the recruiting effort of varsity athletes, both locally and provincially, has been impactful for our overall domestic strategy.

**Our Long-Standing Taglines:** Our long-standing taglines: “Start Here Go Anywhere”, “Rise Above the Ordinary”, “The World Needs You – See Beyond Today”, “Take Flight”, “Saints Nation” and “Saints Strong” have continued in 2023-2024. New for the Chatham campus and Chatham-Kent region “Get Further Closer to Home” was developed to promote staying home for post-secondary with Chatham campus offerings.

During the last fiscal year, the recruitment team, along with DMG have continued to grow the microsite with pages that are specific and targeted for future students. Discoverstclaircollege.ca and st.claircollege.ca work in tandem and pull relevant information from each other based on the users’ stage of decision-making. This is possible by tagging at key access points and buttons within the website.

Other non-traditional marketing and branding initiatives that occurred in 2023–2024 include:

- Ongoing campus beautification initiatives.
- Replacement of College banners on campuses and on downtown streets.
- Increased student space at the Downtown Windsor campus at 333 Riverside Drive.
- Social Media use of hashtags #saintsnation #stclaircollege #riseabovetheordinary #saintsnation #saintsstrong.
- Increasing engagement on all social media platforms.
- Working with the Alumni Association to use funding to support cross promotion and community presence at local events.
- Branding in Alumni Association, SRC, SSAA and TSI social media platforms of Facebook, Instagram and X (Twitter).
- Community engagement with Saints Athletics in partnerships and hosting on tournaments and games at the Sports Park and SportsPlex.
- Event Partnerships and Sponsorships (Ruthven Apple Festival, Chatham Crowfest, Esports Varsity Team, Windsor International Film Festival, Art in the Park, Fight Like Mason Foundation, First Robotics, Canadian Mental Health Association, Impact Wrestling and Chamber of Commerce Business Excellence Awards (BEA) sponsorships in both Windsor and Chatham).
- Partnerships with our student groups SSAA, SRC and TSI.
- Partnerships with Windsor Tennis Management and local charity groups at the Zekelman Tennis Centre.
- Partnership with Art Windsor Essex (AWE) and Zekelman Foundation for outdoor art displays on our Main Windsor campus.



GOAL	OBJECTIVE	MEASURE
<p><b>Increase Community Engagement</b></p>	<p>Strengthen the connection between the College and the community to reinforce College brand and image through volunteerism and/or Experiential Learning.</p>	<p>Creation and engagement of the "Community Saints" in conjunction with the Alumni, SRC, TSI and SSAA, and document impact.</p>
		<p>Increase community awareness of engagement/support of College staff and students.</p>

## REPORT ON PREVIOUS YEAR'S GOALS

The College staff and students support the community in many capacities throughout the year. These include participation in a number of boards, hosting the Suicide Prevent Walk with the Canadian Mental Health Association, Day of Caring in collaboration with the United Way, the Polar Plunge, Halloween for Hunger event with proceeds to New Beginnings Windsor, Fill the Ambulances Food Drive, Outreach for Hunger donations, Goodfellows and the Downtown Mission.



**5.4 HUMAN RESOURCES** *(Staff Development, Efficiency, Effectiveness & Wellness)*

GOAL	OBJECTIVE	MEASURE
Development of Human Resources	Staff development.	Continuation of staff orientation (part-time/full-time, academic and non-academic) and appropriate orientation material.
		1% of budget allocation for staff development.

**REPORT ON PREVIOUS YEAR’S GOALS**

Human Resources holds monthly employee onboarding (orientation) for all new employees to the College. The orientation session introduces new employees to St. Clair College’s Vision, Mission, Values and Culture. These sessions are important to explain roles, responsibilities, expectations and rights to the employees.

Other training initiatives (orientation) include:

**Teaching and Learning** – 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. There are a number of resources that are provided by the Centre for Academic Excellence (CAE).

**College Educators’ Development Program (CEDP)** – The College Educators’ Development Program (CEDP) is a faculty training program offered jointly by the 6 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.

**Mentoring** – All new full-time faculty participate in a formal mentoring program. In addition, the mentoring program is open to all faculty who request it.

**Instructional Skills Workshop** – To support interested part-time faculty, the Centre for Academic Excellence (CAE) in conjunction with the Continuing Education Department offers the Instructional Skills Workshop (ISW) program. The ISW program is an intensive 3 day nationally recognized professional development activity that enhances the teaching effectiveness of both new and experienced educators.





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**Internal Training Sessions** – To support further educational opportunities for all employees, Human Resources has offered the following courses during the year:

- Certificate in Leadership and Cultural Management.
- CCDI - Diversity and Inclusion.
- CCDI - Unconscious Bias.
- Anti-Asian Racism: Preparing for a Changing Workforce.
- Inclusive Workplace: Flexible Work Practices.
- DEI Stories of Success: 2SLGBTQI+ Inclusion.
- Reconciliations: Sisters on the Path.
- Managing Microaggressions.
- Women Self Defense.
- Computer software applications including Canva, MS Outlook, MS OneNote, MS Publisher, Excel Level 1,2 & 3.
- The Motivation Matrix.
- Assertiveness Training.
- Conflict Resolution.
- Effective Listening.
- Health Eating Series.
- Eating Well to Optimize Performance.
- 75 Ways to Save on Household Expenses.
- Six Winning Strategies for Health and Happiness.
- Steps to Increase Your Assertiveness.
- Healthy Eating on the Move.
- Living Well on Retirement Income.
- How to Work Better with Almost Anyone.
- Fitting Fitness into Your Busy Day.
- Humour in the Workplace.
- Leadership Training:
  - Vacation Administration.
  - Performance Management.
  - PDF Fundamentals.
  - Recruitment and Selection.
  - Human Rights/Accommodations and Return to Work.
  - Respectful Work & Educational Policy.

**Training Guides** – Human Resources developed the following guides for Administrators:

- Administrators Training Guide
- Standard Workload Form (SWF) Handbook for Administrators.
- Centre for Academic Excellence (CAE) guides and resources for Academic Chairs.

Existing staff are eligible to participate annually in professional development to achieve personal growth and development. Such training includes participation in workshops, seminars, College initiated training and courses to pursue personal educational advancements.

The College traditionally experiences high participation and utilization in Professional Development (PD) opportunities.

The Professional Development Budget for 2023-2024 is \$599,415 (1% of Budget).

In addition to professional development, the College also offers the following training and development initiatives including tuition reimbursement, in-house service training, legislative training, coordinators training and strategic credential upgrading (PhD. & Masters).



**5.4 HUMAN RESOURCES** *CONT'D (Staff Development, Efficiency, Effectiveness & Wellness)*

GOAL	OBJECTIVE	MEASURE
Development of Human Resources	Staff wellness.	Continue to promote staff collaboration and engagement through monthly or quarterly activities.
		Monitor institutional WSIB lost sick time.

**REPORT ON PREVIOUS YEAR’S GOALS**

The Staff Engagement and Staff Wellness Committees consist of representatives from faculty, support staff and administration. Both committees are focused on developing and planning staff events to increase engagement and encourage well-being.

- The 2023 Staff Appreciation Day was held on June 13, 2023. Brunch was provided while the College welcomed new employees, celebrated 25-year award recipients, provided best wishes to our retirees and announced the Staff Excellence Award recipients. The recipients of the Employee Excellence Awards were as follows:
  - Genie Magliaro, Support Staff.
  - Mike Jimmerfield, Faculty.
- The Staff Welcome Back BBQ was held on August 28, 2023.
- St. Clair College Staff Cares - Welcome back to campus initiatives during the week of September 5th included:
  - September 5, 2023 - Staff were welcomed back to campus. Assorted K-cups of coffees, lattes, teas, hot chocolate and apple cider were provided in the Staff Lounge and supplies were refreshed all week. St. Clair College Staff Cares (SCCSC) poster containing a note: “Sip, sip, Hooray, Thanks a ‘latte’ for all you do!” were posted.
  - September 6, 2023 - ‘Extra’ brand gum packs were distributed in the Staff Lounge. SCCSC poster containing a note: “Thanks for your involvement, commitment, encouragement and employment.” were included.
  - September 7, 2023 - Mini chocolate bars were distributed in the Staff Lounge. SCCSC poster containing a note: “Let’s ‘Choco’ about how amazing St. Clair College is for the role you play every day” were included.
  - September 8, 2023 - Small candy treat packs were distributed in the Staff Lounge. SCCSC poster containing a note: “It’s such a treat to have great staff like you, here’s to a sweet start” were provided.
- St. Clair College hosted the annual Holiday Brunch for all staff and retirees on December 19, 2023. In appreciation of the year and as a holiday gift, full-time staff received a gift certificate to the College’s online merchandise store.



**The 2023-2024 Wellness Committee initiatives included:**

- Virtual yoga (monthly).
- Chair Yoga and Guided Meditation sessions (monthly).
- Choose to Improve Program lead by the Health Centre, an 8-week program of healthy living.
- Bike Workshop: Bike Safety in Windsor and on Campus by Bike Windsor Essex.
- Herb Gray Parkway Walk/Run Group.
- Outdoor group fitness with Pete Soulliere. Staff badminton, basketball, volleyball and pickleball.
- Wellness SCC Strong Survey.
- Monthly Wellness email distribution on the 8 Dimensions of Wellness.
- Staff fitness activities are offered year-round, aqua fitness started in mid-October.
- Bell "Let's Talk" video promotion on mental health and mental health resources.
- Lunch and learns on various health topics offered through FSEAP.
- Earth Day communication and resources.
- Downtown Core Partnership initiatives with community partners.
- The Wellness Committee sponsored 4, \$25 gift cards to Booster Juice for golf tournament awards.
- 30-day Meal Prep Challenge through Family Services Employee Assistance Program (FSEAP).
- Staff Golf Tournament at Woodland Hills.
- Staff Trivia Night in the Fall.
- Staff beach volleyball was offered during the Summer months.
- An indoor walking path/map as part of the iMove program.
- 2022 Healthy Workplace Awards (Platinum) for Organizational Social Responsibility, Health and Safety and Mental Health Promotion.

**WSIB Status Report**

The Health, Safety and Wellness department has continually monitored institutional Workplace Safety Insurance Board (WSIB) lost sick time and promoted preventative measures to help reduce lost time. As of July 31, 2023, St. Clair College only had 7 incidents, which resulted in a total of 4 days lost. This is a reduction of 2 claims and 95 days since 2022.



GOAL	OBJECTIVE	MEASURE
Financial Sustainability	College sustainability.	Increase sustainability fund.

## REPORT ON PREVIOUS YEAR'S GOALS

The following table summarizes the financial sustainability reserve balance as of March 31, 2024. The financial sustainability reserve balance is compliant with the College's Internally Restricted Funds Policy 4.5, which requires the reserve to be maintained at a minimum 3% of budgeted operating revenues.

LINE ITEM	AMOUNT
March 31, 2024 Balance	\$73,920,568
Consists of:	
Principal	\$65,000,000
Interest	\$8,920,568

GOAL	OBJECTIVE	MEASURE
Financial Sustainability	Balanced budgets.	Achieve balanced budgets annually.

## REPORT ON PREVIOUS YEAR'S GOALS

Ontario's post-secondary education sector continues to change: Ministry funding, new legislation, policy changes and new directives/frameworks, enrolment, etc. With this continuous change, St. Clair College responded accordingly which was key to our success in 2023-2024. We realized a sixth consecutive year surplus of over \$30 million, which permitted the organization to invest in additional supports to assist students with their academic facilities and equipment renewal and internally restrict approximately \$74 million and \$36 million into a financial sustainability reserve and deferred maintenance reserve respectively.

GOAL	OBJECTIVE	MEASURE
Financial Sustainability	Maintaining financial sustainability in accordance with Ministry of Colleges and Universities (MCU) financial metrics.	Meeting or exceeding Ministry defined benchmarks.

## REPORT ON PREVIOUS YEAR'S GOALS

For 2023-2024, St. Clair College was able to surpass each of the 7 MCU financial metrics while achieving no flags.

GOAL	OBJECTIVE	MEASURE
Financial Transparency	Provide relevant and transparent reporting on financial position to the Board: <ul style="list-style-type: none"> <li>- Budget</li> <li>- Mid-Year Review</li> <li>- Financial Statements</li> </ul>	Complete interim reporting based on pre-determined deadlines.

## REPORT ON PREVIOUS YEAR'S GOALS

- Monitoring Report for “Balanced budgets” and “Maintaining financial sustainability in accordance with MCU financial metrics” was brought to the Board on June 27, 2023.
- An updated Financial Monitoring Report for five months ending August 31, 2023, was provided on September 26, 2023.
- A Financial Monitoring Report was provided for 6 months ending September 30, 2023, on October 24, 2023.
- The 2023-2024 Mid-Year Review was provided on November 28, 2023, for Board approval.
- A Business Plan Accrual Budget template (MCU Format) was provided on November 28, 2023, for Board approval.
- A Financial Monitoring Report for the 9 months ending December 31, 2023, was provided on February 27, 2024.



5.6

FACILITIES ENHANCEMENT

GOAL	OBJECTIVE	MEASURE
Campus Enhancement	Increase parking capacity.	Implementation of parking plan.

REPORT ON PREVIOUS YEAR’S GOALS

Ground Surface Parking Initiative

At the Board meeting on March 28, 2023, the BOG approved \$10 million from the College’s Unrestricted Reserve to be allocated to the Strategic Capital Projects Reserve where funds would be used to pursue the Ground Surface Parking Initiative.

From the project’s inception to December 31, 2023, the cost versus budget is as follows:

LOT	BUDGET ESTIMATE NOVEMBER 22, 2022		ACTUAL NOVEMBER 30, 2023	
	NUMBER OF SPOTS	COST	NUMBER OF SPOTS	COST TO DATE
C & N	110	\$1,789,050	116	\$2,909,853
E. G. Walkways	153	\$2,286,600	142	\$112,210
<b>Total</b>	<b>263</b>	<b>\$4,075,650</b>	<b>258</b>	<b>\$3,022,063</b>

Welcome Centre and Vacated Space

Several academic support functions (full or partial) are moving from existing space at the Main Windsor Campus to the Welcome Centre as part of the ‘one-stop’ student servicing experience, which includes: Registrar’s Office, Financial Aid, Student Retention and Academic Advising, Academic Counselling, Parking, International Student Recruitment, and One Card. The academic support functions in the existing space are forecasted to be vacated by late Summer 2024, this space will be redesigned and renovated.

The future vacated space has a repurposing plan. Design and engineering work has started, this includes addressing deferred maintenance and accessibility.

At the Board meeting held on June 27, 2023, the Board of Governors approved the recommendation of the Naming Committee in recognition of the \$500,000 contribution from the St. Clair College Alumni Association, for the naming of the Welcome Centre Atrium at the Main Windsor Campus in perpetuity.



Welcome Centre Rendering

GOAL	OBJECTIVE	MEASURE
Campus Beautification	Continue to beautify the College campuses and maximize brand.	Annual plan for Campus Beautification developed.

## REPORT ON PREVIOUS YEAR'S GOALS

The objective of Campus Beautification is to continue to create a destination campus that enhances and complements our students' educational experience, while furthering St. Clair College's ability to participate in the highly competitive business of student recruitment.

The College has embarked on several Campus Beautification projects over the past year at the Main Windsor, Downtown and Chatham campuses.



Corporate Branding and signage at the St. Clair College Centre for the Arts.



The construction of the Saints Football Field House.



5.6

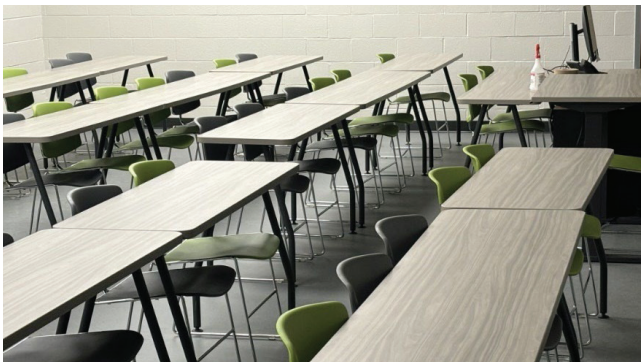
FACILITIES ENHANCEMENT CONT'D



Upgrade of the library balcony.



Corporate Branding of the rebuilt Classic Gym Bleachers.



New flooring in offices/classrooms.



Washroom upgrades.



Peace Parkette - statue and park.



Corporate branding on the Main Campus, Healthplex and Powerline Centre.



Upgraded sidewalks.



Hallway Upgrade



# 6.0 ANALYSIS OF FINANCIAL PERFORMANCE

St. Clair College ended fiscal year 2023-2024 with an Excess of Revenue over Expenses for the Year of \$49,271,925 (see Appendix A: Consolidated Audited Financial Statements). Revenue increased approximately \$47.2 million. Expenses increased approximately \$35.5 million.

	2022-2023	2023-2024
Revenues	\$292,999,192	\$340,208,877
Expenses	\$255,380,704	\$290,936,952
Excess of Revenue over Expenses	\$37,618,488	\$49,271,925

## REVENUES

### Government (MCU) Operating Grants:

Decreased by \$2.5 million compared to 2022-2023. The decrease was mainly attributable to an increase in the International Student Recovery Program.

### Contract Income:

Decreased by \$0.79 million compared to 2022-2023 due to Ministry one-time grant funding being discontinued.

### Tuition Revenue:

Increased by \$25.9 million compared to 2022-2023. The increase in revenue was due to higher international student enrolment across the fiscal year.

### Public College Private Partnership (PCPP) Revenue:

Increased by \$9.9 million compared to 2022-2023. The increase in revenue was due to higher international student enrolment.

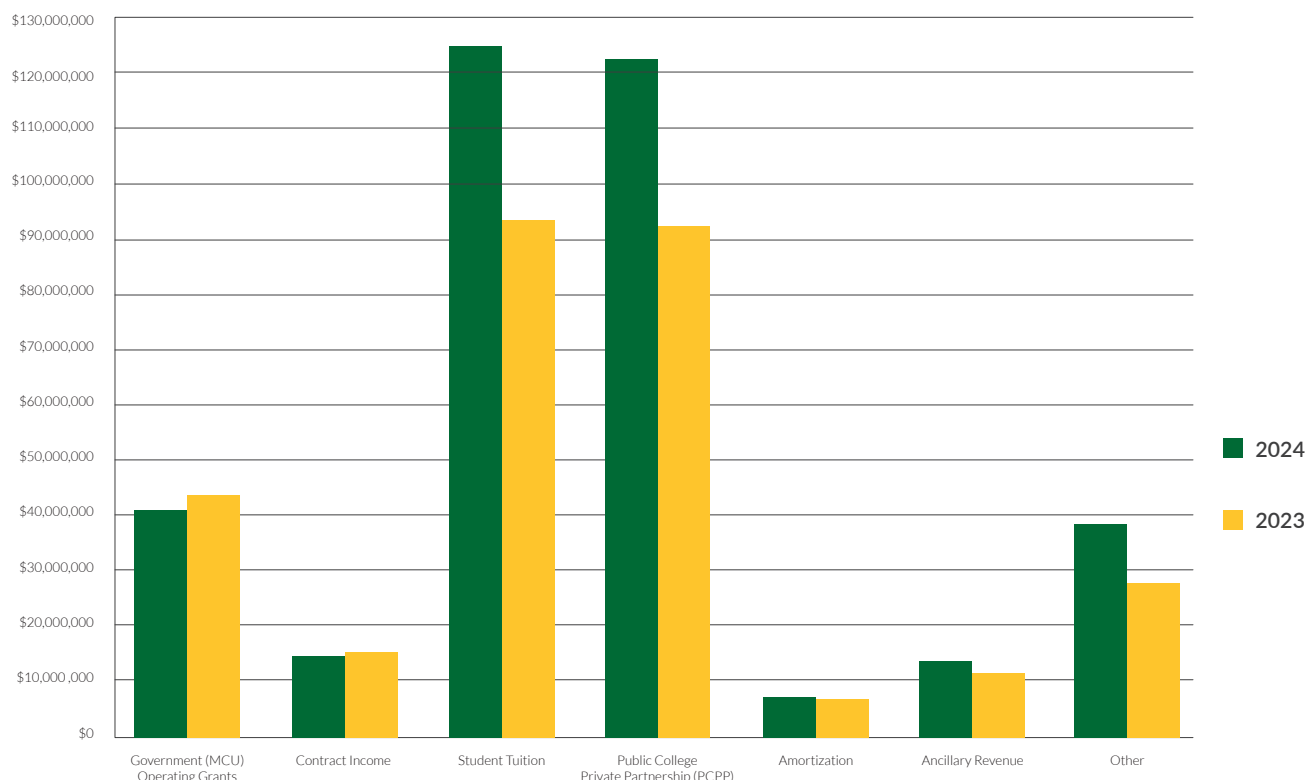
### Ancillary Revenue:

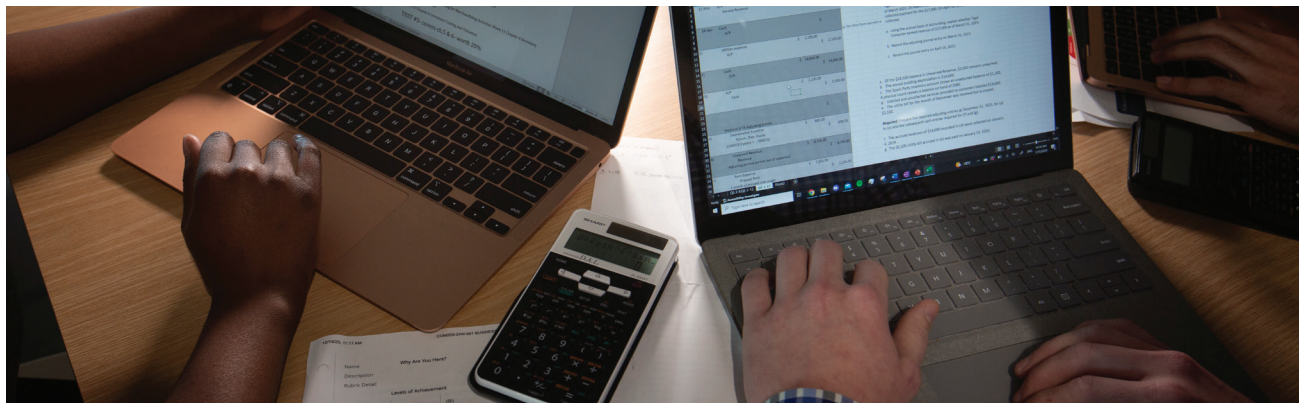
Increased by \$2.2 million. The increase was attributable to the St. Clair College Centre for the Arts and growth within its take-out and delivery operations.

### Other Income:

Increased by \$12.2 million which was mainly attributable to increased interest income due to rising interest rates.

## REVENUES





## EXPENDITURES

### Salaries and Benefits:

Increased by \$9.2 million due to retroactive payments related to the Ontario Superior Court repeal of Bill 124 and the College increasing its resources at a level to support its 2023-2024 student enrolment.

### Operating:

Increased by \$11.1 million due to additional commission payments to agents to recruit international students, computer leases, insurance, instructional supplies, software licensing and travel costs.

### Public College Private Partnership (PCPP):

Increased by \$7.9 million due to flowing funds to Ace Acumen as a result of higher international student enrolment.

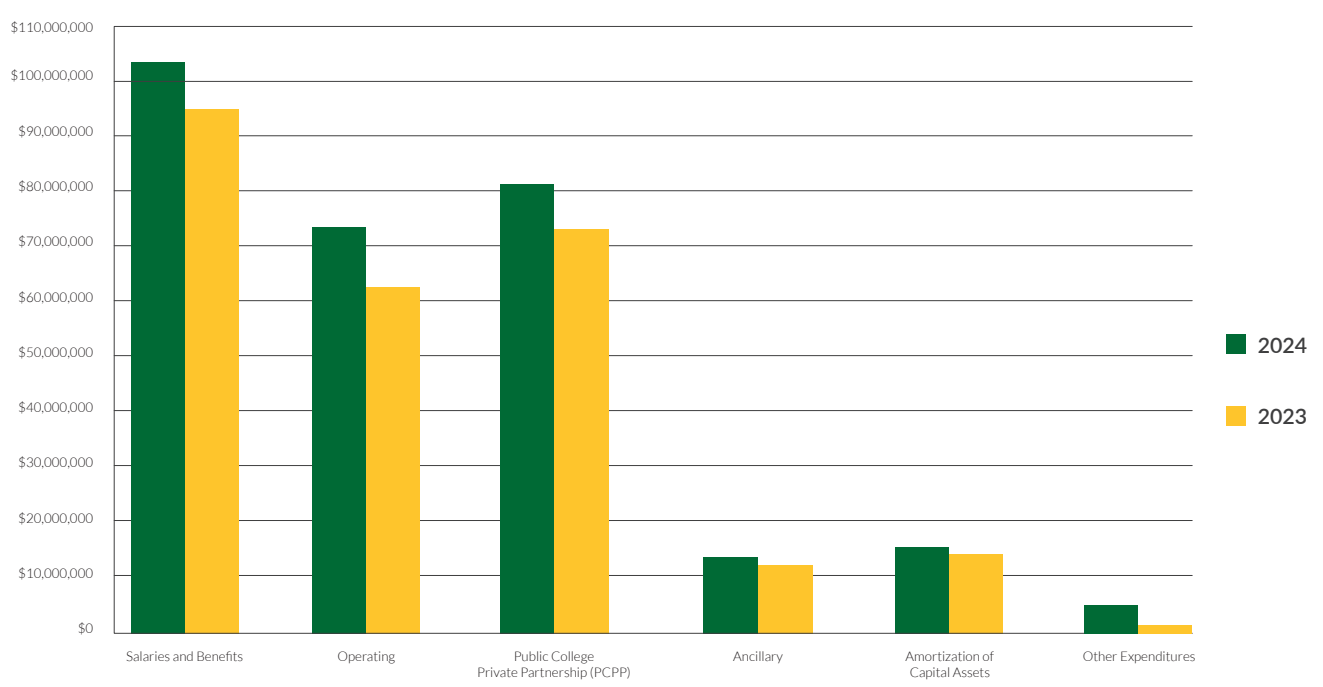
### Ancillary Operations:

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

### Amortization:

Increased by \$0.91 million due to the College's significant investment in its capital infrastructure to enhance teaching and learning and to address deferred maintenance.

## EXPENDITURES



# 7.0 ST. CLAIR COLLEGE FOUNDATION

The St. Clair College Foundation is proud to offer scholarships to College students, supporting their educational journey and helping them achieve their goals. As an integral part of the College’s mission, the Foundation promotes the brand of St. Clair College as a place to “Start Here, Go Anywhere.”

By providing scholarships, the St. Clair College Foundation ensures that students from various fields of study receive financial assistance as they pursue their dreams. This inclusive approach recognizes the diverse talents and aspirations of the student body.

In addition to supporting individual students, the Foundation’s scholarship program generates community engagement. By investing in the education of local students, the Foundation fosters a sense of pride and involvement within the community. This engagement strengthens the bond between St. Clair College, its students and the community.

Through scholarships, the St. Clair College Foundation demonstrates its commitment to empowering students and creating opportunities for their success. By investing in their education, the Foundation helps students build a strong foundation for their future careers and encourages them to reach new heights.



### **New Annual Scholarships:**

- Eye Smile Dental Scholarship
- Brian Sherwell Scholarship
- The Saints Student Athletic Association Excellence in Leadership Scholarship
- Bob Jones Scholarship
- Ambassador & Walkerville BR. 644 Scholarship
- Bruce Krauter Scholarship
- Zonta Scholarship – In Memory of JoAn Dale

### **New Endowment:**

- The Ray Bendig Toolmaker Scholarship
- John Holsey Memorial Scholarship
- Goldie and Merv Howes Scholarship

### **Academic Excellence Scholarship (New)**

- Total Recipients: 3,750
- Value of Academic Excellence Scholarship Awarded: \$3,193,250

As of March 31, 2024, the total endowment portfolio was \$25,353,930.

In 2024, 1,230 scholarships were awarded totalling, \$1,298,300.



# 8.0 PRESIDENT'S COMMUNITY ENGAGEMENT

## PRESIDENT'S COMMUNITY ENGAGEMENT CALENDAR

During the 2023-2024 academic year, President Patti France attended numerous events in Windsor-Essex and Chatham-Kent as a guest or guest speaker, representing the College. She had the chance to interact and network with many community partners, organizations, as well as Municipal, Provincial, and Federal politicians who visited the College.



April 11, 2023 - Jagmeet Singh, Brian Masse and Lisa Gretzky toured the College's Dental labs.



April 24, 2023 - President France attended the formal transfer of Dr. Bruce and Kathryn White Memorial Park to the City of Windsor. The acquisition by the city will guarantee that the site will be retained as a parkland and open greenspace.



May 4, 2023 - President France accepted the Herb Gray Harmony Award from The Multicultural Council of Windsor-Essex for her contributions to building a welcoming community.



May 17, 2023 - President France presented the 2023 Company of the Year Award to HGS Limited, President, Ken Kapusiak. St. Clair College was the proud sponsor of this award.



May 25, 2023 - President France was honoured to introduce Mayor Darren Canniff at the Chatham-Kent Chamber of Commerce for the annual Chatham Mayor's Address.



June 12, 2023 - President France meets with Premier Doug Ford as part of the College's collaboration with a Women's Enterprise Skills Training (WEST) for the "Empower Women for Employment" program.



August 14, 2023 - President France presented the Macri Family with a donation of \$5,000 for the Fight Like Mason Foundation. The Fight Like Mason Foundation's mission is to improve the treatment, care, quality of life and awareness of patients diagnosed with childhood cancers.



August 28, 2023 - President France gave a keynote speech during the announcement of the statue of Rosalie Trombley, sculpted by Donna Mayne and co-funded by St. Clair College and the City of Windsor.



September 15, 2023 - Andrew Dowie, MPP Windsor-Tecumseh with President France, announces the Ontario government is investing over \$650,000 to boost apprenticeship training at St. Clair College of Applied Arts and Technology.



September 29, 2023 - President France with Arthur Barron and Tina Jacobs presenting the flag for National Day for Truth & Reconciliation.



October 5, 2023 - University of Windsor President, Robert Gordon joins President France in signing a Memorandum of Understanding to offer to the complete Bachelor of Science in Nursing program at the St. Clair College's Chatham campus.



October 19, 2023 - President France is awarded the Windsor-Essex Regional Chamber of Commerce Lifetime Achievement Award. From left to right, Eddie Francis, Patti France and Nancy Jammu-Taylor.



October 25, 2023 - The Consul General of India, Siddhartha Nath met with President France, SRC and others at the Main Windsor Campus.



November 7, 2023 - Habitat for Humanity Windsor-Essex (HFHWE) announced the dedication of the St. Clair College Youth Mentorship Hub.



November 23, 2023 - Essex-Windsor EMS Chief Justin Lammers presents a donation of an ambulance to President France and the Paramedic Program.



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



Consolidated Financial Statements

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Year ended March 31, 2024



## MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

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The consolidated financial statements of The St. Clair College of Applied Arts and Technology (the "College") are the responsibility of management and have been approved by the Board of Governors (the "Board").

The consolidated financial statements have been prepared by management 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. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. Consolidated financial statements are not precise since they include certain amounts based on estimates and judgments. Management has determined such amounts on a reasonable basis in order to ensure that the consolidated financial statements are presented fairly, in all material respects.

The College maintains systems of internal accounting and administrative controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and that the College's assets are appropriately accounted for and adequately safeguarded.


The College's insurance liabilities have been reviewed by management in consultation with its broker. There are no material liabilities in either fact or contingency as at the date of this report.

The Board is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the consolidated financial statements. The Board carries out this responsibility principally through its Audit and Finance Committee.

The Audit and Finance Committee is appointed by the Board and meets regularly with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy itself that each party is properly discharging its responsibilities, and to review the consolidated financial statements and the external auditors' report.

The Audit and Finance Committee reports its findings to the Board for consideration when approving the consolidated financial statements. The Audit and Finance Committee also considers, for review and approval by the Board, the engagement or reappointment of the external auditors.

The consolidated financial statements have been audited by KPMG LLP, the external auditors, in accordance with Canadian generally accepted auditing standards, on behalf of the Board. KPMG LLP has full and free access to the Audit and Finance Committee.

  
Patricia France  
Marc Jones





**KPMG LLP**

618 Greenwood Centre  
3200 Deziel Drive  
Windsor, ON N8W 5K8  
Canada  
Telephone 519 251 3500  
Fax 519 251 3530

**INDEPENDENT AUDITOR'S 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, 2024
- the consolidated statement of operations for the year then ended
- the consolidated statement of 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 and schedules, 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, 2024, 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 "**Auditor's Responsibilities for the Audit of the Financial Statements**" section of our auditor's 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.

### ***Auditor's 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 auditor's 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 generally accepted auditing 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 generally accepted auditing 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 auditor's 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 auditor's 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our own audit opinion.

*KPMG LLP*

Chartered Professional Accountants, Licensed Public Accountants

Windsor, Canada  
May 28, 2024



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

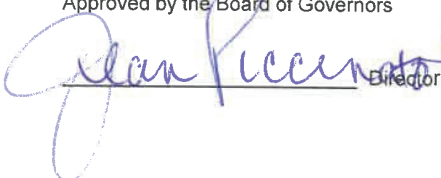
Consolidated Statement of Financial Position

March 31, 2024, with comparative information for 2023

	2024	2023
<b>Assets</b>		
Current assets:		
Cash	\$ 69,253,915	\$ 83,321,473
Accounts receivable (note 20)	10,686,888	10,156,128
Temporary investments (note 3)	247,983,107	234,457,115
Prepaid expenses	13,482,450	11,177,439
	<u>341,406,360</u>	<u>339,112,155</u>
Long-term investments (note 3)	25,331,540	16,558,979
Construction in progress (note 6)	10,531,702	2,514,223
Capital assets (note 7)	229,155,963	218,250,462
	<u>\$ 606,425,565</u>	<u>\$ 576,435,819</u>
<b>Liabilities and Net Assets</b>		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 51,691,811	\$ 33,344,284
Deferred revenue (note 9)	104,754,305	138,994,181
Vacation pay	6,347,329	5,955,253
Current portion of long-term debt (note 10)	2,148,344	2,037,497
	<u>164,941,789</u>	<u>180,331,215</u>
Long-term debt (note 10)	19,236,378	21,384,722
Post-employment benefits and compensated absences (note 11)	3,693,000	3,556,000
Deferred contributions (note 12)	15,822,921	1,880,504
Deferred capital contributions (note 13)	129,088,671	128,325,327
Deferred capital contributions relating to construction in progress (note 14)	500,000	531,340
Asset retirement obligations (note 8)	844,076	1,019,845
	<u>334,126,835</u>	<u>337,028,953</u>
Net assets:		
Unrestricted:		
Operating	24,714,971	41,920,866
Post-employment benefits and compensated absences	(3,693,000)	(3,556,000)
Vacation pay	(6,347,329)	(5,955,253)
	<u>14,674,642</u>	<u>32,409,613</u>
Invested in capital assets (note 15)	88,714,272	68,485,799
Externally restricted (note 16)	22,788,044	15,370,073
Internally restricted (note 17)	146,121,772	123,141,381
	<u>272,298,730</u>	<u>239,406,866</u>
Commitments (note 18)		
Contingent liabilities (note 19)		
	<u>\$ 606,425,565</u>	<u>\$ 576,435,819</u>

See accompanying notes to consolidated financial statements.

Approved by the Board of Governors

 Director
  Director

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Consolidated Statement of Operations

Year ended March 31, 2024, with comparative information for 2023

	2024	2023
Revenue:		
Grants and reimbursements	\$ 41,024,596	\$ 43,550,822
Capital support grants	106,258	183,378
Tuition revenue	120,522,313	94,613,467
Public college private partnership (note 22)	103,870,335	93,939,535
Contract training	15,971,420	16,769,192
Amortization of deferred capital contributions	6,380,664	6,033,464
Other income	33,439,626	25,174,825
Donations	476,169	325,821
Foundation	4,489,550	585,401
Ancillary operations	13,980,148	11,741,397
(Loss) gain on disposal of capital assets	(52,202)	81,890
	<u>340,208,877</u>	<u>292,999,192</u>
Expenses:		
Salaries and benefits	104,006,644	94,739,893
Operating expenditures	72,798,868	61,657,907
Public college private partnership (note 22)	81,533,338	73,635,523
Post-employment benefits and compensated absences	137,000	(76,000)
Foundation	4,489,550	585,401
Bursaries and scholarships	468,169	317,721
Amortization of capital assets	13,912,840	12,995,175
Other expenditures out of capital support grants	106,284	242,870
Ancillary operations	13,484,259	11,282,214
	<u>290,936,952</u>	<u>255,380,704</u>
Excess of revenue over expenses	<u>\$ 49,271,925</u>	<u>\$ 37,618,488</u>

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, 2024, with comparative information for 2023

	Unrestricted	Invested in capital assets (note 15)	Externally restricted (note 16)	Internally restricted (note 17)	2024 Total	2023 Total
Balance, beginning of year	\$ 32,409,613	68,485,799	15,370,073	123,141,381	\$ 239,406,866	\$ 201,384,689
Endowment and annual funds (transferred) received during the year	(23,000,000)	-	7,417,971	-	(15,582,029)	386,299
Excess (deficiency) of revenues over expenses	56,856,303	(7,584,378)	-	-	49,271,925	37,618,488
Transfer from St. Clair College Foundation	-	-	-	-	-	17,390
Transfer of unrestricted to internally restricted	(23,778,423)	-	-	22,980,391	(798,032)	-
Net change in investment in capital assets (note 15b)	(27,812,851)	27,812,851	-	-	-	-
<b>Balance, end of year</b>	<b>\$ 14,674,642</b>	<b>\$ 88,714,272</b>	<b>\$ 22,788,044</b>	<b>\$ 146,121,772</b>	<b>\$ 272,298,730</b>	<b>\$ 239,406,866</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, 2024, with comparative information for 2023

	2024	2023
Cash provided by (used in):		
Operations:		
Excess of revenue over expenses	\$ 49,271,925	\$ 37,618,488
Items not involving cash:		
Amortization of capital assets	13,912,840	12,995,175
Amortization of deferred capital contributions	(6,380,664)	(6,033,464)
Accrual for post-employment benefits and compensated absences	137,000	(76,000)
Deferred contributions recognized as revenue in the year	(4,489,550)	(585,401)
Unrealized (gain) loss on long-term investments	(1,132,932)	265,713
Loss (gain) on disposal of capital assets	52,202	(81,890)
	<u>51,370,821</u>	<u>44,102,621</u>
Changes in non-cash operating working capital:		
Accounts receivable	(530,760)	1,398,418
Prepaid expenses	(2,305,011)	(1,507,506)
Accounts payable and accrued liabilities	18,347,527	(20,334,699)
Accrual for vacation pay	392,076	(153,263)
Deferred revenue	(34,239,876)	(31,689,722)
	<u>33,034,777</u>	<u>(8,184,151)</u>
Financing activities:		
Deferred contributions	18,431,966	353,097
Proceeds on long-term debt	-	4,117,245
Repayment of long-term debt	(2,037,497)	(1,691,745)
Internally restricted scholarship reserve transfer	(798,032)	-
Endowment and annual (transfers) contributions, net	(15,582,029)	386,299
	<u>14,408</u>	<u>3,164,896</u>
Capital activities:		
Contributions received for capital purposes	7,144,008	15,599,182
Contributions paid for construction in progress	(31,340)	(8,365,910)
Proceeds on disposal of capital assets	26,177	91,115
Purchase of capital assets and construction in progress	(32,914,199)	(21,282,516)
Asset retirement obligations settlement	(175,769)	-
	<u>(25,951,123)</u>	<u>(13,958,129)</u>
Investing activities:		
Purchase of long-term investments	(7,639,628)	(5,119,822)
Purchase of temporary investments	(13,525,992)	(3,798,305)
	<u>(21,165,620)</u>	<u>(8,918,127)</u>
Decrease in cash	(14,067,558)	(27,895,511)
Cash, beginning of year	83,321,473	111,216,984
Cash, end of year	<u>\$ 69,253,915</u>	<u>\$ 83,321,473</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, 2024

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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:

Revenue is recognized when the College has the ability to claim or retain an inflow of economic resources and a past transaction or event giving rise to the asset has occurred.

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.



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# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2024

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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 \$280,000 (2023 - \$370,000) which have not been recorded in the accompanying financial statements.



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements

Year ended March 31, 2024

---

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.

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# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2024

---

## 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.

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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 \$280,000 (2023 - \$370,000) 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, 2024

## 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 a 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 improvements	10 years
Furniture & 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.

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# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2024

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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, 2024

---

## 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.

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# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2024

---

## 1. Significant accounting policies (continued):

### (g) Asset retirement obligations:

An asset retirement obligation ("ARO") is recognized when, as at the financial reporting date, all of the following criteria are met:

- There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- The past transaction or event giving rise to the liability has occurred;
- It is expected that future economic benefits will be given up; and
- A reasonable estimate of the amount can be made.

A liability for the removal of asbestos in several buildings owned by the College has been recognized based on estimated remediation costs of asbestos removal upon repair of affected areas or upon sale or closure of the building.

Actual remediation costs incurred are charged against the ARO to the extent of the liability recorded. Differences between the actual remediation costs incurred and the associated liability recorded within the consolidation financial statements is recognized in the consolidated statement of operations at the time of remediation.

The estimated undiscounted fair value of the ARO liability resulted in an accompanying increase to Building Capital Asset. The increase to the tangible capital asset is amortized in accordance with the amortization accounting policy for the College as outlined in (c).

### (h) 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 includes the determination of fair value for long-term investments, allowance for doubtful accounts, the carrying amount of capital assets, the valuation and estimated timing of asset retirement obligations, 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, 2024

## 2. Change in accounting policies:

On April 1, 2023, the College adopted Canadian public sector accounting standard PS 3400 Revenue. The new accounting standard establishes a single framework to categorize revenue to enhance the consistency of revenue recognition and its measurement. As at March 31, 2024, the College determined that the adoption of this new standard did not have an impact on the amounts presented in the financial statements.

## 3. 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:

2024	Fair value	Amortization at cost	Total
Cash	\$ 69,253,915	\$ -	\$ 69,253,915
Accounts receivable	-	10,686,888	10,686,888
Temporary investments	247,983,107	-	247,983,107
Long-term investments	25,331,540	-	25,331,540
Accounts payable and accrued liabilities	-	51,691,811	51,691,811
Long-term debt	-	21,384,722	21,384,722
	<u>\$342,568,562</u>	<u>\$ 83,763,421</u>	<u>\$426,331,983</u>

2023	Fair value	Amortization at cost	Total
Cash	\$ 83,321,473	\$ -	\$83,321,473
Accounts receivable	-	10,156,128	10,156,128
Temporary investments	234,457,115	-	234,457,115
Long-term investments	16,558,979	-	16,558,979
Accounts payable and accrued liabilities	-	33,344,284	33,344,284
Long-term debt	-	23,422,219	23,422,219
	<u>\$334,337,567</u>	<u>\$ 66,922,631</u>	<u>\$401,260,198</u>

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 \$25,331,540 (2023 - \$16,558,979) of investments externally restricted for endowment purposes (see note 16).



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2024

### 3. Financial instrument classification (continued):

Long-term investments consist of the following:

	2024	2023
Fair value:		
Corporate and government bonds	17,033,158	10,571,754
Shares in public companies and mutual funds	8,298,382	5,987,225
	<b>\$ 25,331,540</b>	<b>\$ 16,558,979</b>

	2024	2023
Cost:		
Corporate and government bonds	16,955,196	10,693,331
Shares in public companies and mutual funds	6,241,011	4,863,248
	<b>\$ 23,196,207</b>	<b>\$ 15,556,579</b>

Maturity profile of bonds held is as follows:

2024	Within 1 year	1 to 5 years	6 to 10 years	Over 10 years	Total
Carrying value	\$ 2,083,808	\$10,398,055	\$ 4,105,286	\$ 446,009	\$17,033,158
Percent of total	12%	61%	24%	3%	100%

2023	Within 1 year	1 to 5 years	6 to 10 years	Over 10 years	Total
Carrying value	\$ 1,632,718	\$ 6,779,413	\$1,716,610	\$ 443,013	\$10,571,754
Percent of total	16%	64%	16%	4%	100%



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2024

### 3. 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).

2024	Level 1	Level 2	Level 3	Total
Cash	\$ 69,253,915	\$ -	\$ -	\$ 69,253,915
Temporary investments	247,983,107	-	-	247,983,107
Long-term investments	25,331,540	-	-	25,331,540
<b>Total</b>	<b>\$342,568,562</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$342,568,562</b>

2023	Level 1	Level 2	Level 3	Total
Cash	\$ 83,321,473	\$ -	\$ -	\$ 83,321,473
Temporary investments	234,457,115	-	-	234,457,115
Long-term investments	16,558,979	-	-	16,558,979
<b>Total</b>	<b>\$334,337,567</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$334,337,567</b>

There were no transfers between Level 1 and Level 2 for the years ended March 31, 2024 and 2023. There were also no transfers in or out of Level 3.

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# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2024

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#### 4. 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, 2024

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## 5. 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) 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.

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# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2024

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

### (c) 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.

### (d) 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.

### (e) 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, 2024

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

(f) 1919 County Road 27:

On June 1, 2021, the College entered into an agreement with a private donor to acquire the land, residential building and chattels of 1919 County Road 27. 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 \$452,000, building at its fair value of \$398,000 and chattels at its fair value of \$nil. Fair value was determined based upon an appraisal completed by an independent, certified appraiser.

## 6. 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, 2024, construction in progress amounted to \$10,531,702 (2023 - \$2,514,223).

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2024

## 7. Capital assets:

2024	Cost	Accumulated amortization	Net book value
Land	\$ 6,036,323	\$ -	\$ 6,036,323
Buildings, including asset retirement costs	289,198,003	98,263,951	190,934,052
Site improvements	29,918,427	13,589,861	16,328,566
Furniture & equipment	95,146,091	79,835,742	15,310,349
Computer equipment	2,774,531	2,562,855	211,676
Leasehold improvements	4,748,700	4,413,703	334,997
	<u>\$ 427,822,075</u>	<u>\$ 198,666,112</u>	<u>\$ 229,155,963</u>

2023	Cost	Accumulated amortization	Net book value
Land	\$ 6,074,823	\$ -	\$ 6,074,823
Buildings, including asset retirement costs	278,180,106	93,460,325	184,719,781
Site improvements	24,642,755	11,827,096	12,815,659
Furniture & equipment	97,801,559	84,411,486	13,390,073
Computer equipment	2,574,486	2,154,108	420,378
Leasehold improvements	5,666,571	4,836,823	829,748
	<u>\$ 414,940,300</u>	<u>\$ 196,689,838</u>	<u>\$ 218,250,462</u>

Amortization expense for the year is \$13,912,840 (2023 - \$12,995,175).



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2024

## 8. Asset retirement obligations:

The College owns and operates several buildings that are known to have asbestos and there is a legal obligation to remove it upon repair of the affected areas or upon sale or closure of the building. Following the adoption of PS 3280 – Asset Retirement Obligations, the College recognized an obligation related to the remediation of asbestos in these buildings as estimated at April 1, 2021. The buildings had an estimated useful life of 40 years when they were acquired between 1970-2012.

	2024	2023
Balance, beginning of year	\$ 1,019,845	\$ 1,046,550
Less: obligations settled during the year	(175,769)	(26,705)
Balance, end of year	\$ 844,076	\$ 1,019,845

## 9. Deferred revenue:

	2024	2023
Advanced tuition fees	\$ 95,388,591	\$131,790,198
Unearned grants	6,618,428	4,348,396
Unearned rent	364,258	407,020
Other	2,383,028	2,448,567
	\$104,754,305	\$138,994,181



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2024

## 10. 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, 2024 (2023 - \$nil). The other long-term debt outstanding at year-end consists of:

	2024	2023
6.63% debt, payable \$128,585 monthly including interest, due March 28, 2028	\$ 5,408,405	\$ 6,551,383
2.147% debt, payable \$200,975 semi-annually including interest, due May 14, 2025	590,207	973,305
4.730% debt, payable \$628,383 semi-annually including interest, due September 2, 2042	15,386,110	15,897,531
	21,384,722	23,422,219
Current portion of long-term debt	(2,148,344)	(2,037,497)
	\$ 19,236,378	\$ 21,384,722



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2024

## 10. Long term debt (continued):

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

2025	\$ 2,148,344
2026	2,064,908
2027	1,982,088
2028	2,105,485
2029	645,964
Thereafter	12,437,933
	\$ 21,384,722

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.

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 4.730% 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.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2024

## 11. 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.

2024	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
Accrued employee future benefits obligations	\$ 865,000	\$ 4,235,000	\$ 52,000	\$ 5,152,000
Value of plan assets	(204,000)	-	-	(204,000)
Unamortized actuarial gains (losses)	125,000	(1,376,000)	(4,000)	(1,255,000)
<b>Total liability</b>	<b>\$ 786,000</b>	<b>\$ 2,859,000</b>	<b>\$ 48,000</b>	<b>\$ 3,693,000</b>

2023	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
Accrued employee future benefits obligations	\$ 860,000	\$ 3,533,000	\$ 45,000	\$ 4,438,000
Value of plan assets	(203,000)	-	-	(203,000)
Unamortized actuarial gains (losses)	137,000	(816,000)	-	(679,000)
<b>Total liability</b>	<b>\$ 794,000</b>	<b>\$ 2,717,000</b>	<b>\$ 45,000</b>	<b>\$ 3,556,000</b>

2024	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expense
Current year benefit cost	\$ 7,000	\$ 322,000	\$ 1,000	\$ 330,000
Interest on accrued benefit obligation	3,000	124,000	2,000	129,000
Amortized actuarial (losses) gains	(13,000)	97,000	-	84,000
<b>Total expense</b>	<b>\$ (3,000)</b>	<b>\$ 543,000</b>	<b>\$ 3,000</b>	<b>\$ 543,000</b>



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2024

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

2023	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expense
Current year benefit cost	\$ 56,000	\$ 260,000	\$ 6,000	\$ 322,000
Interest on accrued benefit obligation	2,000	93,000	4,000	99,000
Amortized actuarial (losses) gains	(13,000)	31,000	(151,000)	(133,000)
<b>Total expense</b>	<b>\$ 45,000</b>	<b>\$ 384,000</b>	<b>\$ (141,000)</b>	<b>\$ 288,000</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, 2024, indicated an actuarial surplus of \$5.3 billion (2023 - \$4.7 billion). The College made contributions to the Plan and its associated retirement compensation arrangement of \$8,334,500 (2023 - \$8,006,462), which has been included in the statement of operations.

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# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2024

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## 11. 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, 2024 of the future benefits was determined using a discount rate of 3.50% (2023 – 3.40%).

#### (ii) Medical premium:

Medical premium increases were assumed to increase at 6.16% per annum in 2024 (2023 – 6.16%) and decrease proportionately thereafter to an ultimate rate of 4.0% in 2040.

#### (iii) Dental costs:

Dental costs were assumed to increase at 4.0% per annum in 2024 (2023 – 4.0%).



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2024

## 11. 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:

	2024	2023
Wage and salary escalation:		
Academic	3.0%	1.0%
Support	3.0%	1.0%
Discount rate	3.5%	3.4%

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 23.5% and 0 to 54 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, 2024

## 12. 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:

	2024	2023
Balance, beginning of year	\$ 1,880,504	\$ 2,112,808
Less: bursaries awarded in the year	(4,489,550)	(585,401)
Add: amounts received in the year	16,517,869	248,130
Add: unrealized gain (loss) on long-term investments	1,132,932	(265,713)
Add: investment income received in the year	781,166	370,680
Balance, end of year	\$ 15,822,921	\$ 1,880,504

Deferred contributions are comprised of:

	2024	2023
Scholarships and bursaries	\$ 15,671,421	\$ 1,729,004
Joint employment stability reserve	151,500	151,500
	\$ 15,822,921	\$ 1,880,504



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2024

## 13. 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:

	2024	2023
Balance, beginning of year	\$128,325,327	\$ 118,759,610
Less: amortization of deferred capital contributions	(6,380,664)	(6,033,464)
Add: contributions received for capital purposes	7,144,008	15,599,181
<b>Balance, end of year</b>	<b>\$129,088,671</b>	<b>\$ 128,325,327</b>

As at March 31, 2024 there were \$nil (2023 - \$nil) of deferred capital contributions received which were not spent.

## 14. 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.

	2024	2023
Balance, beginning of year	\$ 531,340	\$ 8,897,250
Less: amounts transferred to assets in the year	(531,340)	(8,897,250)
Add: contributions received for capital purposes	500,000	531,340
<b>Balance, end of year</b>	<b>\$ 500,000</b>	<b>\$ 531,340</b>



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2024

## 15. Investment in capital assets:

(a) Investment in capital assets represents the following:

	2024	2023
Capital assets	\$229,155,963	\$ 218,250,462
Construction in progress	10,531,702	2,514,223
Less amounts financed by:		
Long-term debt	(21,384,722)	(23,422,219)
Deferred capital contributions	(129,088,671)	(128,325,327)
Deferred capital contributions – construction	(500,000)	(531,340)
<b>Balance, end of year</b>	<b>\$ 88,714,272</b>	<b>\$ 68,485,799</b>

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

	2024	2023
Deficiency of revenues over expenditures:		
Amortization of deferred capital contributions related to capital assets	\$ 6,380,664	\$ 6,033,464
Amortization of capital assets	(13,912,840)	(12,995,175)
(Loss) gain on disposal of assets	(52,202)	81,890
	<b>\$ (7,584,378)</b>	<b>\$ (6,879,821)</b>
Net change in investment in capital assets:		
Purchase and contribution of capital assets and transfers from construction in progress	\$ 32,914,199	\$ 21,282,516
Disposal of capital assets	(78,379)	(18,540)
Amounts funded by deferred capital contributions	(7,144,008)	(15,599,182)
Amounts funded by deferred capital contributions – construction	31,340	8,365,910
Loss (gain) on disposal of capital assets, net of expenses	52,202	(81,890)
Proceeds on long-term debt	-	(4,117,245)
Repayment of long-term debt	2,037,497	1,691,745
	<b>\$ 27,812,851</b>	<b>\$ 11,523,314</b>



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2024

## 16. 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 \$770,850 and \$621,659 respectively (2023 - \$400,100 and \$611,343).

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

## 17. 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:

	Financial	Deferred	Strategic	Risk	International	
2024	Sustainability	Maintenance	Capital Project	Management	Scholarships	Total
Balance, beginning of year	\$ 70,111,102	\$ 25,878,768	\$ 22,095,384	\$ -	\$ 5,056,127	\$123,141,381
Add: contributions	3,809,466	22,047,790	13,000,000	10,000,000	240,059	49,097,315
Less: transfer for spend	-	(11,169,969)	(9,650,769)	-	(5,296,186)	(26,116,924)
Balance, end of year	\$ 73,920,568	\$ 36,756,589	\$ 25,444,615	\$ 10,000,000	\$ -	\$146,121,772

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2024

## 17. Internally restricted net assets (continued):

2023	Financial Sustainability	Deferred Maintenance	Strategic Capital Projects	International Scholarships	Total
Balance, beginning of year	\$ 67,935,599	\$ 24,576,548	\$ -	\$ -	\$ 92,512,147
Add: contributions	2,175,503	8,303,852	23,000,000	5,056,127	38,535,482
Less: transfer for spend	-	(7,001,632)	(904,616)	-	(7,906,248)
Balance, end of year	\$ 70,111,102	\$ 25,878,768	\$ 22,095,384	\$ 5,056,127	\$ 123,141,381

## 18. Commitments:

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

2025	\$ 5,131,645
2026	4,444,000
2027	2,621,708
2028	1,933,093
2029	2,061,582

## 19. 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.



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2024

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## 20. 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 this risk relating to its cash, debt holdings in its investment portfolio, amount due from/to The St. Clair College Foundation, and accounts receivable. The College holds its term deposits with a provincially regulated credit union and Canadian banking institutions that are protected by the Deposit Insurance Corporation of Ontario. In the event of default, the College's term deposits are insured up to \$151,724,041 (2023 - \$1,685,000). In addition, the College holds its equity investments with an investment firm that is protected by the Canadian Investor Protection Fund (CIPF). In the event of CIPF member default, the College's equity investments are insured up to \$1,000,000 (2023 - \$1,000,000).

The investment policy sets issuer type limits on the bond portfolio and operates in accordance with the Ontario Financial Administration Act by placing a 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 provinces. The maximum exposure to investment credit risk is outlined in note 3.

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:

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2024

## 20. Risk management (continued):

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

	Total	Current	Past due			
			1 - 30 days	31 - 60 days	61 - 90 days	91 - 120 days
Government receivables	\$ 4,457,221	\$ 4,457,221	\$ -	\$ -	\$ -	\$ -
Student receivables	3,861,496	5,486	695	11,651	9,973	3,833,691
Other receivables	3,163,577	1,945,212	499,693	145,122	100,794	472,756
Gross receivables	11,482,294	6,407,919	500,388	156,773	110,767	4,306,447
Less: impairment allowance	(795,406)	-	-	-	-	(795,406)
Net receivables	\$ 10,686,888	\$ 6,407,919	\$ 500,388	\$ 156,773	\$ 110,767	\$3,511,041

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, 2024

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## 20. 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's application is monitored by the Foundation Board, 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 the market value of the bond portfolio and 5% of the market value of the equity portfolio. An exception exists for bonds issued by the Government of Canada and Canadian provinces.

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.

At March 31, 2024, 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 \$25,278 (2023 - \$16,370).

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.

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# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2024

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## 20. 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 10). 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% to 9% (2023 – 1.2% to 9%) with maturities ranging from June 2, 2024 to May 18, 2077 (2023 – June 2, 2023 to May 18, 2077).

At March 31, 2024, a 1% rise or drop in interest rates, with all other variables held constant, would have an estimated impact on the fair value of bonds of \$650,156 loss and \$650,156 gain respectively (2023 - \$387,197 loss and \$387,197 gain). The College's bank loans as described in note 10 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, 2024, 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 \$724,449 (2023 - \$574,567).

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, 2024

## 20. 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):

2024	Within 6 months	6 months to 1 year	1 – 5 years	> 5 years
Accounts payable	\$ 46,091,811	\$ -	\$ 5,600,000	\$ -
Long-term debt	1,059,908	1,088,436	7,475,298	11,761,080
	\$ 47,151,719	\$ 1,088,436	\$ 13,075,298	\$ 11,761,080

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.

### (g) Other risk:

On January 22, 2024, the Government of Canada (the “Government”) announced an intake cap on international student permit applications for a period of two years, resulting in a reduction of approximately 35% of approved study permits from 2023. At the end of 2024, the Government will re-assess the number of new study permits that will be processed in 2025.

In addition, as a result of these policy changes, students at public-private partnership campuses in Ontario will no longer be eligible for post-graduate work permits, which affects the sustainability of these partnerships.

A significant portion of the College’s tuition revenues is derived from international students and the College is assessing the impact of this announcement on its ability to earn revenue from international students.



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# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2024

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## 20. Risk management (continued):

(g) Other risk (continued):

Amounts currently included in deferred revenue may be required to be reclassified to accounts payable and accrued liabilities once management has assessed the impact of this announcement.

## 21. Related parties:

St. Clair College Foundation:

The St. Clair College Foundation (the "Foundation") which is consolidated within these financial statements, 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 \$3,718,700 (2023 - \$185,301), including \$nil of in-kind donations (2023 - \$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.

St. Clair College Alumni:

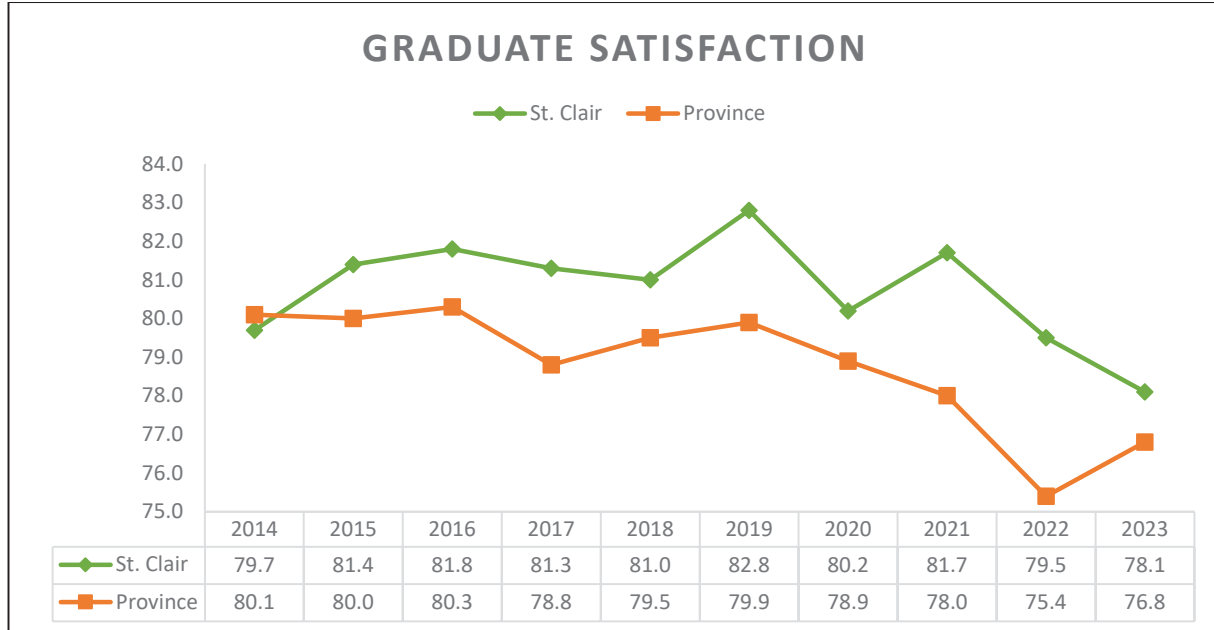
The St. Clair College Alumni (the "Alumni") was established to promote and foster positive St. Clair alumni connections and fellowships within the St. Clair College community and the community at large. During the year, an amount of \$222,094 (2023 - \$211,518), was provided to the College to invest 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.

## 22. Public college private partnership:

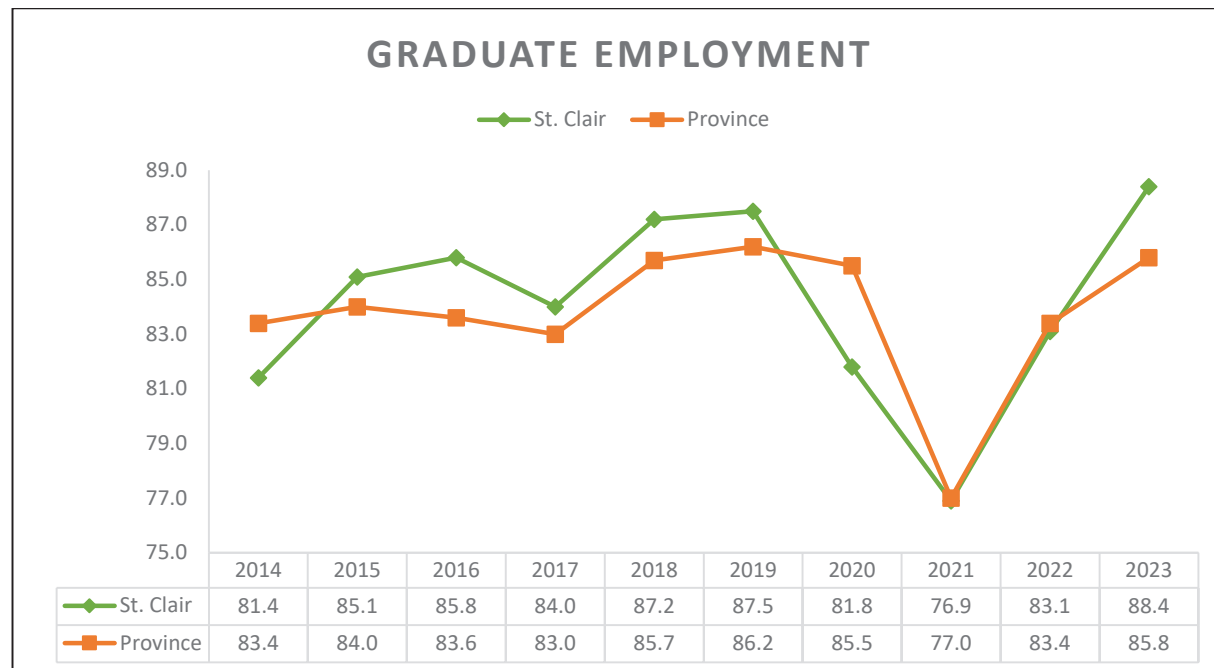
In 2014, the College began a public college-private partnership with a private career college for some post-secondary program delivery to international students. The College assesses and collects the gross student tuition and fees from the students and remits the applicable funds to the private partner. In return, the College receives a fee-for-service payment from the private partner.



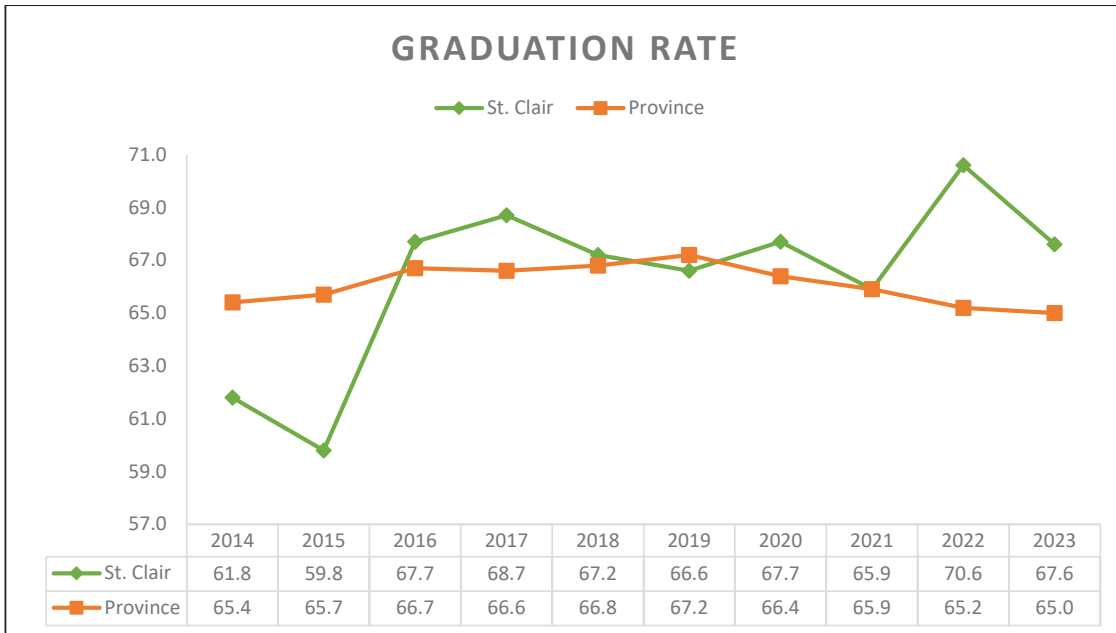
The data references the graduating cohort from Spring 2022 through to Winter 2023. This is the first year that online responses were included in the results.



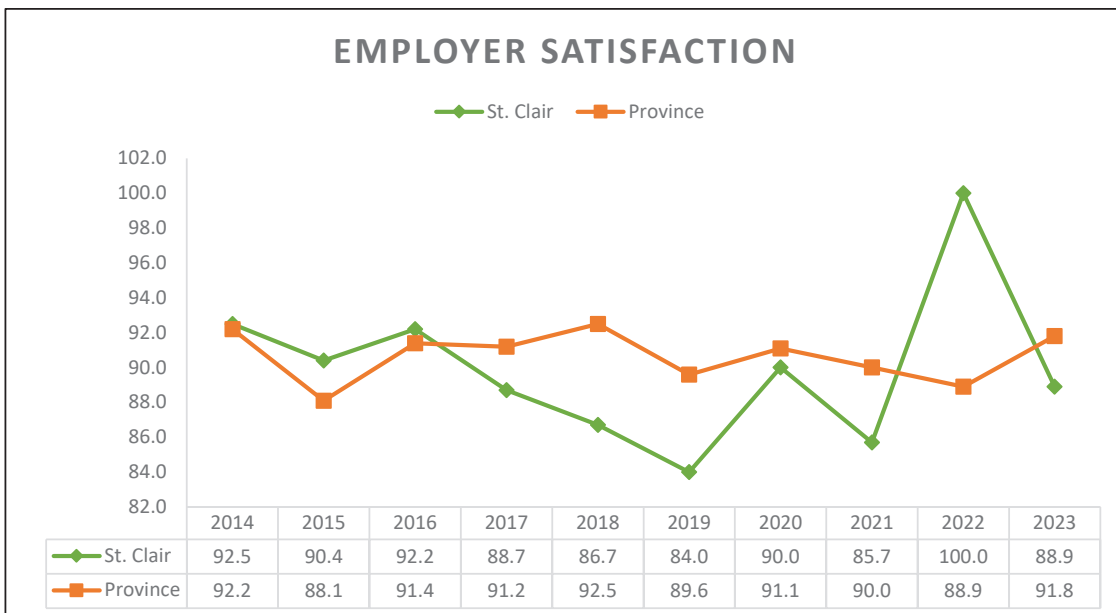
*Question: how would you rate your satisfaction with the usefulness of your college education in achieving your goals after graduation?*



*Calculation: the percentage of graduates in the labour force who are working full-time.*



*Calculation: the percentage of entrants to a program that graduated within a standardized timeframe.*



*Question: how would you rate your satisfaction with this employee's overall college preparation for the type of work he/she was doing?*



**Summary of Advertising & Marketing Complaints**

For the period April 1, 2023 – March 31, 2024, 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.



**Board Members****Appointment Date****Patti France, President****Jean Piccinato, Chair**

September 2021 – August 2024

**Garry Rossi, Vice Chair**

September 2023 – August 2026

**Rose Anguiano Hurst**

September 2023 – August 2026

**Art Barron**

September 2022 – August 2025

**Warren Beck**

August 2022 – September 2025

**Paula Corro-Battagello**

September 2022 – August 2025

**Garnet Fenn**

September 2023 – August 2026

**Charlie Hotham**

December 2021 – August 2024

**Bryanna Kressler**

September 2023 – August 2024

**John Parent**

August 2022 – August 2025

**Al Provost**

September 2022 – August 2025

**Shannon Sasseville**

September 2022 – August 2025

**Alfonso (Al) Teshuba**

September 2023 – August 2026

**Michelle Watters**

September 2022 – August 2025

**Gay Wrye**

September 2022 – August 2025

**Jennifer Yee**

February 2024 – August 2026

**Egidio Sovran**  
(Past Chair, Non-Voting)

September 2022 – August 2024



To: Patricia France, President

From: Juli Vlamincck and Pat Papadeas, Advisory College Council Co-Chairs

Date: March 28, 2024

Re: College Advisory Council Annual Report

In accordance with the Minister's Binding Policy Directive, Governance and Accountability Framework (2010), the Board of Governors is to ensure that an Advisory College Council is established, the purpose of which is to provide a means for students and staff of the College to provide advice to the President. A report from this Advisory Council is to be included in each College's annual report.

Membership of the Advisory College Council includes students, support staff, and administrative staff representation as well as faculty representation from each academic school. The Terms of Reference provide that members of the administration also participate on the Advisory College Council in an ex officio capacity. Invitation to add items to the agenda within the scope of the Advisory College Council purview is provided to all members. The President is asked to provide any matter she wishes to be reviewed for advice by the Advisory College Council.

The Terms of Reference were fully reviewed and necessary amendments were made. The review and amendments were given approval during the 2023-2024 academic year.

The Advisory College Council's Terms of Reference provide the process by which recommendations are made to the President.

During the 2023-2024 term the Advisory College Council had robust discussion on the following topics:

1. Midterm Progress Reporting.
2. Artificial Intelligence & Academic Misconduct.
3. Review of the Testing & Examination Regulations Policy. This was discussed to specifically review the process to identify/address gaps in the current process that students (Student Reps, Athletes, Club Reps – i.e.: Enactus) identify & communicate their commitments to their instructors.
4. President, Board of Governors & Student Leadership nominations forms for the Medal Awards.

These topics will continue to be discussed and possible changes will be recommended in the future.

The Advisory College Council will continue to meet once per semester at minimum. We will have one more meeting for the 2023-2024 academic year, which will be held in June. After this meeting, the Advisory College Council will reconvene for the 2024-2025 academic year in the Fall semester.

Sincerely,

A handwritten signature in black ink, appearing to read "Juli Vlamincck".

Juli Vlamincck  
Chair, College Advisory Council









**ST. CLAIR**  
COLLEGE

WINDSOR & CHATHAM

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