

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

**MINUTES OF THE**

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

Held on June 25, 2024, at 5:30 p.m. in the President's Board Room #A3315E,  
Windsor Campus.

**Present:**

Mr. A. Barron  
Mr. W. Beck  
Mr. C. Hotham  
Ms. B. Kressler  
Mr. J. Parent  
Ms. J. Piccinato, **Chair**  
Mr. A. Provost  
Mr. G. Rossi, **Vice Chair**  
Ms. S. Sasseville  
Mr. M. Silvaggi, **President**  
Mr. E. Sovran, **Past Chair**  
Mr. A. Teshuba  
Ms. M. Watters  
Ms. J. Yee

**Regrets:**

Ms. R. Anguiano Hurst  
Ms. P. Corro-Battagello  
Mr. G. Fenn  
Ms. G. Wrye

**Also Present:**

Ms. K. Adams, Board Secretary  
Mr. E.P. Chant, Editor, SAINT, Student Newspaper  
Mr. J. D'Angela, Senior Director, SCCCA, Advancement  
Office & Campus Partnerships  
Mr. J. Fairley, Senior Vice President, Communications,  
Advancement & External Affairs  
Mr. M. Jones, Senior Vice President, Finance, Administration &  
Chief Financial Officer  
Ms. L. Kempe, Executive Vice President, Alumni Board  
Ms. J. Lehoux, Executive Director, President's Office & Corporate  
Secretary  
Ms. F. McLean, Manager, Marketing and Recruitment  
Mr. R. Nicoletti, Senior Vice President, International Relations &  
Student Services  
Mr. M. Palumbo, Incoming Student Representative

Mr. D. Rorai, Observer, Retirees' Association  
Mr. R. Seguin, Senior Advisor, President's Office  
Ms. M. Staley Liang, Senior Vice President, Academic & Career  
Supports, virtually  
Mr. R. Vatish, SRC President

Having a quorum of Governors in attendance either virtually or in person, the Notice of Meeting and the Agenda having been duly sent to all Board members, the meeting was declared regularly constituted. A copy of the Notice of Meeting/Agenda is attached as **Appendix 'A'**.

Ms. J. Piccinato chaired the meeting and Ms. Adams was the recording Board Secretary.

The Board Chair welcomed Mr. Matteo Palumbo, Observer joining this evening's meeting and noted that he will be starting his Board term as the Student Representative to the Board, as of September 1, 2024. She also welcomed Ms. Lori Kempe, Executive Vice President, Alumni Board and Mr. Joe D'Angela, Senior Director, SCCCA, Advancement Office and Campus Partnerships.

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

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

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

### **2.0 Approval of the Minutes of the Full Board meeting held on Tuesday, May 28, 2024, in Windsor, ON**

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

**RESOLVED THAT** the Board of  
Governors approve the Full Board  
minutes of the May 28, 2024  
meeting.

### **3.0 Constituent Reports**

#### **Retirees' Association**

Mr. Rorai reported the following initiatives and activities on behalf of the Retirees' Association:

- Members of the Retirees' Association attended the 2024 Fireworks event held at the St. Clair Centre for the Arts on Monday, June 24, 2024. The event was well attended, with excellent food and service provided by the staff of the SCCCA.

- On Friday, June 28, 2024, 64 retirees and their guests are scheduled to participate in a sightseeing cruise aboard the Maccasa Bay. Guests will be able to view the progress of the construction on the new Gordie Howe Bridge from the Detroit River.
- On July 10, 2024, the Retirees will be traveling to the Huron County Playhouse in Grand Bend for a production of Jersey Boys – The Story of Frankie Valli and The Four Seasons.
- The Archive Committee of the Retirees Association has prepared displays to set up for the WOIT Reunion being held on Saturday, July 6, 2024.

### Student Representative Council (SRC)

Mr. Vatish reported the following initiatives and activities on behalf of the SRC:

- The SRC Directors have begun their monthly activities for students enrolled in the Spring semester. To date, the events included:
  - Vikas' World Environment Day.
  - Sam's UNO Tournament.
  - Ashley's Bracelet Making Workshop.
  - Pratham's FIFA Cup Tournament in the Esports Nexus Arena.
  - Harnoor's Campus Resource Fair.
  - Father's Day Celebrations and the Windsor and Downtown campuses.
  - Aida's Outdoor Tic-Tac-Toe by the pond.
- Mr. Vatish thanked Mr. Randy Semeniuk, of the Centre for Academic Excellence. Mr. Semeniuk has been meeting with students in the Student Life Centre answering questions and providing information regarding matters of academic integrity.
- A Class Rep meeting was held on Friday, June 7, 2024.
- There are nine clubs that have been ratified and are active for the Spring semester.
- Ongoing activities include:
  - Yoga with Shala.
  - Painting tutorials.
  - Therapy dogs.
  - Tutoring services booth.

### Support Staff

Ms. Parrinello forwarded the report, outlining the following initiatives and activities on behalf of the Support Staff:

- The Registrar's Office hosted the third Annual Staff Beach Volleyball Tournament on Friday, June 21, 2024. All proceeds went to support the Suzie Bruce Memorial Scholarship. Local 137 donated five \$50 gift cards to the event.

- Local 137 member, Ed DeSchutter participated in the “Show Us Your Brave” event, on Saturday, June 22, 2024. The event saw participants rappel down 170 feet from the top of the historic CIBC building in Downtown Windsor to raise funds in support of the Windsor Cancer Centre Foundation. Local 137 sponsored Ed for \$250 in support of his fundraising goals.
- The College’s Staff Wellness Committee has a line up of new lunch hour activities for July and August, including basketball, yoga, workouts with Tara and cycling.
- The College hosted its annual Fireworks night event on Monday, June 24, 2024. The event includes dinner and viewing of the Ford Fireworks, as part of the Windsor-Detroit International Freedom Festival, from the terrace of the St. Clair College Centre for the Arts.
- On Wednesday, June 12, 2024, Local 137 held elections for its Executive Committee. The new executive will assume their positions as of July 1, 2024, and will be held for two years:
  - Don Smith, President.
  - Danielle Micallef, 1<sup>st</sup> Vice President.
  - Justin Fox, 2<sup>nd</sup> Vice President.
  - Rowena Cacciato, Vice President – Grievance Resolution.
  - Karen Parrinello, Secretary.
  - Yelena Howson, Treasurer.

#### **4.0 President’s Report**

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

President Silvaggi noted that the President’s Report was included in the Full Board agenda package and highlighted the following:

- On Tuesday, May 28, 2024, the Board of Governors recognized retiring President Patti France at the May Board meeting. The Board approved naming the new Welcome Centre the Patti France Welcome Centre and bestowed the honour of President Emeritus on President France.
- On Friday, May 31, 2024, the College hosted a Retirement Open House for staff to offer their best wishes to President France.
- On Monday, June 3, 2024, the College’s pride flag was raised at the Windsor Campus by President Silvaggi and our student leaders.
- The College held its 57<sup>th</sup> annual Spring Convocation sessions on Tuesday, June 4, and Wednesday, June 5, 2024, in Windsor, on Monday, June 10, 2024, in Chatham and for the Ace Acumen sessions on Wednesday, June 19 and Thursday, June 20, 2024. President Silvaggi thanked the Governors who were able to attend, as well as for the kind words as he experienced both his first convocation sessions and the graduation of his son.

- St. Clair College held its annual Staff Appreciation Day on Friday, June 14, 2024. The event recognizes staff for their hard work, dedication and commitment to St. Clair College. The event also celebrates those who have achieved 25 years of service or are retiring, as well as new staff joining the College.
- On Friday, June 14, 2024, the Community Integration through Cooperative Education (CICE) program celebrated its ten-year anniversary. Current and former students, along with staff, faculty, administration, friends, and family, gathered in the Student Life Centre for an Open House celebration. The event also raised funds to create a scholarship for students enrolled in the program. The CICE program is a unique educational pathway tailored for individuals with learning differences. The program aims to provide students with the opportunity to experience College life, pursue postsecondary education and develop skills that will help them prepare for employment.
- As per the Ontario Regulation 25/23, St. Clair College has prepared and will post the annual energy consumption and Greenhouse Gas (GHG) emissions, as well as the Energy Conservation and Demand Management Plan (ECDMP). The ECDMP was implemented on July 1, 2019, and must be updated every five years. The ECDMP ensures compliance with current regulations and aids in providing a framework for communicating targets, planning for new and retrofit equipment and infrastructure installations, and monitoring progress in reducing energy demand.
- On Monday, June 17, 2024, the Ontario College Quality Assurance Service recognized through social media, Lindita Prendi, Executive Director, Centre for Academic Excellence, Quality Assurance and Accountability, for her dedication and commitment to quality assurance.

The President also noted that the media report was sent out electronically and is attached for information.

## 5.0 **Consent Agenda**

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

- 5.1 2024-2025 Draft Meeting and Event Schedule.
- 5.2 Campus Free Speech Annual Report.
- 5.3 Strategic Mandate Agreement 3 (SMA3).
- 5.4 College Sustainability.

**RESOLVED THAT** the Board of Governors receive and approve the contents of the June 25, 2024 Consent Agenda, as presented.

## 6.0 Business Arising

### 6.1 Fall 2024 Admissions Update

The Board Chair called upon President Silvaggi for this item. President Silvaggi noted that the Fall 2024 Admissions Update was included in the Full Board Agenda package and highlighted the following:

- This report provides an update on post-secondary programs that will be offered during Fall 2024 with an expected Year One intake of less than 25 domestic students and offers a year-over-year comparison.
- There are three critical dates in the application, admissions and registration cycle:
  1. The deadline for applications to receive equal consideration is February 1<sup>st</sup>, annually.
  2. Following admission, May 1<sup>st</sup> is the deadline for applicants to confirm their program of choice. As of May 1<sup>st</sup>, St. Clair College had suspended the intake of sixteen programs for Fall 2024 due to extremely low student applications and anticipated confirmations, as well as implications from the IRCC January 22, 2024 announcement.
  3. The next critical date in the registration cycle is June 1<sup>st</sup>, as this is the deadline when a student must make a deposit to secure their spot in their program of choice. The data at June 1<sup>st</sup> is very indicative of where enrolment will be from a domestic perspective.
- With these projections, the College can balance teaching resources, space capacity, Strategic Mandate Agreement 3 (SMA3) implications, financial sustainability, and community access to programming, while making program offering decisions. From an academic and budget planning perspective, the allocated number of seats is essential and is evaluated by program with projected enrolment both domestically and internationally by semester or academic achievement level (AAL) and also provides data to assist the College's Recruitment team and marketing campaigns.
- This report reflects domestic enrolment only and excludes any international enrolment.

Table One: Windsor programs experiencing a decline in domestic enrolment compared to the enrolment plan.

Table Two: Windsor programs that share a common Year One curriculum or offer pre-defined exit points for graduation.

Table Three: Windsor programs whose planned enrolment concentrates on international students.

Table Four: Chatham programs that either share a common Year One curriculum, planned enrolment concentrates on international students, or are experiencing an enrolment decline relative to the enrolment plan.

A Governor noted that two of the programs approved by the Board in 2022, Electric Drive Vehicle Technician and Greenhouse Technician are both included in the Windsor programs experiencing a decline in domestic enrolment compared to the enrolment plan.

President Silvaggi noted that domestically both of these programs have experienced a decline in enrolment. These programs required significant capital investment and program sections for both are supplemented with international student enrolment. This allows College Administration to pivot if demand is higher.

When demand increases, College Administration along with faculty and program chairs must evaluate program costing and lab requirements prior to offering additional program sections. College Administration must also consider the needs of a program from a community perspective when determining section sizes and program suspensions.

After a brief discussion it was,

**RESOLVED THAT** the Board of Governors receive the update on post-secondary programs that will run in the Fall 2024 semester with an expected Year One intake of less than 25 domestic students, as information.

## 6.2 International Student Update

The Board Chair called upon President Silvaggi for this item. President Silvaggi noted that College Administration is providing the Board with an update regarding international students and highlighted the following:

President Silvaggi noted that College Administration presented an aggressive plan for the Fall 2024 and Winter 2025 semesters. Recruitment and enrolment efforts are being monitored daily.

International recruitment agents are advising that with the uncertainty surrounding Post Graduate Work Permits (PGWP) for students who successfully complete their program of study, applicants are becoming hesitant to commit to studying abroad in Canada. The opportunity to obtain a PGWP has always been an enticement for international students to enroll in postsecondary education.

The government will be distributing a survey to all colleges to obtain information from a community perspective as to what current labour market needs are. Colleges will have three weeks to complete and return the survey, at which time the government will collate and review the responses. As this process has created delays and uncertainty in regard to the PGWP, agents are indicating that applicants are delayed in making critical postsecondary education decisions. As a result, College Administration is anticipating falling short of the original enrolment targets for Fall 2024. This will open up opportunities to increase enrolment for Winter 2025.

College Administration will need to review budgeted targets versus PAL allocations and pivot to utilizing the allocations for Winter 2025.

A Governor inquired if all colleges are struggling with the same issues.

President Silvaggi responded that this issue is common across the province and has been brought forward to the Ministry.

The Governor inquired what the Ministry's response is.

President Silvaggi noted that the colleges and universities, the Ministry, Colleges Ontario and CIG are all advocating for the issues.

A Governor inquired what the response is at the federal government level, if they are holding firm with the decisions or if there is some flexibility?

President Silvaggi noted that the information College Administration has been receiving is the same that has been viewed in the media and that changes are forthcoming for PGWP.

A Governor inquired, of the agents who normally recruit international students for the Ontario postsecondary education market, how do they feel this is impacting Ontario institutions?

President Silvaggi noted that it is the uncertainty of the forthcoming changes that is negatively impacting the market and has slowed the enrolment process. It has been seven weeks since the colleges received their PAL allocations. Normally, colleges would be four to five months into the application cycle.

A Governor inquired if there is anything that the Board can do to advocate on behalf of the College, regarding these issues?

President Silvaggi noted that there have been instances of advocacy in the system, that has delivered mixed messaging. From a Board and St. Clair College perspective, Colleges Ontario and CIG are advocating on behalf of the colleges at both the provincial and federal levels.

Mr. Seguin noted that there have been two notable consequences that have emerged from the changing market:



1. It has allowed countries who are not on expedited VISA systems additional time for the application process and the College's emerging markets enrolment has grown significantly. This will result in a more balanced portfolio of international students.
2. The number of applicants who are applying directly to St. Clair College without an agent has also significantly increased.

A Governor inquired if College Administration is aware of the commission rates of other countries? Is it advantageous for an agent to encourage an applicant to attend postsecondary education in another country?

Mr. Seguin responded that agents may be encouraging applicants to go elsewhere because of the uncertainty with the federal government and PGWP. Colleges Ontario and the Committee of Presidents have been advocating on behalf of the system, highlighting the quality of care, international student standards, as well as agent management and relationships to ensure that it is communicated to applicants where they stand to receive the best educational experience.

### 6.3 Board Chair and Vice Chair 2024-2025

The Board Chair reviewed the results of the elections for Board Chair and Vice Chair held on Tuesday, May 28, 2024, at the In-Camera meeting.

Mr. Garry Rossi was acclaimed as the Board Chair effective September 1, 2024 through August 31, 2025 and Mr. Charlie Hotham was acclaimed for the position of Vice Chair, effective September 1, 2024 through August 31, 2025.

### 6.4 Executive Plan for the Summer Months

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

- The Executive Committee will meet as required.
- The Executive Committee may call a meeting of the Full Board should an urgent matter require input from all Board members. An urgent meeting could take place through teleconference, if required.
- The Executive Committee will report back to the Board at the September Board meeting on any matters that the Committee approved over the summer months on behalf of the Board.

After a brief discussion it was,

**RESOLVED THAT** the Board of Governors approve the establishment of the Executive Committee consisting of the President, Board Chair and Vice Chair for July and August 2024, in the event that Board approval is required on an urgent basis. The Executive Committee will report back to the Board at the September Board meeting regarding any matters that the Committee approves over the summer months.

## 7.0 Monitoring Reports

### 7.1 Alumni Association Annual Report

The Board Chair called upon Ms. Lori Kempe and Mr. Joe D'Angela to provide the Alumni Association Annual Report. Ms. Kempe provided a PowerPoint presentation, highlighting the following activities and initiatives:

- 2023-2024 Alumni Association Board of Directors.
- Alumni Association Community Outreach.
  - Community Sponsorships.
  - College Partnered Sponsorships.
- 2024 Alumni of Distinction.
- St. Clair College Alumni Perks App.
  - Alumni Days
- Alumni Association Foundation Scholarships.
  - Alumni Scholarships and Scholarship donations.
- Confirmation of Compliance.
- St. Clair College Convocation.
- Over 8,900 new Alumni in 2023-2024 over eighteen convocation sessions, making St. Clair Alumni over 140,000 strong.

A Governor inquired, on average, how many participate in the events?

Mr. J. D'Angela responded that it depends on the event. He provided an example of February 2024, the Alumni Association rented Windsor's Aquatic Centre and there were approximately 700 participants. On average, the Alumni Association hosts

approximately 150 participants on the Windsor-Detroit River Cruise and 300 for the Cedar Point event.

From September 2023 to date, the Alumni Association has had 6,500 event participants and there are many events scheduled for the summer months.

The Board Chair thanked Ms. Kempe for her presentation.

President Silvaggi thanked Ms. Kempe for her presentation and noted that specifically over the last ten years, the Alumni Association has significantly contributed to the positive development of the St. Clair College brand. The Alumni Association is out in the community at events and the community sees Griff and St. Clair College and it resonates with them.

The Alumni Association Annual Report presentation is attached as Item #7.1.

## 7.2 Foundation Board Annual Report

The Board Chair called upon Mr. J. Fairley for this item. Mr. Fairley provided a PowerPoint presentation, outlining the following:

Mr. Fairley outlined the St. Clair College Foundation Board of Directors.

Mr. Fairley provided a summary of the scholarship and endowment activity for 2023-2024. He reported that the Foundation received 3,051 applications in 2023-2024, which resulted in the awarding of 1,230 scholarships. The total payout from the Foundation in 2023-2024 amounted to nearly \$1.3 million and the average award of the scholarships was \$,1,055.53.

- The Academic Excellence Scholarships were offered for the first time in 2023-2024. Students with a GPA of 3.5 – 3.99 in the 2023 Fall semester received \$750. Those with a 4.0 GPA in the 2023 Fall semester received \$1,000. There were 3,750 Academic Excellence Scholarships awarded, for a total of nearly \$3.2 million.
- The Start Here Go Anywhere Principal's Scholarship will be offered for the first time for the 2024 Fall semester. Two students from each school in Windsor-Essex, Chatham-Kent, Sarnia-Lambton and London-Middlesex, who are attending St. Clair College in the fall will receive a \$1,000 scholarship.
- Mr. Fairley thanked the Board for their vision to significantly grow the scholarship opportunities offered by the College.
- The SCC Foundation obtained a total of eight new annual scholarships and three new endowment scholarship funds.
- The total portfolio of the St. Clair College Foundation at March 31, 2024, is \$25,353,930 with a net portfolio investment return in 2023-2024 of \$554,638, an increase of 8.24%.

- Confirmation of Compliance.

A Governor inquired if the College's scholarships are annual or renewable.

Mr. Fariley responded that scholarship applications are open annually in October and are open until December. Students apply once and complete a form demonstrating financial need. Their application is then considered for each applicable scholarship. There are also organizations that post their scholarship applications on the College's website.

The Board Chair thanked Mr. Fairley for his presentation. The St. Clair College Foundation presentation is attached to the minutes as Item #7.2.

### 7.3 Financial Monitoring Report

Mr. Jones reviewed the report on the financial results for the year ended March 31, 2024.

- The Board of Governors received the Audited Consolidated Financial Statements for the 2023-2024 fiscal year at the May 28, 2024, Board meeting.
- Mr. Jones explained that this report finalizes the financial monitoring reports for the 2023-2024 fiscal year from an actual to budget perspective and that the report reconciles to the Statement of Operations in the Audited Financial Statements.
- He reported that for the fiscal year ended March 31, 2024, College Administration was successful in surpassing the goal of a balanced budget by achieving a surplus of \$49 million and exceeding all Ministry benchmarks.
- He reported that St. Clair College has reported zero flags in regard to the Financial Sustainability Metrics for the sixth consecutive year.

After a brief discussion, it was

**RESOLVED THAT** the Board of Governors receive the Financial Monitoring Report for the fiscal year ending March 31, 2024, as information.

## 8.0 Approval Items

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

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

- Mr. Jones stated that this agenda item is a requirement of the Ministry of Colleges and Universities (MCU) to receive Board approval for the 2024-2025

budget submission to the Ministry and he provided a brief overview of the information contained in the Business Plan.

- At the March 26, 2024, Board meeting, the 2024-2025 Operating Budget was approved by the Board. The budget is then prepared in the Ministry format and submitted through their financial system.
- The budget included in the Business Plan – Accrual Budget Template does reflect what the Board approved at the March Board meeting.
- In terms of the Statement of Financial position forecast that was provided to the Board with the March budget review, it was predicated upon estimated year-end balances. The projections have now been updated to include the audited year-end balances, including the allocation of funds to capital expenditures and the utilization of the internal reserves.
- This projection translates again to strong sustainability metrics and the College will report zero flags to the Ministry.

A Governor inquired if it is detrimental to the College to have a surplus when being considered for Ministry funding?

Mr. Jones responded that as it pertains to the recent announcement regarding the distribution of the \$1.3 billion in new funding that the Ministry is distributing over the next three years to help stabilize Ontario's colleges and universities, St. Clair College did not meet the threshold of financial need as we have a strong balance sheet and are financially healthy. As a result, the College will receive its base allocation and not the top-up.

A Governor inquired if there is a strategy to utilize the College's surplus to purchase assets, equipment or services, real estate, etc. to offset the surplus to potentially qualify for the additional funding?

Mr. Jones noted that as approved at recent Board meetings, College Administration is utilizing some of these funds for capital asset purchases, as well as the investment in deferred maintenance. Consistent academic program reviews, strategic initiatives, investing in the student experience and in our classrooms and labs are ongoing and College Administration prioritizes all initiatives for budget consideration.

From a Ministry perspective, the College is utilizing the sustainability reserves and planning accordingly. It would not be wise or beneficial to drain the reserves that have been built because these funds may be required in the future to sustain the College operationally.

Mr. Seguin noted that the College's investment in student scholarships has been successful. With the increase in living costs, students need to have the additional support wherever possible to be able to attain postsecondary education.

After a brief discussion it was,

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

8.2 St. Clair College Annual Report

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

Mr. Fairley thanked Ms. McLean and the Marketing team, as well as DMG for their efforts in the development and finalization of St. Clair College's Annual Report.

The 2023-2024 Annual Report provides a comprehensive overview of the College's achievements over the past 12 months.

The narrative reflects the operational outcomes established in the Strategic Directions and the Business Plan and describes activity that took place between April 1, 2023 and March 31, 2024.

In accordance with the Minister's Binding Policy Directive on Governance and Accountability, the St. Clair College Annual Report, once formally approved, will be submitted to the Ministry by July 31, 2024.

**RESOLVED THAT** the Board of Governors approve the 2023-2024 Annual Report for submission to the Ministry of Colleges and Universities (MCU), by July 31, 2024.

8.2 Appointment of a Member to the Foundation Board

The Board Chair thanked Mr. John Parent for serving his appointment as the Board member on the Foundation Board for the 2023-2024 term.

Mr. Egidio Sovran, President, Foundation Board has brought forward the recommendation that moving forward, the Board of Governors, Past Chair be appointed as the Board member to the St. Clair College Foundation Board.

This recommendation was also made through the Auditor General's Report.

As such, it is recommended that Ms. Jean Piccinato be appointed as the Board member to the Foundation Board for the 2024-2025 term.

After a brief discussion it was,

**RESOLVED THAT** the Board of Governors approve the appointment of Ms. Jean Piccinato as the Board member to the St. Clair College Foundation Board for a one-year term commencing September 1, 2024 to August 31, 2025.

## **9.0 Recognition of Retiring Board Members**

The Board Chair noted that she received a thank you card, on behalf of the Board, from Ms. Patti France. The card will be provided to the Board members to read.

The Board Chair recognized Ms. Bryanna Kressler on her retirement from the Board as of August 31, 2024. Ms. Kressler has served as the student representative to the Board for a one-year term. Ms. Piccinato thanked Bryanna for her support from a student and SSAA perspective and for her contributions to the Board.

The Board Chair recognized Mr. Egidio Sovran on his retirement from the Board as of August 31, 2024. Mr. Sovran has served as the LGIC appointment, been a member of the Audit and Finance Committee and as the Chair of the Board. He is currently retiring from his two-year appointment as Past Chair of the Board and was the Chair of the Executive Presidential Search Committee. Ms. Piccinato thanked Gid for his support and contributions to the Board.

Mr. Sovran thanked the Board for the opportunity to serve on the Board, to see the expansion of the College through its facilities and financial growth.

President Silvaggi thanked Mr. Sovran for his dedication and support of the College.

The Board Vice Chair recognized Ms. Jean Piccinato on her retirement as Board Chair as of August 31, 2024. Ms. Piccinato has served as a Community Representative and LGIC appointment to the Board for two, three-year terms. Mr. Rossi commended Ms. Piccinato's guidance, experience and leadership through some challenges and opportunities during her tenure as Board Chair.

Mr. Rossi thanked Jean for her support and contributions to the Board and welcomes her as the LGIC appointment, as she has been extended for a two-year term.

Ms. Piccinato thanked the Board for the opportunity to serve on the Board and as Chair of the Board. The experience has been a highlight of her career and exceeded her expectations. She commended the work of the Board, the Senior Management Team and the community.

**11.0 Date of the Next Meeting**

11.1 The next Board meeting is scheduled for Tuesday, September 24, 2024.

The Full Board meeting adjourned at 6:45 p.m.



MISSION STATEMENT

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

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

**518<sup>th</sup> FULL BOARD MEETING**

**of the**

**BOARD OF GOVERNORS**

**NOTICE OF MEETING**

**DATE:** Tuesday, June 25, 2024

**TIME:** 5:30 p.m.

**PLACE:** President's Board Room #A3315E

**\*\* NOTE:** Dinner will be available in the President's Board Room at 5:00 p.m.

**AGENDA**

1.0 ADOPTION OF THE AGENDA AND DECLARATION OF CONFLICT OF INTEREST

2.0 APPROVAL OF THE MINUTES OF THE FULL BOARD MEETING HELD ON MAY 28, 2024, IN WINDSOR, ON

3.0 CONSTITUENT REPORTS

4.0 PRESIDENT'S REPORT  
(Policy – Executive Limitations Communication & Counsel #2003-21)

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

5.0 CONSENT AGENDA

5.1 2024-2025 Draft Meeting and Event Schedule

**Information Item** – Administration has provided the Draft 2024-2025 Meeting and Event Schedule, attached as Item #5.1.

5.2 Campus Free Speech Annual Report

**Information Item** – Administration has provided a report regarding the College's Draft Free Speech Policy, attached as Item #5.2.

5.3 Strategic Mandate Agreement 3 (SMA3)

**Information Item** – Administration has provided an update regarding Year Four (2023-2024) of the 2020-2025 Strategic Mandate Agreement 3 (SMA3), attached as Item #5.3.

5.4 College Sustainability

**Information Item** – Administration has provided a report on Strategic Direction #6 – College Sustainability – Increase Sustainability Fund, attached as Item #5.4.

6.0 BUSINESS ARISING

6.1 Fall 2024 Admissions Update

**Information Item** – Administration has provided an update regarding admissions for Fall 2024, attached as Item #6.1.

6.2 International Student Update

**Information Item** – Administration will provide an update regarding International Students.

6.3 Board Chair and Vice Chair 2024-2025

**Information Item** – The Board Chair will provide information regarding the election of the Board Chair and Vice Chair, for the one-year term commencing September 1, 2024, through August 31, 2025.

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

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

7.0 MONITORING REPORTS

7.1 Alumni Association Annual Report

**Information Item** – The Alumni Association will provide their annual report to the Board.

7.2 Foundation Board Annual Report

**Information Item** – The Foundation Board will provide their annual report to the Board.

7.3 Financial Monitoring Report

**Information Item** – An update will be given to the Board with respect to the financial results for the Fiscal Year Ended March 31, 2024, attached as Item #7.3.

8.0 APPROVAL ITEMS

8.1 Business Plan – Accrual Budget Template (MCU) Format

**Approval Item** – The rationale is provided for Board approval, attached as Item #8.1.

8.2 St. Clair College Annual Report

**Approval Item** – Administration has provided the College's Annual Report for Board approval, attached as Item #8.2.

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

**Approval Item** – The Board of Governors members will nominate and approve the appointment of a Board member to sit on the St. Clair College Foundation Board for the 2024 - 2025 year.

9.0 RECOGNITION OF RETIRING GOVERNORS

10.0 NEW BUSINESS

11.0 DATE OF THE NEXT MEETING

11.1 The next meeting is scheduled for Tuesday, September 24, 2024.

## PRESIDENT'S REPORT

Meeting of the Board of Governors  
Tuesday, June 25, 2024

### 1. President Patti France Retirement

On Tuesday, May 28, 2024, the Board of Governors recognized retired President Patti France during their June Board of Governors meeting. The Board bestowed the title of President Emeritus on President France. In addition, the Board has approved naming the new Welcome Centre in President France's honour and will be forever known as the "Patti France Welcome Centre". The Board also presented Dr. France with a home barista machine and with emerald earrings, in green and gold, to remind her that she will always be a Saint.



On Friday, May 31, 2024, the College held a Retirement Open House in the SportsPlex for staff to offer their best wishes to President France for her retirement.



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## 2. Pride Month

In celebration of our LGBTQ+ Saints, President Silvaggi and our SRC and SSAA Student Leaders hung the College's Pride flag at the Main Campus on Monday, June 3, 2022.



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### 3. 57<sup>th</sup> Annual Convocation

Congratulations to the incredible Class of 2024 on your amazing achievement! Your hard work and dedication have paid off and we couldn't be prouder.

The Windsor convocation sessions took place at the WFCU Centre on Tuesday, June 4 and Wednesday, June 5, 2024. The Chatham convocation session took place at the Chatham Capitol Theatre on Monday, June 10, 2024. The Toronto convocation sessions are scheduled to take place at the Meridian Arts Centre in Toronto on Wednesday, June 19 and Thursday, June 20, 2024.

Best of luck to all of our graduates as they embark on the next part of their journey. The future is bright for all of you!



#### 4. Staff Appreciation Day

The Staff Appreciation Day festivities took place at 11:30 a.m. on Friday, June 14, 2024 in the Classic Gym for all staff and retirees. The annual event is held to formally recognize staff for their hard work, dedication and commitment to St. Clair College, and to recognize and celebrate those employees who have reached the 25-years of service milestone, those employees who have retired and all new staff members.

Staff Appreciation Day is a welcome event for all staff and retirees as it offers a much-welcomed opportunity to visit with colleagues. President Silvaggi thanked all staff for a tremendously successful year in 2023-24 and for their spectacular service on behalf of St. Clair's students.



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## 5. CICE 10-Year Anniversary Open House

The Community Integration through Cooperative Education (CICE) program celebrated a decade of excellence! The Open House event took place on Friday, June 14, 2024 from 1:00 p.m. to 4:00 p.m. in the Student Life Centre. The CICE program is a unique educational pathway tailored for individuals with learning differences. The program aims to provide these individuals with the opportunity to experience College life, pursue postsecondary education and develop skills that will help them prepare for employment.

"No St. Clair program so emphatically demonstrates the College's philosophy and practice of accessibility to education for all who seek it as does Community Integration Through Cooperative Education," said President Michael Silvaggi. "For a decade, the College and our many private-sector partners who welcome the program's students for their work-placements have provided education and training that has not only fully involved those with learning differences in the life of our community but given them enhanced independence. In exchange, we – all St. Clair's students and staff – have been inspired by witnessing the barrier-breaking determination of CICE students and alumni."





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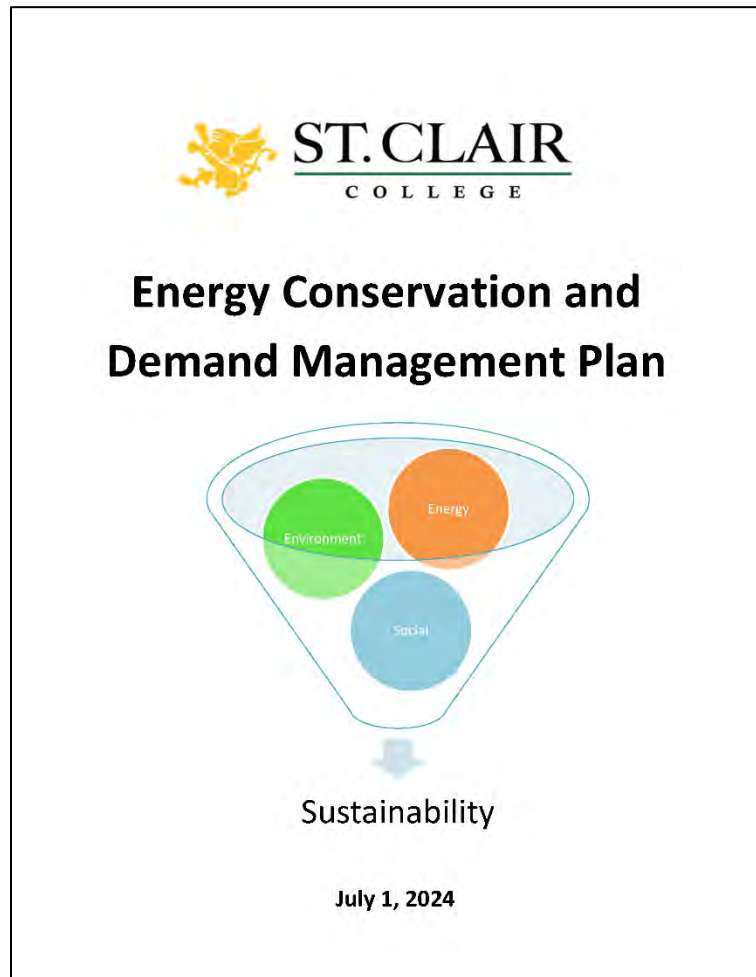
## 6. Energy Conservation and Demand Management Plan

Under Ontario Regulation 25/23, public agencies, including colleges and universities, are required to report their annual energy consumption and greenhouse gas (GHG) emissions, as well as to implement an Energy Conservation and Demand Management Plan (ECDMP) from July 1, 2019 onwards. These plans are required to be reviewed and updated every 5 years thereafter. The College's updated ECDMP was developed in compliance with the regulation and covers the period from 2024 to 2029. The plan was approved by senior management on June 13, 2024 and has to be posted to the College's website by July 1, 2024.

St. Clair College's ECDMP will serve as a guide to better understand its energy usage, educate its community (including students and staff) and identify strategies for reducing energy consumption and corresponding greenhouse gas (GHG) emissions. Conserving energy will not only aid St. Clair College in realizing a reduction in waste, but also lower operating costs. Additionally, this comprehensive plan contributes to the development of a larger foundation and framework that will ensure continuous sustainability integration across the three St. Clair College campuses and community.


The ECDMP ensures compliance with current regulations and aids in providing a framework for communicating targets, planning for new and retrofit equipment and infrastructure installations, and monitoring progress in reducing energy demand.

This document is available in print or other formats to suit individual needs, upon request.



**7. Ontario College Quality Assurance Service Social Media Post**

On Monday, June 17, 2024, the Ontario College Quality Assurance Service (OCQAS) posted the following on their Social Media channel to recognize Lindita Prendi, Executive Director, Centre for Academic Excellence, Quality Assurance and Accountability, for her dedication and commitment to quality assurance. Our congratulations go out to Lindi as this recognition is very deserving. *Way to go, Lindi!*

 The graphic features the OCQAS logo at the top left. Below it is a shield-shaped emblem with an orange border. Inside the shield, two stylized human figures are shown from the chest up, each with a blue square on their chest containing a white 'Q'. The word 'SUPERHEROES' is written in large, bold, white letters across the middle of the shield. Below this, the words 'OF QUALITY ASSURANCE' are written in smaller white letters. At the bottom of the shield, there are three small white stars.	<p><b>Date:</b> 17<sup>th</sup> June</p> <p><b>Description:</b> We're delighted to celebrate <u>Lindita Prendi</u>, our QA Champion from St. Clair College! <u>Lindita's</u> dedication and leadership in quality assurance have made a significant impact. Her collaborative spirit and commitment to excellence inspire us all. We look forward to continuing our successful partnership with <u>Lindita</u> and St. Clair College.</p>
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**TO: BOARD OF GOVERNORS**  
**FROM: MICHAEL SILVAGGI, PRESIDENT**  
**DATE: JUNE 25, 2024**  
**RE: 2024-2025 DRAFT MEETING AND EVENT SCHEDULE**  
**SECTOR: ALL SECTORS**

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**AIM:**

To provide the Board of Governors with the draft 2024 – 2025 Meeting and Event Schedule.

**BACKGROUND:**

In order to keep the Board informed of the schedule of meetings and College Events, a draft meeting and event schedule is prepared annually as part of the Board of Governors Annual Work Plan. The draft 2024 – 2025 Meeting and Event Schedule is attached for information.

Some dates are currently listed as “To Be Determined” (TBD) and will be amended as additional information becomes available.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive the draft 2024 – 2025 Meeting and Event Schedule for information.



## Events

Wednesday, September 25, 2024	Fall Academic Awards Banquet SCCCA
Tuesday, October 1, 2024	Fall Convocation, Windsor
Thursday, October 3, 2024	Fall Convocation, Chatham
Wednesday, October 9, 2024	Fall Convocation, Ace Acumen
Thursday, October 10, 2024	
November 23 – November 24, 2024	Higher Education Summit
November 25, 2024	Premier’s Awards
Tuesday, December 3, 2024	Holiday Social
Wednesday, February 12, 2025	Winter Convocation, Toronto
Thursday, February 13, 2025	Winter Convocation, Windsor
Tuesday, February 20, 2025	
TBD	Board Planning Session/Retreat
Monday, March 17, 2025	Chatham Scholarship & Bursaries (Everest Convention Centre)
Wednesday, March 19, 2025	Windsor Scholarship & Bursaries (SCCCA)
Thursday, March 20, 2025	
Friday, April 4, 2025	Alumni of Distinction (SCCCA)
Thursday, April 10, 2025	Saints Student Athletic Awards Banquet
Friday, April 11, 2025	SRC/TSI Changeover Banquet
Thursday, April 17, 2025	Esports Awards Gala
Thursday, May 22, 2025	PAC and Placement
TBD	CICan Annual Conference
Tuesday, May 27, 2025	Windsor Academic Awards Banquet
Thursday, May 29, 2025	Chatham Academic Awards Banquet
Tuesday, June 3, 2025	Spring Convocation, Windsor (WFCU)
Wednesday, June 4, 2025	
Monday, June 9, 2025	Spring Convocation, Chatham
Tuesday, June 17, 2025	Spring Convocation, Ace Acumen
Wednesday, June 18, 2025	



# ST. CLAIR

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C O L L E G E

**TO: BOARD OF GOVERNORS**

**FROM: MICHAEL SILVAGGI, PRESIDENT**

**DATE: JUNE 25, 2024**

**RE: CAMPUS FREE SPEECH ANNUAL REPORT**

**SECTOR: COMMUNICATIONS, ADVANCEMENT AND EXTERNAL AFFAIRS  
JOHN FAIRLEY, SENIOR VICE PRESIDENT**

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**AIM:**

To provide the Board of Governors with an annual report reflecting any amendments to St. Clair College's Free Speech Policy or any on-campus events for which an official complaint was received by the College for the period August 1, 2023, to July 31, 2024. Any complaints received between June 25 and July 31, 2024, will be communicated immediately to the Board of Governors Executive

**BACKGROUND:**

Each of Ontario's public colleges and universities prepare the Campus Free Speech Annual Report (Appendix A) based on the implementation of their Free Speech Policy (Appendix B) to aid the Higher Education Quality Council of Ontario (HEQCO) in the development of a public report. The report is to be posted on each institution's website and submitted annually to HEQCO by September 1.

**2024 COLLEGE UPDATE:**

There have been no changes to the St. Clair College Free Speech Policy, nor has there been any official free-speech-related complaints received by the institution arising from events on-campus.

**RECOMMENDATION:**

**IT IS RECOMMENDED THAT** the Board of Governors receive the report on St. Clair College's Free Speech Policy, for information.



## Freedom of Speech Annual Report

August 1, 2024

### Section A: Institutional Policy

Has your institution amended its free speech policy (or policy framework) since the time of your 2023 report? If so, please explain the reason for the change and provide the link to its location on your institutional website.

St. Clair College has not changed its Free Speech Policy since the time of our last submitted report. The College's policy is attached as Appendix B.

Where are members of the institutional community (or guests) directed when there is a free speech related question or complaint about an event on campus? Please provide contact information.

John Fairley  
Senior Vice President  
Communications, Advancement and External Affairs  
[jfairley@stclaircollege.ca](mailto:jfairley@stclaircollege.ca)  
519-972-2762

What is your institution's policy on holding events where there are security concerns? To your knowledge, were there any instances where a non-curricular event did not proceed due to security concerns or their related costs?

When a request is made to the College, the event details are presented to the Events Committee and those necessary are referred to the Senior Operations Group for review and discussion. Any requirements regarding security needs would be discussed with the Associate Vice President, Human Resources Office Administration and Facilities Services. A review of security needs and costs for the event would be forwarded to Senior Administration for approval.

There have not been any instances where a non-curricular event did not proceed due to security concerns or their related costs.

## Section B: Complaints

You may append additional documentation or institution-specific information as you see fit.

Between **August 1, 2023**, and **July 31, 2024**, did any member of the institutional community (or guests) make an official complaint about free speech on campus? If yes, please describe a general description that protects the privacy of complainants.

The College did not receive any official complaints regarding free speech on campus between August 1, 2023, and July 31, 2024.

If there has been an official complaint (or more than one):

What were the issues under consideration? Please identify any points of contention (e.g., security costs, safety, student unions and/or groups, operational requirements, etc.).

N/A

How did the institution manage the free speech complaint(s)? Was the complaint addressed using the procedures set out in the policy? How were issues resolved?

N/A



### Section C: Summary Data

Please provide the following summary data for free-speech-related official complaints received by the institution:

Number of official complaints received under the free speech policy relating to curricular and non-curricular events.	None
Number of official complaints reviewed that were dismissed.	None
Number of official complaints where the institution determined that the free speech policy was not followed appropriately.	None
Number of official complaints under the free speech policy that resulted in the institution applying disciplinary or other institutional measures.	None
To your knowledge, were any free speech complaints forwarded to the Ontario Ombudsman?	None

To the best of your ability, please provide an estimate of the number of **non-curricular events** held at the institution between **August 1, 2023, and July 31, 2024**. Non-curricular events include, for example, invited speakers, sporting events, rallies, conferences, etc., as opposed to regular events held as part of an academic program or course.

There were approximately 350 non-curricular events hosted by the College groups between the campuses. These groups include:

- Student Representative Council (SRC): (Windsor Campus) and Ace Acumen Academy (Toronto, Brampton, Mississauga Campuses).
- Thames Students Incorporated (TSI): Chatham Campus.
- Saints Student Athletic Association (SSAA): Varsity and Intramural Athletics.
- St. Clair College.

Institutional Comments (if any).

## POLICY AND PROCEDURE MANUAL

<b>Policy Title:</b>	<b>UPHOLDING FREE SPEECH</b>	<b>Area of Responsibility:</b> <b>VICE PRESIDENT, HUMAN RESOURCES, SAFETY, SECURITY &amp; FACILITIES MANAGEMENT</b>  <b>Policy No: 5.22</b>  <b>Page: 1 of 2</b>  <b>Last Review Date: 2024 02 29</b>
<b>Policy Section:</b>	<b>HUMAN RESOURCES</b>	
<b>Effective Date:</b>	<b>2024 02 29</b>	
<b>Supersedes:</b>	<b>2023 03 09</b>	
<b>Mandatory Review Date:</b>	<b>2029 02 29</b>	

### 5.22 UPHOLDING FREE SPEECH

#### **Policy Statement**

“The objects of the colleges are to offer a comprehensive program of career-oriented, post-secondary education and training to assist individuals in finding and keeping employment, to meet the needs of employers and the changing work environment and to support the economic and social development of their local and diverse communities” (Ontario Colleges of Applied Arts and Technology Act, 2002).

Freedom of expression, which means the right to speak, write, listen, challenge and learn, must be protected as it is essential to discovery, critical assessment and the effective dissemination of knowledge and ideas and leads to social and economic advancement.

Colleges must be places that allow for open discussion and free inquiry where diverse voices can be heard and ideas and viewpoints can be explored and discussed freely and debated openly without fear of reprisal, even if these are considered to be controversial or conflict with the views of some members of the college community. Although colleges greatly value civility and all members of colleges share responsibility for maintaining a climate of mutual respect, it is not the role of colleges to shield members of the college community from ideas and opinions that they may find disagreeable or offensive. It is up to individuals and not colleges to make such judgements for themselves and to debate and challenge ideas that they find unacceptable.

Members of the college community are free to criticize and contest the view of others, however, they may not obstruct or interfere with the freedom of others to express their views. The rights of others to express or hear ideas must also be respected. Colleges may reasonably regulate the time, place and manner of freedom of expression to ensure that it does not disrupt normal college operations and ordinary college activities or endanger the safety of others.

Speech that violates the law, including the Ontario Human Rights Code, is not allowed. Speech that constitutes harassment, a threat or hate speech is not allowed, whether expressed verbally, in writing or electronically. For clarity, hate speech includes any type of speech that incites hatred, including violence, against a group of individuals based on a protected ground, such as race, religion, sexual orientation, gender identity or gender expression. Other context specific boundaries to freedom of expression may also apply such as those arising out of the terms of employment and collective agreements.

This policy statement is aligned with other college policies, all of which shall be read in harmony.

Existing college mechanisms and processes will be used to handle complaints and ensure compliance with the policy. Complaints that remain unresolved may be referred to the Ontario Ombudsman. Existing disciplinary measures will apply to those whose actions are contrary to the policy.

The College will consider official student groups' compliance with the policy as a condition for ongoing financial support or recognition, and encourage student groups to adopt policies that align with this policy.

This policy applies to all college faculty, students, staff, management, guests and others who are present at the college.

**TO: BOARD OF GOVERNORS**

**FROM: MICHAEL SILVAGGI, PRESIDENT**

**DATE: JUNE 25, 2024**

**RE: STRATEGIC MANDATE AGREEMENT 3 (SMA3)**

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

**AIM:**

To provide the Board with an update on Year 4 (2023-2024) of the 2020-2025 Strategic Mandate Agreement 3 (SMA3).

**BACKGROUND:**

With the College’s SMA3 Year 4 annual evaluation completed, the following is Administration’s update to the Board:

**A. SMA3 Results from the Year 4 Annual Evaluation (2023-2024)**

Metric	Allowable Performance Target	Actual Result	Target Achievement
Graduate employment rate in a related field	61.40%	67.17%	109.40%
Institutional strength and focus	26.92%	32.69%	121.40%
Graduation rate	68.98%	75.13%	108.93%
Community and local impact	5.23%	5.05%	96.59%
Economic impact	\$112,934,900	\$122,959,200	108.88%
Graduate employment earnings	\$34,023	\$36,216	106.45%
Experiential learning	62.92%	91.33%	145.15%
Revenue attracted from private sector	\$7,306,917	\$18,117,857	247.95%
Apprenticeship related	62	65	105.14%
Skills and competencies	N/A	N/A	N/A

The College succeeded in meeting nine (9) out of the ten (10) active metrics for 2023-2024. The Skills and Competencies metric is participation based and has no target as a result.

For the 2023-2024 SMA3 Evaluation, the Ministry activated performance-based funding for the first time since inception in 2020-2021. Based on the Ministry’s methodology in reallocate funding for over / under target achievement, it is estimated that the College may have a

funding reduction of \$1,574. Actual funding impacts from the 2023-2024 SMA3 Evaluation results will be reflected by the Ministry during its 2024-2025 transfer payments to the College. Further details will not be known until Fall 2024.

#### B. SMA3 Metric Weightings for Year 5

Metric	Year 5 (2024-25)
Graduate employment rate in a related field	5%
Institutional strength and focus	20%
Graduation rate	5%
Community and local impact	5%
Economic impact	15%
Graduate employment earnings	5%
Experiential learning	15%
Revenue attracted from the private sector	20%
Apprenticeship related	5%
Skills and competencies	5%
Total	100%

Due to the College's performance in SMA3 Year 4, Administration determined there was no need to adjust its SMA3 Year 5 metric weightings. However, the Community and Local Impact metric will likely continue to underachieve due to the estimated student enrolment increasing as a percentage of total enrolment outside of Windsor / Chatham home campuses (i.e. Ace Acumen growth in the Greater Toronto Area).

#### C. SMA3 Year 5 (2024-2025) Targets

Metric	Allowable Performance Target
Graduate employment rate in a related field	64.18%
Institutional strength and focus	26.38%
Graduation rate	69.99%
Community and local impact	4.98%
Economic impact	\$127,948,990
Graduate employment earnings	\$34,557
Experiential learning	70.34%
Revenue attracted from the private sector	\$8,556,235
Apprenticeship-related	58
Skills and competencies	N/A

The Ministry will continue with the "stop-loss" mechanism to cap funding loss. This adjustment is aimed at capping potential funding losses for a given college. This adjustment will cap target achievements across all metrics at a minimum of 95%. This means that if a college realizes any target achievement below 95%, they will be considered as having realized 95% on that metric.

Based on the Ministry's in-depth review of the sector's performance, the Ministry decided to continue with the move over of funding to the Differentiation Envelope from the Enrolment

Envelope, at 60% in Year 5. In addition, the Ministry linked a system wide proportion of 25% to metric performance (at risk), and will flow the remaining 35% on the basis of data collection, evaluation and publication of results (total 60% in the Differentiation Envelope).

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive this update on Year 4 (2023-2024) of the 2020-2025 Strategic Mandate Agreement 3 (SMA3), as information.



**TO: BOARD OF GOVERNORS**

**FROM: MICHAEL SILVAGGI, PRESIDENT**

**DATE: JUNE 25, 2024**

**RE: STRATEGIC DIRECTIONS UPDATE (2023-2024): FINANCIAL HEALTH AND SUSTAINABILITY – COLLEGE SUSTAINABILITY**

**SECTOR: MARC JONES, SENIOR VICE PRESIDENT, FINANCE, ADMINISTRATION AND CHIEF FINANCIAL OFFICER**

**AIM:**

To provide the Board of Governors with an update regarding Strategic Directions (2023 – 2024). This update pertains to Strategic Direction #6 – Financial Health and Sustainability, regarding an increase to the sustainability fund.

Goal	Objective	Measure	Target
Financial Sustainability	College sustainability	Increase sustainability fund	June 2024

**BACKGROUND:**

The following table summarizes the financial sustainability reserve balance as of March 31, 2024:

Line Item	Amount
March 31, 2024 Balance	\$73,920,568
Consists of:	
Principal	\$65,000,000
Interest	\$8,920,568

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.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive this update regarding Strategic Direction #6 – Financial Health and Sustainability, regarding an increase to the sustainability fund, as information.





# ST. CLAIR

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C O L L E G E

**TO: BOARD OF GOVERNORS**

**FROM: MICHAEL SILVAGGI, PRESIDENT**

**DATE: JUNE 25, 2024**

**RE: FALL 2024 ADMISSIONS UPDATE**

**SECTOR: MARC JONES, SENIOR VICE PRESIDENT, FINANCE, ADMINISTRATION  
AND CHIEF FINANCIAL OFFICER**

**MONICA STALEY LIANG, SENIOR VICE PRESIDENT,  
ACADEMIC AND CAREER SUPPORTS**

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To provide the Board with an update on post-secondary programs offered during the Fall 2024 semester with an expected Year One intake of less than 25 domestic students. This report will offer a year-over-year comparison to the report provided in June 2023.

**BACKGROUND:**

Annually, June 1 is a critical date in the College's registration process as a student must make a financial deposit to secure a spot in their program of choice. In the months leading up to June 1, the tuition deposit deadline for the Fall 2024 semester, the College actively monitors the expected intakes to balance teaching resources, space capacity, Strategic Mandate Agreement 3 (SMA3) implications, financial sustainability, and community access to programming. During this period, should these noted factors not align as planned, an intake may be suspended.

It is important to note that as of May 1, (the annual deadline for an applicant to confirm their program of choice) and up to June 13, 2024, College Administration had suspended the intake of sixteen programs for Fall 2024 due to extremely low student applications and anticipated confirmations, as well as implications from the IRCC January 22, 2024, announcement. The programs identified are Media Convergence, General Arts and Science, Mechanical Techniques-Precision Metal Cutting, Power Engineering Technology at the Windsor Campus, Office Administration-Executive, Child and Youth Care–Accelerated, Data Analytics and Computer Programming at the Chatham Campus, and all eight programs at the Ace Acumen Toronto Campus.

## **SUMMARY:**

The following outlines those post-secondary programs whose Year One domestic student intake for the Fall 2024 semester will not be suspended, and as of June 13, 2024, have an expected intake of less than 25 domestic students. Refer to Appendix A for the program list.

- Table 1: Windsor programs that are experiencing a domestic enrolment decline relative to the enrolment plan.
- Table 2: Windsor programs that either share a common Year One curriculum or offer pre-defined exit points for graduation.
- Table 3: Windsor programs whose planned enrolment concentrates on international students.
- Table 4: Chatham programs that either share a common Year One curriculum, planned enrolment concentrates on international students, or are experiencing an enrolment decline relative to the enrolment plan.

## **RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive this update on post-secondary programs that will run in the Fall 2024 semester with an expected Year One intake of less than 25 domestic students, as information.

Appendix A

Table 1 Windsor Programs Experiencing a Decline in Domestic Enrolment Compared to the Enrolment Plan

Code	Program	Fall 2023 Expected Intake	Fall 2023 Planned Intake	Fall 2023 Day 10 Enrolment	Fall 2024 Expected Intake	Fall 2024 Planned Intake
B603	Community & Justice Services	20	25	24	10	25
B699	Bachelor of Business Admin Info. Comm. Tech.	22	15	21	11	40
B791	Public Relations	9	15	12	6	20
B804	Human Resources Management	10	10	5	8	25
B826	Tourism - Travel	16	30	15	21	20
B851	Business Administration-Finance	26	50	39	24	50
B880	Business Administration-Human Resources	30	40	37	22	55
B894	Journalism	24	20	24	15	15
B899	Educational Support	24	50	33	20	10
B908	Event Management	1	5	1	2	15
B935	Autism & Behavioural Science	8	9	5	11	10
B990	Mobile Applications Development	26	48	31	21	39
C623	Liberal Arts	16	37	27	19	40
H912	Advanced Medical Esthetics Practitioner	25	50	36	19	18
T036	Construction Eng Technician	12	20	23	8	23
T046	Construction Project MGMT	3	5	2	5	25
T131	Electric Drive Vehicle Fundamentals	2	24	7	8	10
T132	Electric Drive Vehicle Technician	23	10	19	20	20
T167	Motive Power Technician	31	45	32	21	20
T809	Graphic Design	26	36	33	24	36
T836	Chemical Laboratory Technology	26	40	22	14	30
T865	Greenhouse Technician	8	4	12	8	20
T866	Landscape Horticulture	20	20	30	19	30
T867	Mechanical Technician - Cad/Cam	18	10	15	12	25
T974	Electromechanical Engineering Technician - Robotics	14	40	25	18	40

Table 2 Windsor Programs that Share a Common Year One Curriculum or Offer Pre-Defined Exits Points for Graduation

Code	Program	Fall 2023 Expected Intake	Fall 2023 Planned Intake	Fall 2023 Day 10 Enrolment	Fall 2024 Expected Intake	Fall 2024 Planned Intake
B010	Business - Accounting	20	30	22	22	50
B019	Data Analytics				6	15
B959	Paralegal	14	15	13	14	30
T861	Computer Systems Technology -Networking	24	40	30	17	40
T890	Cybersecurity	4	10	2	6	20
T895	Cybersecurity Analytics-Automobility				0	10
T940	Power Engineering Techniques	1	5	0	2	0
T942	Power Engineering Technician	21	25	14	20	30

**Table 3 Windsor Programs with Planned Enrolment Focused on International Students**

Code	Program	Fall 2023 Expected Intake	Fall 2023 Planned Intake	Fall 2023 Day 10 Enrolment	Fall 2024 Expected Intake	Fall 2024 Planned Intake
B940	Hospitality - Hotel and Restaurant	9	0	7	4	0
T860	Computer Systems Technician -Networking	16	0	29	13	0

**Table 4 Chatham Programs that Share a Common Year One Curriculum, Planned Enrolment is Focused on International Students, or is Experiencing Enrolment Decline relative to the Enrolment Plan**

Code	Program	Fall 2023 Expected Intake	Fall 2023 Planned Intake	Fall 2023 Day 10 Enrolment	Fall 2024 Expected Intake	Fall 2024 Planned Intake
K150	Business Accounting	0	13	0	0	13
K200	Developmental Service Worker	19	22	22	19	30
K238	Office Administration-Health Services	22	20	20	14	20
K600	Business	9	12	12	10	10
K788	Electrical Engineering Technician	20	20	22	7	0
K824	Developmental Service Worker Accelerated	1	6	2	1	6
K851	Computer Programming				0	17
K893	Occ. Therapist Asst./Physioth.	20	15	14	13	50
K933	Personal Support Worker	15	25	20	13	40
K940	Paramedic	30	40	26	14	40
K967	Border Services	0	17	0	18	25
K994	Child and Youth Care	16	24	14	0	10

Highlighted programs had Fall 2024 intake suspended.

Highlighted programs have a strong international student interest.

Highlighted programs have exceeded or achieved domestic enrolment targets, however remain under 25.

Highlighted programs are offered in Fall 2024 for the first time.



**TO: BOARD OF GOVERNORS**

**FROM: MICHAEL SILVAGGI, PRESIDENT**

**DATE: JUNE 25, 2024**

**RE: FINANCIAL MONITORING REPORT  
FINANCIAL RESULTS FOR THE FISCAL YEAR ENDED MARCH 31, 2024**

**SECTOR: MARC JONES, SENIOR VICE PRESIDENT, FINANCE, ADMINISTRATION  
AND CHIEF FINANCIAL OFFICER**

**AIM:**

To provide the Board with the following:

1. A report on the financial results for the fiscal year ended March 31, 2024.
2. An update on Strategic Directions (2023 – 2024). This update pertains to Strategic Direction #6 – Financial Health and Sustainability.

Goal	Objective	Measure	Target
Financial Sustainability	Balanced budgets.	Achieve balanced budgets annually.	June 2024
	Maintaining financial sustainability in accordance with MCU financial metrics.	Meeting or exceeding Ministry defined benchmarks.	June 2024

**BACKGROUND:**

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

For the fiscal year ended March 31, 2024, College Administration was successful in surpassing the goal of a balanced budget by achieving a surplus of over \$49 million and exceeding all Ministry benchmarks.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive the Financial Monitoring Report for the fiscal year ended March 31, 2024 as information.

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

The net surplus at March 31, 2024 of \$49,271,925 is a decrease of \$2,841,923 from the net surplus budget of \$52,113,848. The variance is primarily due to the following:

- Decrease in international tuition, PCPP fee-for-service, and international student insurance fees.
- Increase in expenditures related to salary and benefits, advertising, and scholarships.

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

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

- MCU Operating Grants are higher than budget at \$718,738 or 1.8% mainly due to an unknown increase in Nursing Enrolment Expansion funding.
- Contract Income is higher than budget at \$70,604 or 0.7% due to an increase in School of College Work Initiative funding.
- Total Tuition revenue is lower than budget at \$1,455,841 or 0.7%, due to a lower intake for the Winter 2024 semester than planned.
- Total Other Income is higher than budget at \$3,228,955 or 4.2%. When fiscal year-end accounting adjustments related to the Foundation (\$4,489,550), Bursaries and Scholarships (\$468,169), and Capital Support Grants (\$106,258) are removed, the resulting Other Income is lower than budget at \$1,835,022 or 2.4% due to the following:
  - Decrease in PCPP Fee-for-Service due to lower enrolment for the Winter 2024 semester than planned.
  - Decrease in International Student Fee revenue for the Winter 2024 semester due to lower enrolment than planned.

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

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

- Total Salaries & Benefits are higher than the budget projection at \$2,692,011 or 2.7% due to the following:
  - Increase in part-time staffing resources to teach the overall additional student enrolment and to provide on-campus job opportunities to students.

- Increase in fringe benefits due to higher accumulated staff vacation balances and salaries being higher than planned.
- Total Non-Salary expenditures are higher than budget at \$2,270,430 or 1.3%. When fiscal year-end accounting adjustments related to the Foundation (\$4,489,550), Bursaries and Scholarships (\$468,169), and Capital Support Grants (\$106,258) are removed, the resulting Non-Salary expenditures are lower than budget at \$2,793,547 or 1.6% due to the following:
  - Increase in Advertising due to additional supports for community special events and other advertising initiatives.
  - Decrease in Contracted Educational Services due to a lower intake than planned for Ace Acumen for the Winter 2024 semester.
  - Decrease in Contracted Services Other due to lower International Tuition Revenue resulting in lower agent commission fees.
  - Decrease in Equipment Maintenance & Repairs due to lower I.T. software licensing requirements than planned.
  - Increase in scholarships to support international students not funded through the College's internally restricted reserve.

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

- Overall, the Ancillary Operations surplus of \$495,893 was \$441,937 lower than the budget surplus of \$937,830 due to the following:
  - Increase in Parking expenditures because of an elimination of design work related to the Parking Deck project that did not proceed.
  - Increase in Varsity Sports expenditures due to additional staffing and travel costs to support team initiatives.

SCHEDULE 1

ST. CLAIR COLLEGE  
 SUMMARY OF REVENUES AND EXPENDITURES  
 FOR THE TWELVE MONTHS ENDED MARCH 31, 2024

	A MCU BUDGET <u>(12 months)</u>	B ACTUAL <u>(12 months)</u>	B - A VARIANCE <u>(12 months)</u>
<b><u>REVENUE</u></b>			
MCU Operating Grants	40,808,256	41,526,994	718,738
Contract Income	9,924,989	9,995,593	70,604
Tuition	195,591,571	194,135,730	(1,455,841)
Other	77,341,457	80,570,412	3,228,955
Total Operating	323,666,273	326,228,729	2,562,456
Total Ancillary	13,108,653	13,980,148	871,495
<b>TOTAL REVENUE</b>	<b>336,774,926</b>	<b>340,208,877</b>	<b>3,433,951</b>
<b><u>EXPENDITURES</u></b>			
Salary & Benefits	101,451,633	104,143,644	2,692,011
Non-Salary	171,038,622	173,309,053	2,270,431
Ancillary	12,170,823	13,484,255	1,313,432
<b>TOTAL EXPENDITURES</b>	<b>284,661,078</b>	<b>290,936,952</b>	<b>6,275,874</b>
<b>Total Net Surplus / (Deficit)</b>	<b>\$52,113,848</b>	<b>\$49,271,925</b>	<b>(\$2,841,923)</b>



SCHEDULE 2

**ST. CLAIR COLLEGE  
REVENUES  
FOR THE TWELVE MONTHS ENDED MARCH 31, 2024**

	A	B	B - A
	MCU		
	BUDGET	ACTUAL	VARIANCE
	<u>(12 months)</u>	<u>(12 months)</u>	<u>(12 months)</u>
<b><u>REVENUE</u></b>			
Enrolment Based Envelope: see note 1	14,608,346	15,074,577	466,231
Differentiation Envelope: see note 2	30,122,995	29,587,086	(535,909)
Special Purpose / Other Grants: see note 3	(3,923,085)	(3,134,669)	788,416
<b><i>Total MCU Operating Grants</i></b>	<b>40,808,256</b>	<b>41,526,994</b>	<b>718,738</b>
Apprenticeship	5,143,137	5,035,408	(107,729)
Literacy & Basic Skills	1,380,172	1,278,484	(101,688)
School College Work Initiative	2,060,033	2,300,133	240,100
Other: see note 4	1,341,647	1,381,568	39,921
<b><i>Total Contract Income</i></b>	<b>9,924,989</b>	<b>9,995,593</b>	<b>70,604</b>
Post Secondary - Domestic	24,130,761	24,624,696	493,935
Post Secondary - International	92,220,623	91,181,205	(1,039,418)
Post Secondary - PCPP	77,459,889	76,249,745	(1,210,144)
Continuing Education	1,780,298	2,080,084	299,786
<b><i>Total Tuition</i></b>	<b>195,591,571</b>	<b>194,135,730</b>	<b>(1,455,841)</b>
Interest Income	18,442,059	18,065,063	(376,996)
Contract Training	493,783	756,959	263,176
International Projects	305,544	319,749	14,205
PCPP Fee-for-Service	27,087,322	26,478,959	(608,363)
Other: see note 5	3,362,039	8,541,390	5,179,351
Divisional Income	21,463,466	19,921,370	(1,542,096)
Amortization DCC & Capital Support Grants	6,187,244	6,486,922	299,678
<b><i>Total Other</i></b>	<b>77,341,457</b>	<b>80,570,412</b>	<b>3,228,955</b>
<b>Total Revenue Before Ancillary</b>	<b>323,666,273</b>	<b>326,228,729</b>	<b>2,562,456</b>
Ancillary Revenue (Schedule 4)	13,108,653	13,980,148	871,495
<b>Total Revenues</b>	<b>\$336,774,926</b>	<b>\$340,208,877</b>	<b>\$3,433,951</b>

SCHEDULE 3

**ST. CLAIR COLLEGE  
EXPENDITURES  
FOR THE TWELVE MONTHS ENDED MARCH 31, 2024**

	A MCU BUDGET <u>(12 months)</u>	B ACTUAL <u>(12 months)</u>	B - A VARIANCE <u>(12 months)</u>
<b><u>SALARY &amp; BENEFITS</u></b>			
Administrative : Full-Time	8,724,413	8,912,353	187,940
Administrative : Part-Time	2,976,273	2,931,782	(44,491)
Faculty: Full-Time	35,901,287	36,062,293	161,006
Faculty : Part-Time	14,214,779	14,814,191	599,412
Support : Full-Time	15,352,472	15,280,434	(72,038)
Support : Part-Time	6,336,820	6,864,635	527,815
Fringe Benefits	17,945,589	19,277,956	1,332,367
<b>Total Salary &amp; Benefits</b>	<b>101,451,633</b>	<b>104,143,644</b>	<b>2,692,011</b>
<b><u>NON-SALARY</u></b>			
Advertising	3,157,828	4,059,978	902,150
Contracted Cleaning Services	3,780,490	4,018,893	238,403
Contracted Educational Services	82,314,267	79,961,622	(2,352,645)
Contracted Services Other	22,489,603	21,731,171	(758,432)
Equipment Maintenance & Repairs	4,298,771	3,419,884	(878,887)
Equipment Rentals	3,013,093	2,994,933	(18,160)
Instructional Supplies	6,641,896	6,556,859	(85,037)
Insurance	7,594,449	7,977,504	383,055
Janitorial & Maintenance Supplies	721,328	673,769	(47,559)
Memberships & Dues	837,394	840,727	3,333
Municipal Taxes	733,629	724,078	(9,551)
Office Supplies	957,008	939,328	(17,680)
Premise Rental	2,692,667	2,949,013	256,346
Professional Development	599,415	446,376	(153,039)
Security Services	2,830,200	2,985,310	155,110
Stipends & Allowances	1,029,217	1,797,959	768,742
Student Assistance 30% Tuition	1,550,000	1,522,316	(27,684)
Travel	935,224	981,688	46,464
Utilities	4,671,614	4,550,050	(121,564)
Other: see note 6	6,519,861	10,158,497	3,638,636
Amortization & Capital Support Grants	13,670,668	14,019,098	348,430
<b>Total Non-Salary</b>	<b>171,038,622</b>	<b>173,309,053</b>	<b>2,270,431</b>
<b>Total Operating Expenses</b>	<b>272,490,255</b>	<b>277,452,697</b>	<b>4,962,442</b>
Ancillary Expenses (Schedule 4)	12,170,823	13,484,255	1,313,432
<b>Total Expenditures</b>	<b>\$284,661,078</b>	<b>\$290,936,952</b>	<b>\$6,275,874</b>

SCHEDULE 4

ST. CLAIR COLLEGE  
 ANCILLARY OPERATIONS  
 FOR THE TWELVE MONTHS ENDED MARCH 31, 2024

	A	B	B - A
	MCU		
	BUDGET	ACTUAL	VARIANCE
	<u>(12 months)</u>	<u>(12 months)</u>	<u>(12 months)</u>
<b><u>Revenue</u></b>			
Beverage & Cafeteria	62,000	86,212	24,212
Bookstore - Windsor & Chatham	190,000	255,819	65,819
IRCDSS Special Events & Projects	144,000	264,704	120,704
Lockers Administration	41,000	49,455	8,455
Parking Lots	2,086,000	1,979,147	(106,853)
Residence - Windsor	3,543,250	3,607,609	64,359
St Clair College Centre for the Arts	4,722,403	5,145,040	422,637
Varsity Sports	1,645,000	1,914,799	269,799
Sports Park	200,000	200,000	-
Woodland Hills Golf Course	475,000	477,363	2,363
	<u>13,108,653</u>	<u>13,980,148</u>	<u>871,495</u>
<b><u>Expenditures</u></b>			
IRCDSS Special Events & Projects	125,000	341,094	216,094
Lockers Administration	7,101	6,518	(583)
Parking Lots	1,863,834	2,004,576	140,742
Residence - Windsor	2,409,361	2,365,232	(44,129)
Residence - Chatham	152,695	142,745	(9,950)
Residence - GEM	63,500	-	(63,500)
St Clair College Centre for the Arts	4,424,954	4,767,919	342,965
Varsity Sports	2,476,378	3,236,133	759,755
Sports Park	285,000	271,869	(13,131)
Woodland Hills Golf Course	363,000	348,169	(14,831)
	<u>12,170,823</u>	<u>13,484,255</u>	<u>1,313,432</u>
<b>Total Net Surplus / (Deficit)</b>	<b><u>\$937,830</u></b>	<b><u>\$495,893</u></b>	<b><u>(\$441,937)</u></b>

**ST. CLAIR COLLEGE**  
**ANCILLARY OPERATIONS: SURPLUS / (DEFICIT)**  
**FOR THE TWELVE MONTHS ENDED MARCH 31, 2024**

**SCHEDULE 4B**

	MCU <b>BUDGET</b> <b>(12 months)</b>	<b>ACTUAL</b> <b>(12 months)</b>
Beverage Supplier: Revenue	62,000	86,212
Bookstore - Windsor & Chatham: Revenue	190,000	255,819
Lockers Administration: Revenue	41,000	49,455
Lockers Administration: Expenditures	7,101	6,518
	<u>33,899</u>	<u>42,937</u>
IRCDSS Special Events & Projects: Revenue	144,000	264,704
IRCDSS Special Events & Projects: Expenditures	125,000	341,094
	<u>19,000</u>	<u>(76,390)</u>
Parking Lots: Revenue	2,086,000	1,979,147
Parking Lots: Expenditures	1,863,834	2,004,576
	<u>222,166</u>	<u>(25,429)</u>
Residence - Windsor: Revenue	3,543,250	3,607,609
Residence - Windsor: Expenditures	2,409,361	2,365,232
	<u>1,133,889</u>	<u>1,242,377</u>
Residence - Chatham: Expenditures	152,695	142,745
Residence - GEM: Expenditures	63,500	-
St. Clair College Centre for the Arts: Revenue	4,722,403	5,145,040
St. Clair College Centre for the Arts: Expenditures	4,424,954	4,767,919
	<u>297,449</u>	<u>377,121</u>
Varsity Sports: Revenue	1,645,000	1,914,799
Varsity Sports: Expenditures	2,476,378	3,236,133
	<u>(831,378)</u>	<u>(1,321,334)</u>
Sports Park: Revenue	200,000	200,000
Sports Park: Expenditures	285,000	271,869
	<u>(85,000)</u>	<u>(71,869)</u>
Woodland Hills Golf Course: Revenue	475,000	477,363
Woodland Hills Golf Course: Expenditures	363,000	348,169
	<u>112,000</u>	<u>129,194</u>
Total Revenue	<u>13,108,653</u>	<u>13,980,148</u>
Total Expenditures	<u>12,170,823</u>	<u>13,484,255</u>
Total Net Surplus / (Deficit)	<u><b>\$937,830</b></u>	<u><b>\$495,893</b></u>

## Notes: Revenues & Expenditures

- Note 1**      **REVENUE: Enrolment Based Envelope**  
Core Operating Grant
- Note 2**      **REVENUE: Differentiation Envelope**  
Performance Funding
- Note 3**      **REVENUE: Other MCU Grants**  
Accessibility Funding  
Child and Youth Mental Health  
Clinical Education / Nursing Enrolment Expansion  
Collaborative Nursing  
International Student Recovery  
Mental Health Worker and Services  
Municipal Taxes  
Premise Rental Grant
- Note 4**      **REVENUE: Other**  
Access and Inclusion  
Campus Safety  
Indigenous Student Success Fund  
Interpreters  
Personal Support Worker - Accelerated  
Better Jobs Ontario  
Summer Experience  
WSIB  
Primary Care Paramedic
- Note 5**      **REVENUE: Other**  
Administration Fees  
Apprenticeship Classroom Fees  
Credit Transfer Fees  
CT In-Service Teacher Training  
Gain / Loss on Sale of Assets  
Graduation Fees  
Miscellaneous Income  
Termination Gratuities  
Unrestricted Donations  
Foundation  
Bursaries and Scholarships
- Note 6**      **EXPENDITURES: Other**  
Audit Fees  
Bad Debt  
Bank Charges  
Building Repairs & Maintenance  
Capital Non-Depreciable  
College Employer Council  
Field Studies  
Food Service  
Grounds Maintenance  
Learning Resource Material  
Long-Term Debt Interest  
Postage  
Professional Fees  
Staff Employment  
Telephone  
Vehicle Expenses  
Foundation  
Bursaries and Scholarships

## Financial Sustainability Metrics

<u>Metric</u>	<u>Benchmark</u>	<u>3/31/2024</u>	<u>3/31/2023</u>	<u>3/31/2022</u>	<u>3/31/2021</u>	<u>3/31/2020</u>	<u>3/31/2019</u>
Annual Surplus / Deficit	greater than \$0	\$ 49,271,925	\$ 37,618,488	\$ 31,577,164	\$ 39,208,200	\$ 31,083,010	\$ 40,237,770
Accumulated Surplus / Deficit	greater than \$0	\$249,510,686	\$ 224,036,791	\$192,109,628	\$160,080,458	\$123,372,258	\$ 92,289,248
Quick Ratio	greater than 1	5.45	8.19	4.95	5.31	4.72	6.49
Debt to Asset Ratio	less than 35%	14.44%	12.01%	14.66%	13.98%	11.52%	11.46%
Debt Servicing Ratio	less than 3%	0.82%	0.78%	0.54%	0.56%	0.56%	0.90%
Net Assets to Expense Ratio	greater than 60%	130.30%	138.18%	137.52%	144.59%	126.52%	137.43%
Net Income to Revenue Ratio	greater than 1.5%	14.48%	12.84%	11.96%	16.48%	13.59%	20.30%

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

**FROM: MICHAEL SILVAGGI, PRESIDENT**

**DATE: JUNE 25, 2024**

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

**SECTOR: MARC JONES, SENIOR VICE PRESIDENT, FINANCE, ADMINISTRATION  
AND CHIEF FINANCIAL OFFICER**

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**AIM:**

To provide the Board with a “Business Plan Accrual Budget Template – Ministry of Colleges and Universities Format” (Pro-Forma Financial Statements) for the period ending March 31, 2025.

**BACKGROUND:**

The intent is to provide the readers of the submission with an indication of our projected financial position as at March 31, 2025. The submission is derived from the 2024-25 Financial Plan Report approved by the Board of Governors on March 26, 2024. Provided in ‘Appendix A’ is the following:

- Statement of Operations
- Statement of Financial Position

**RECOMMENDATION:**

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

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

	3/31/2024	6/25/2024
	Actuals	Original Budget
	2023-24	2024-25
<b>4 Revenue</b>	<b>340,209</b>	<b>304,207</b>
<b>41 Grant Revenue</b>	<b>58,010</b>	<b>56,903</b>
411 Grant Revenue	51,629	51,497
414 Amortization of Deferred Capital Contributions	6,381	5,406
<b>43 Tuition Fees</b>	<b>120,919</b>	<b>95,076</b>
431 Tuition Fee - Domestic	26,588	26,604
433 Tuition Fee - International	91,181	67,493
434 Apprenticeship Classroom Fee	397	419
439 Student Ancillary Fees	2,753	560
<b>45 Educational and Other Fees for Services</b>	<b>109,344</b>	<b>105,461</b>
451 Educational Services - Contractual	1,077	620
452 Other Fee-for-Services	-	-
453 Private Partnerships Revenue	108,266	104,841
<b>46 Ancillary Revenue</b>	<b>13,980</b>	<b>13,268</b>
<b>49 Other Revenue</b>	<b>37,957</b>	<b>33,499</b>
<b>5 Expenses</b>	<b>290,937</b>	<b>291,113</b>
<b>51 Salaries &amp; Wages</b>	<b>83,639</b>	<b>84,686</b>
511 Salaries - Full Time & Partial Load Academic	41,224	42,509
512 Salaries - Part Time & Sessional Academic	9,652	10,034
513 Salaries - Support Staff	20,918	20,691
514 Salaries - Administrative Staff	11,844	11,452
<b>52 Employee Benefits</b>	<b>19,142</b>	<b>18,375</b>
521 Benefits - Full Time & Partial Load Academic	4,445	4,674
522 Benefits - Part Time & Sessional Academic	1,331	1,341
523 Benefits - Support Staff	2,986	2,766
524 Benefits - Administrative Staff	1,194	1,100
525 Pension Plans	8,335	8,279
526 Post Employment Benefits & Comp. Absences	851	215
<b>53 Transportation &amp; Communication</b>	<b>1,573</b>	<b>1,993</b>
<b>54 Services</b>	<b>134,629</b>	<b>131,623</b>
541 Services	32,870	30,231
542 Utilities & Maintenance	14,281	16,249
543 Rental Expenditures	5,944	6,520
544 Private Partnerships Expense	81,533	78,623
<b>55 Supplies &amp; Minor Equipment</b>	<b>8,079</b>	<b>8,803</b>
<b>56 Ancillary Services - Expenditures</b>	<b>13,484</b>	<b>12,840</b>
<b>57 Amortization Expense</b>	<b>13,913</b>	<b>15,399</b>
<b>59 Other Expenditures</b>	<b>16,479</b>	<b>17,394</b>
591 Interest & Insurance Expenses	5,778	8,470
599 Other Expenses	10,701	8,924
<b>SURPLUS/(DEFICIT)</b>	<b>49,272</b>	<b>13,094</b>



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

	3/31/2024	6/25/2024
	Actuals	Original Budget
	2023-24	2024-25
<b>1 Assets</b>	<b>606,426</b>	<b>580,214</b>
11 Cash and Cash Equivalents	69,254	29,002
12 Accounts Receivable	10,687	10,187
14 Other Current Assets	261,466	251,559
15 CIP	10,532	140
<b>16 Tangible Capital Assets</b>	<b>427,822</b>	<b>478,782</b>
161 Land	6,036	6,036
162 Site Improvements	29,918	34,165
163 Building	289,198	333,933
164 Furniture and Equipment	97,921	99,899
169 Other TCA	4,749	4,749
<b>17 Tangible Capital Asset Accumulated Amortization</b>	<b>(198,666)</b>	<b>(214,065)</b>
172 AA Site Improvements	(13,590)	(16,114)
173 AA Building	(98,264)	(105,615)
174 AA Furniture and Equipment	(82,399)	(87,754)
179 AA Other TCA	(4,414)	(4,582)
18 Long-Term Receivable	-	-
19 Investments and Other Long-Term Assets	25,332	24,609
<b>2 Liabilities</b>	<b>334,127</b>	<b>288,522</b>
21 Bank Indebtedness	-	-
<b>22 Accounts Payable and Accrued Liabilities</b>	<b>60,187</b>	<b>60,098</b>
221 Accounts Payable and Accrued Liabilities	57,973	57,973
222 Accrued Interest	66	60
223 Current Portion of Long-Term Liabilities	2,148	2,065
<b>23 Deferred Revenue</b>	<b>104,754</b>	<b>66,159</b>
231 Deferred Revenue	9,366	8,011
232 Deferred Tuition Revenue	95,389	58,148
<b>24 Restricted Contributions</b>	<b>15,823</b>	<b>12,396</b>
<b>25 Deferred Capital Contributions</b>	<b>129,589</b>	<b>128,161</b>
26 Capital Leases	-	-
27 Debt	19,236	17,171
29 Other Long Term Liabilities	4,537	4,537
<b>3 Net Assets</b>	<b>272,299</b>	<b>291,692</b>
31 Unrestricted Net Assets	14,675	21,069
32 Internally Restricted Net Assets	146,122	130,220
33 Investment in Capital Assets	88,714	117,615
36 Restricted Contributions	-	-
37 Endowments	22,788	22,788
38 Accumulated Re-measurement Gain & Losses	-	-



**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.

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., LLD.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  | Integrity      |
| Accountability | Quality        |
| Collaboration  | Respect        |
| Diversity      | Sustainability |
| Inclusivity    | 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.

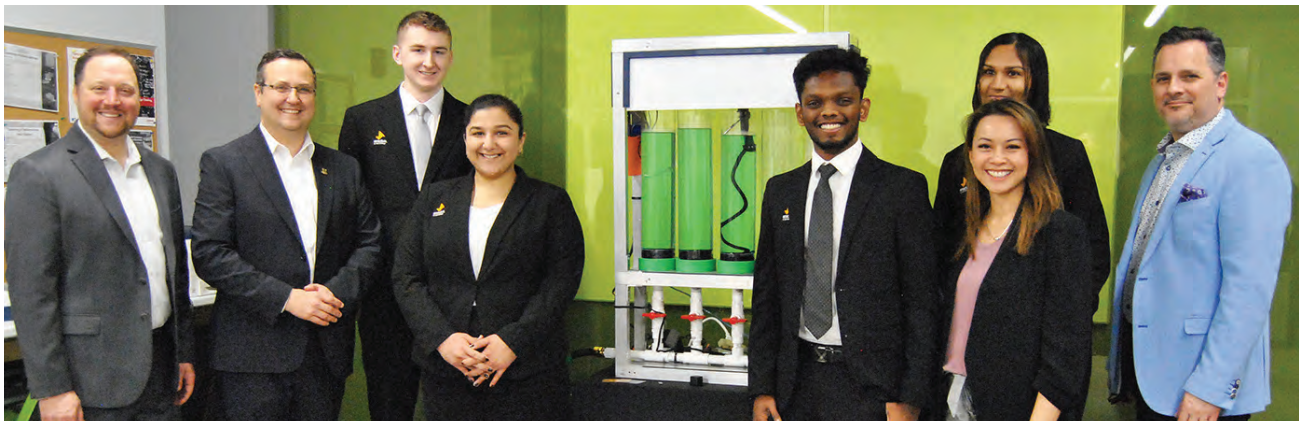
- 3. Industry and Community Partnerships:** Collaboration with industry and community partners for joint recruiting efforts has proven successful in showcasing the benefits of a St. Clair College education. These partnerships provide insights, resources and connections to high school students, parents 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.

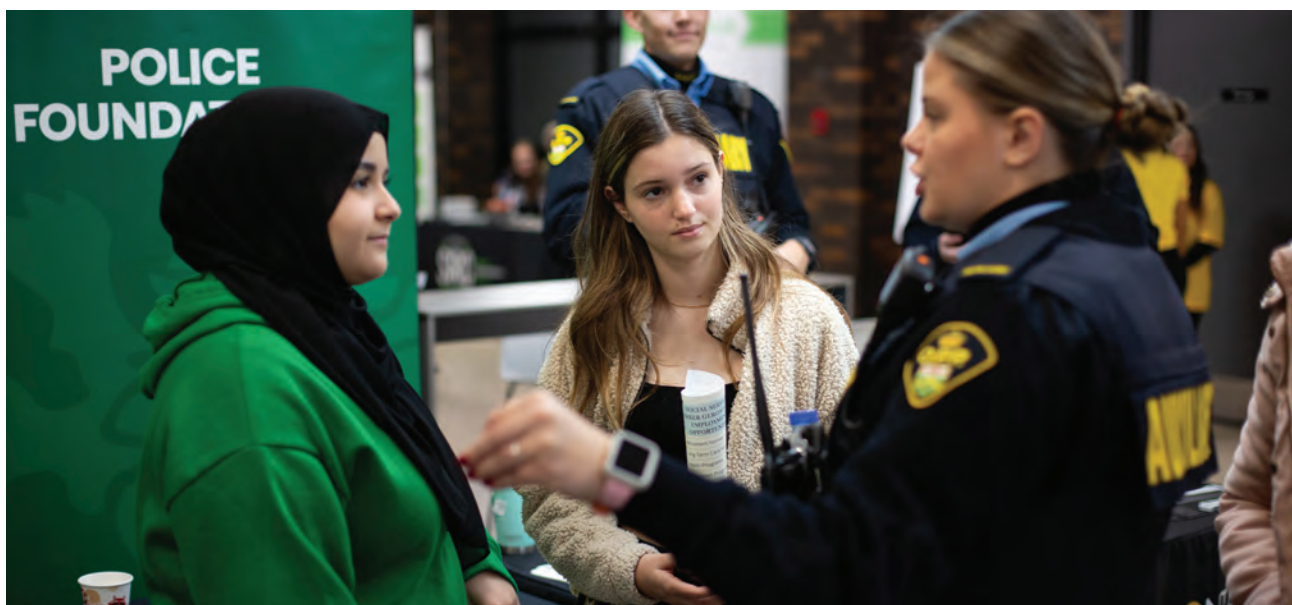
**Saints Athletics Success:** The investment in the St. Clair College Saints Varsity programs have boosted the brand of the College. The “Saints Nation” brand has been very popular and is being marketed by the College’s student groups and promotion of varsity sports. Along with local media coverage, 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.

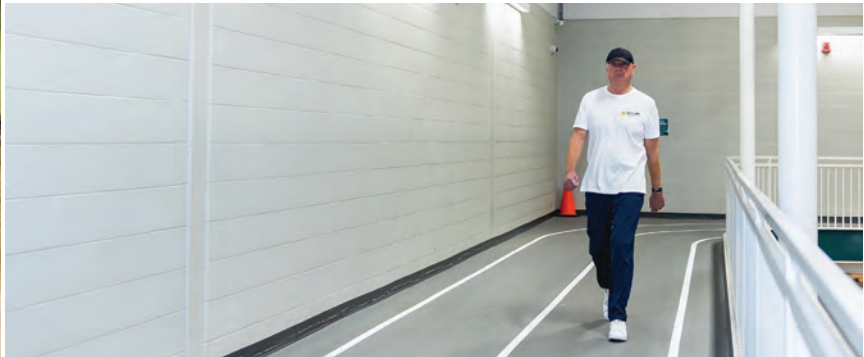


**The 2023-2024 Wellness Committee initiatives included:**

- 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:

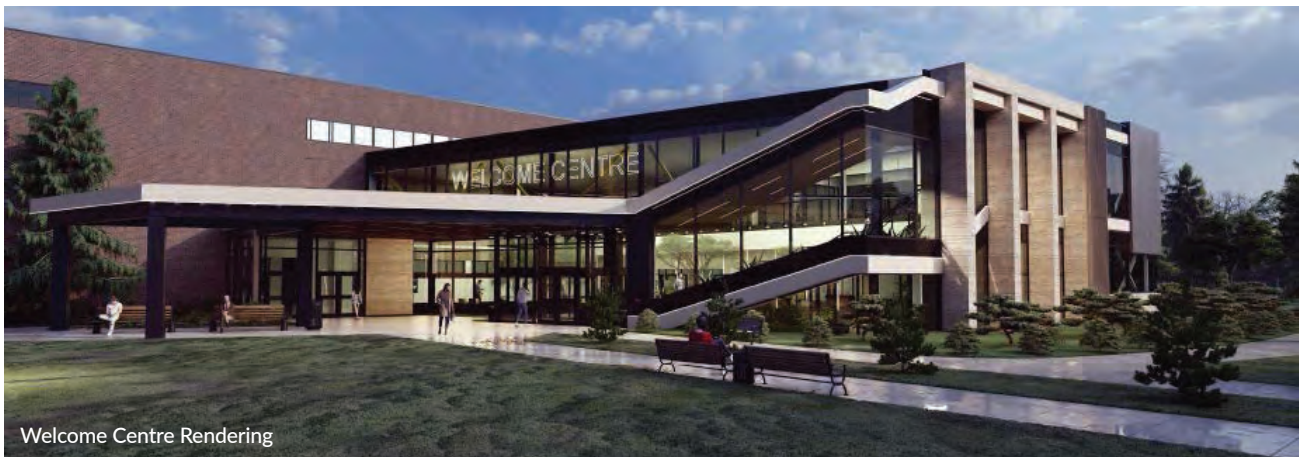
LOT	BUDGET ESTIMATE NOVEMBER 22, 2022		ACTUAL NOVEMBER 30, 2023	
	NUMBER OF SPOTS	COST	NUMBER OF SPOTS	COST TO DATE
C & N	110	\$1,789,050	116	\$2,909,853
E. G. Walkways	153	\$2,286,600	142	\$112,210
<b>Total</b>	<b>263</b>	<b>\$4,075,650</b>	<b>258</b>	<b>\$3,022,063</b>

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.

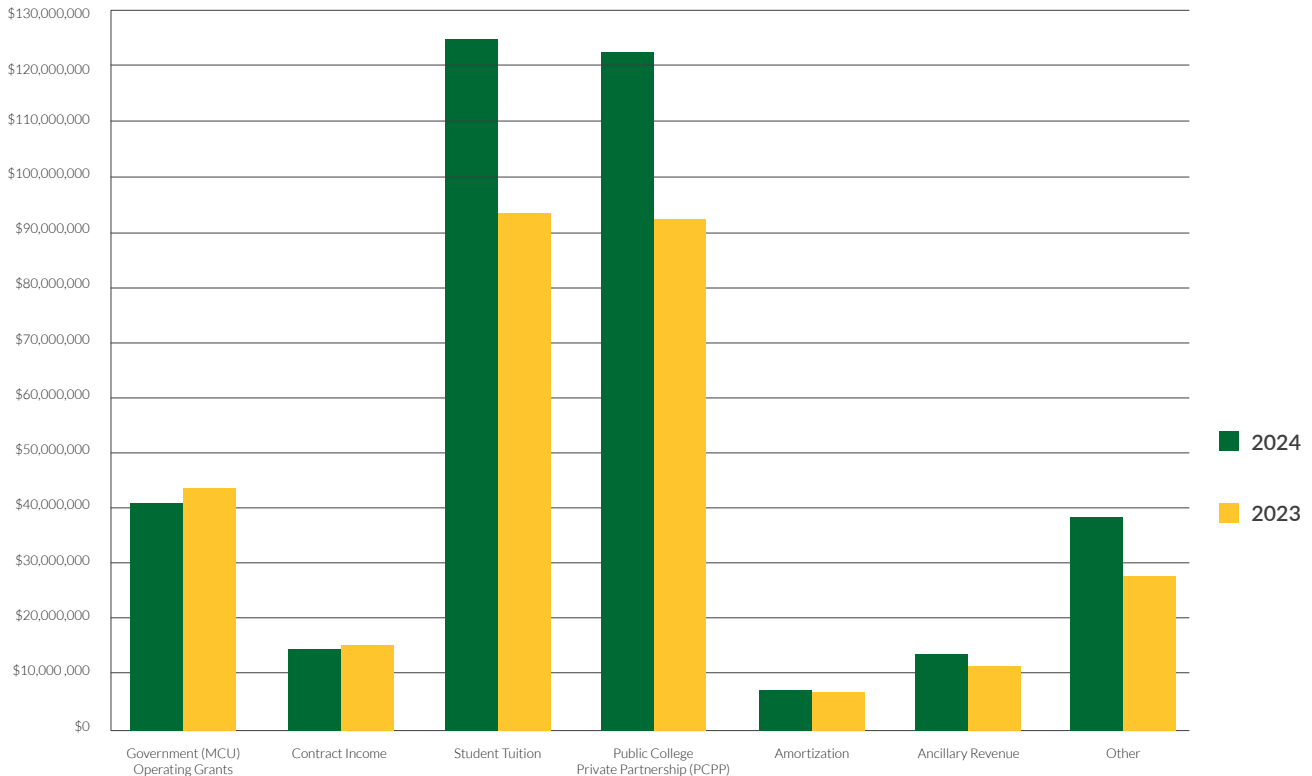
### Ancillary Revenue:

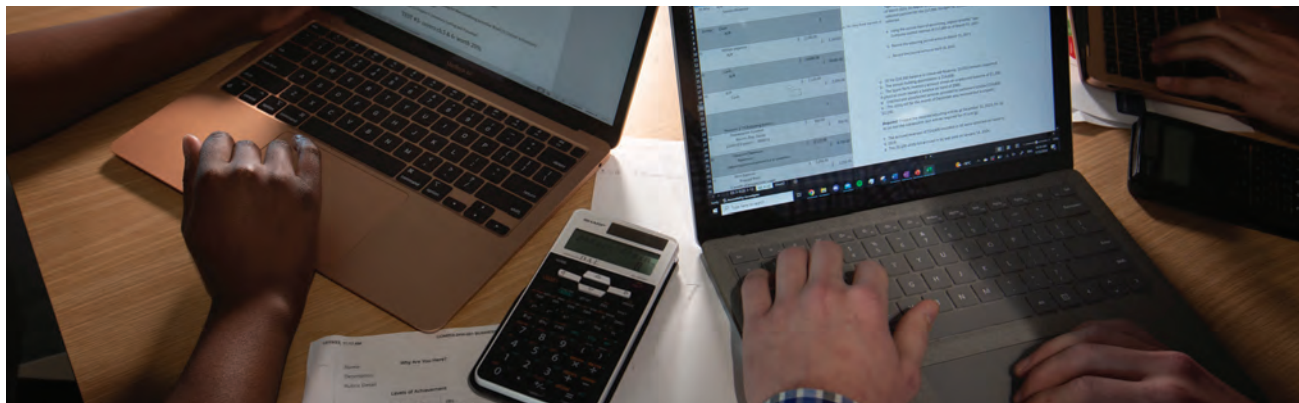
Increased by \$2.2 million. The increase was attributable to the St. Clair College Centre for the Arts and growth within its take-out and delivery operations.

### 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.

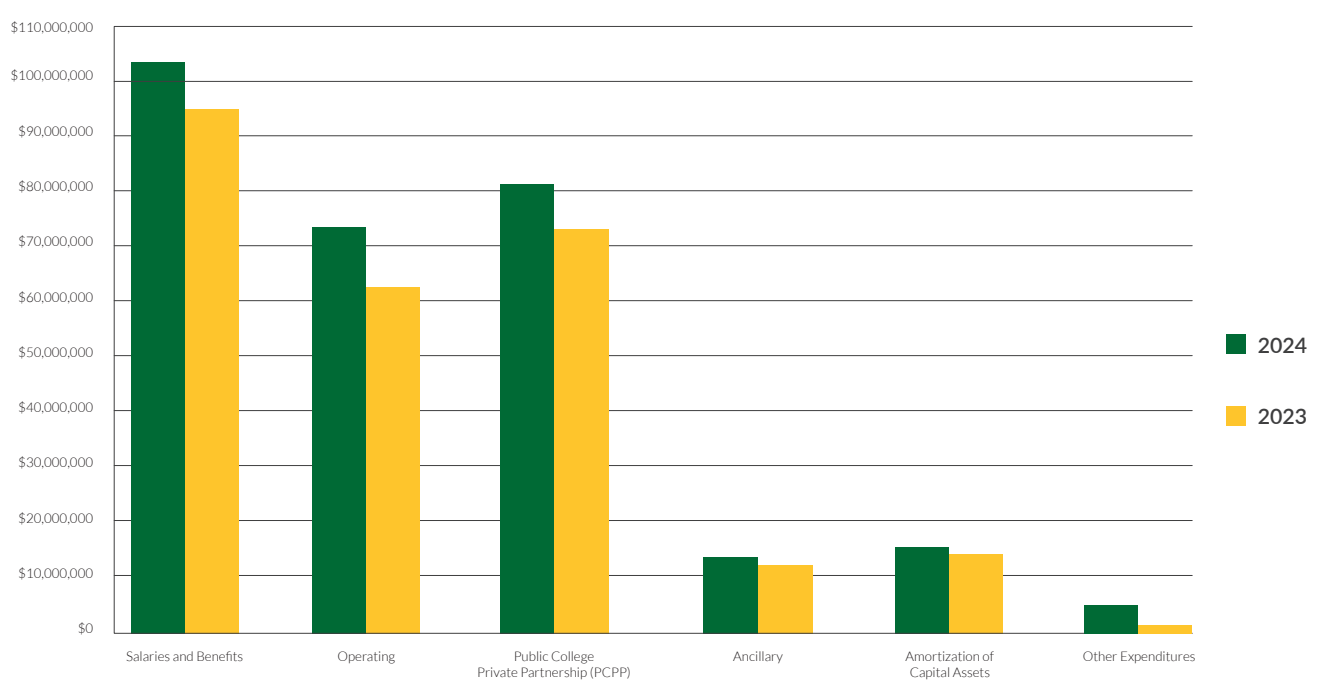
### Ancillary Operations:

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.

KPMG LLP, an Ontario limited liability partnership and member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. KPMG Canada provides services to KPMG LLP



### ***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

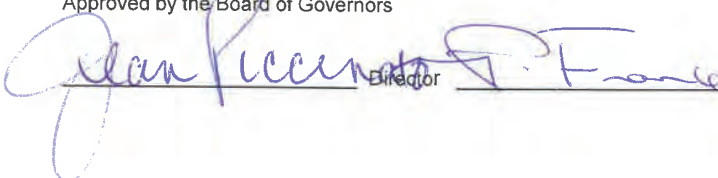

Consolidated Statement of Financial Position

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 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

---

## 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.

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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
<b>Balance, end of year</b>	<b>\$ 15,822,921</b>	<b>\$ 1,880,504</b>

Deferred contributions are comprised of:

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



# 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:

2024	Financial Sustainability	Deferred Maintenance	Strategic Capital Project	Risk Management	International 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.

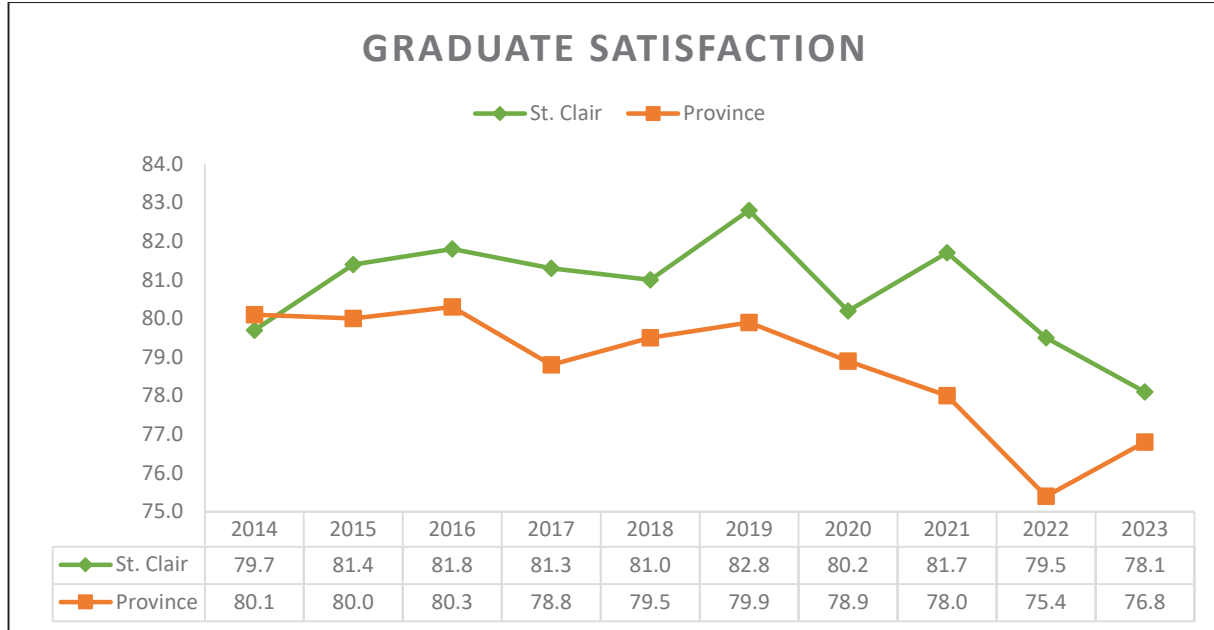
St. Clair College Alumni:

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.

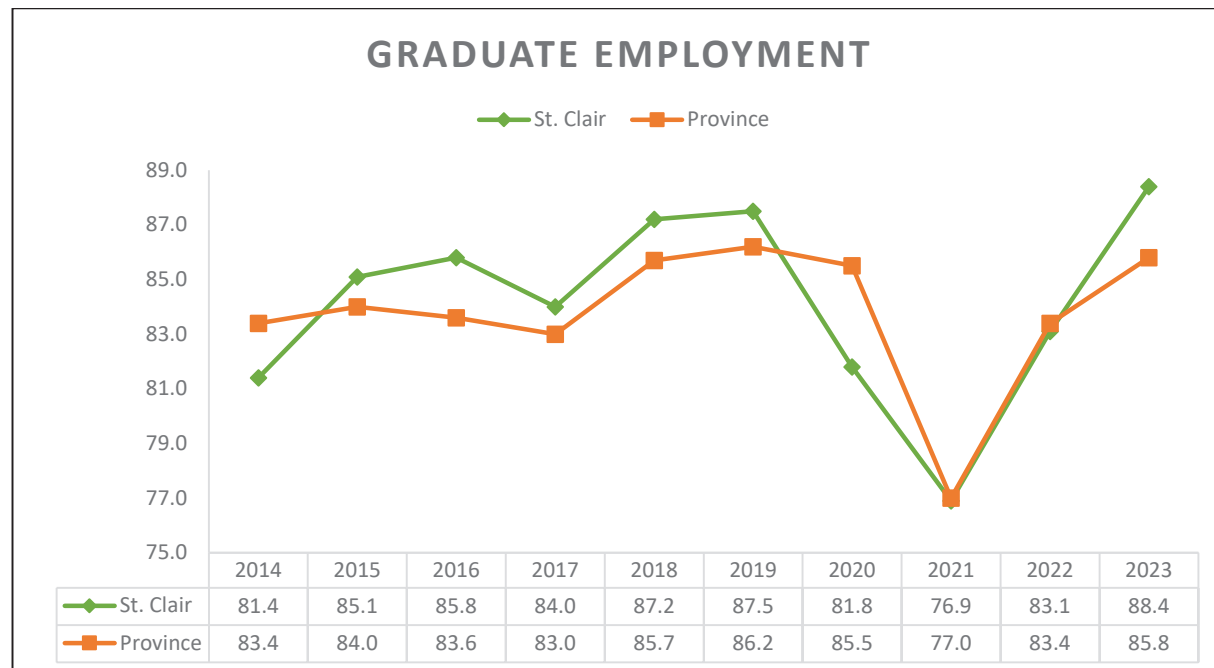
## 22. Public college private partnership:

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.

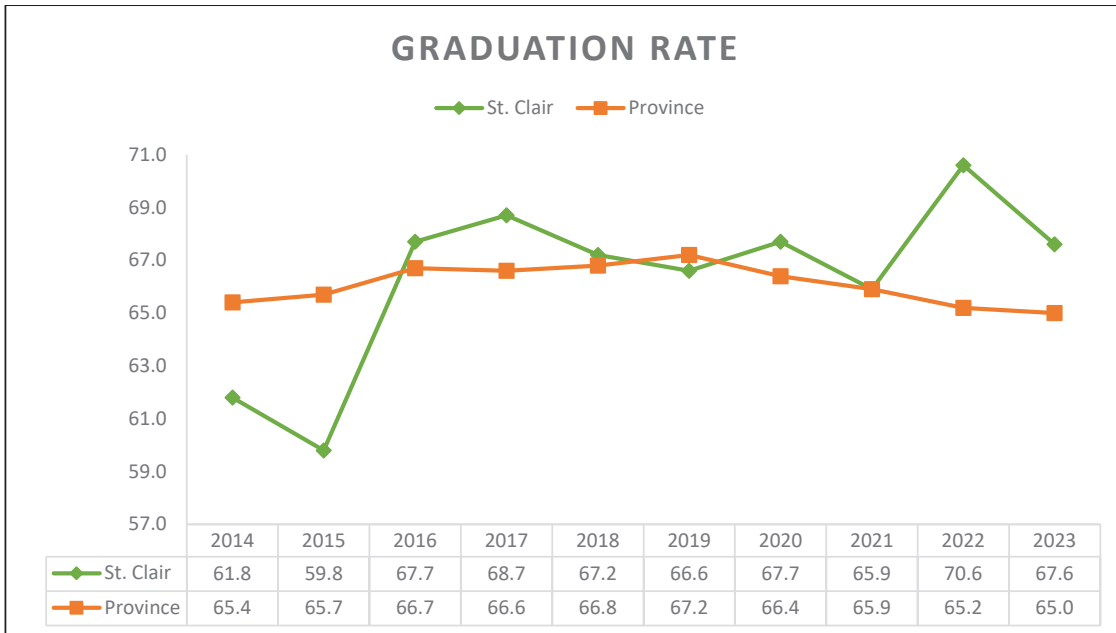
The data references the graduating cohort from Spring 2022 through to Winter 2023. This is the first year that online responses were included in the results.



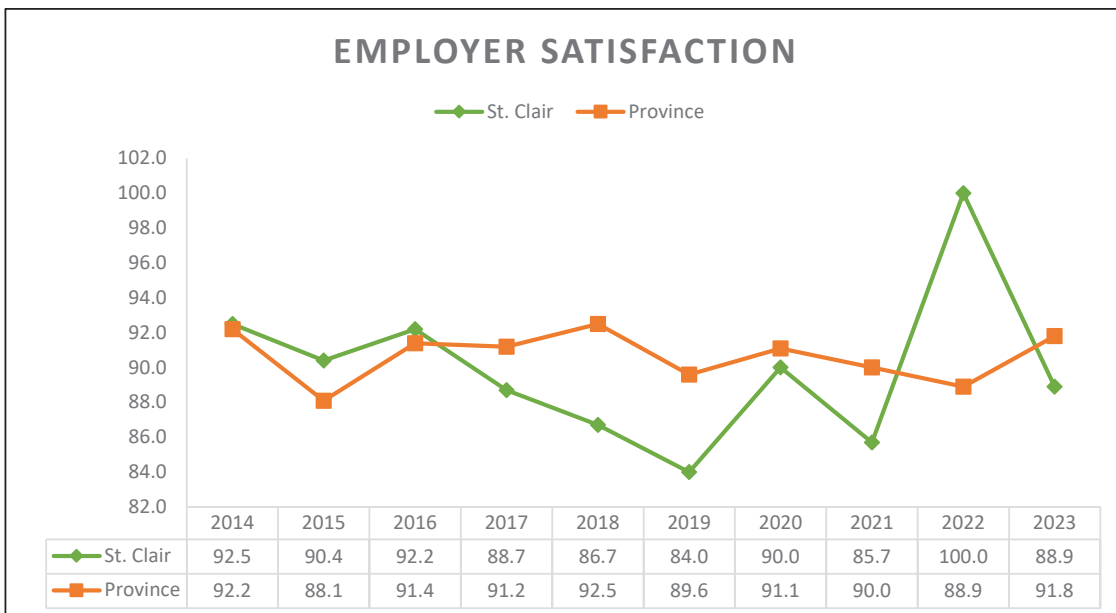
*Question: how would you rate your satisfaction with the usefulness of your college education in achieving your goals after graduation?*



*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 Vlaminc 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.

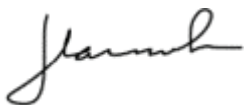
During the 2023-2024 term the Advisory College Council had robust discussion on the following topics:

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,



Juli Vlaminc  
Chair, College Advisory Council







**ST. CLAIR**  
COLLEGE

WINDSOR & CHATHAM

**STCLAIRCOLLEGE.CA**



# St. Clair College In The News

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	22 - 23	After Amherstburg-Windsor bus route exceeds ridership expectations, town says three trips a day aren't enough CTV News Windsor - June 18, 2024

# Jill of All Trades gives Windsor female high school students a chance to test skills

Windsor Star - May 22, 2024



St. Clair College electrical instructor Bob Savic gives wiring tips to Deborah Mushunduzi at the Jill of All Trades event on Wednesday, May 22, 2024 at the St. Clair College main campus in Windsor.

About 60 female high school students from across Windsor-Essex visited St. Clair College Wednesday to learn about life in the skilled trades.

To help inform young women in high school about careers in the skilled trades, St. Clair College hosted the Jill of All Trades event for the first time.

Throughout the day, students had the chance to test their skills in construction, electrical, motive power, EV, and machining.

“As a high school student, it’s very hard to make a choice,” said St. Clair College’s dean of the school of Skilled Trades, Apprenticeships and Engineering Technologies Lido Zuccato.

“This is presenting the opportunity so that they have an idea of what to choose.”



Noor Munabil tries her hand at some sheet metal bending techniques at the Jill of All Trades event on Wednesday, May 22, 2024 at the St. Clair College main campus in Windsor

Jill of All Trades was founded by Conestoga College in 2014 to help increase post-secondary enrolment in non-traditional programs in order to curb Canada's skilled trades shortage.

Zuccato said female enrolment in the trades programs at St. Clair College "is still low, but it's growing."

"I would say from a percentage perspective, it's up and down. Some trades are more than others. Like our electrical trade, I'd say we're probably maybe at 10 to 15 per cent, some trades lower.

"The key is that it's growing."

He said the most important part of the day was helping students build confidence.

"To me, that is the key," he said. "Anybody can do these trades."



St. Clair College sheet metal techniques instructor Larry Mailloux and Laila Major are shown at the Jill of All Trades event on Wednesday, May 22, 2024 at the St. Clair College main campus in Windsor.

Zuccato said students learned how to weld their own tulips, which they were allowed to take home with them at the end of the day. They also tried out some electrical work by building extension cords and connecting wires.

"We're also exposing them to other things that we have, like our carpentry lab, and our plumbing lab," he added.

The day began after St. Clair College President Patricia France addressed the group of students.

That was followed by keynote speaker, Emily Chung, who shared her experience owning and operating an auto repair shop in Markham.

Students from the Catholic, public, and French school boards participated.

Nearly 20 other academic institutions across the country have hosted a similar event.

# Family 'suffering' as search continues for 2 men presumed drowned at Sandpoint Beach

## Men 'suddenly went under the water and did not resurface' on Thursday evening, police say

CBC News · May 23, 2024



Yogesh Bajgai, 26, is one of two men presumed to have drowned after getting in the water just west of Sandpoint Beach on Thursday, May 23, 2024. (Submitted by Chuda Bajgai)

Yogesh Bajgai, 26, one of two men who disappeared in the water west of Sandpoint Beach on Thursday, is a hard-working breadwinner for his family, his uncle told CBC News.

Chuda Bajgai, who identified Bajgai as his nephew, was at the beach on Friday, where the search continues.

"He is young, hardworking, supporting his family by working in a factory," Bajgai said of his nephew, "It's devastating news for all of us family members and relatives."

Bajgai explained that Yogesh's mother is not in good health and he is supporting his siblings as well.

"All of the family are depending on him. The family is in lots of suffering ... losing a family member is not easy."

The second man who crews are searching for is a St. Clair College graduate who studied computer networking, CBC News has learned. Police initially said the two men were international students.

Windsor police say they were swimming in the area west of Sandpoint Beach, an area with longstanding safety concerns.



Sandals are shown in the search area at Sandpoint Beach after two international students went missing on May 23, 2024. (Michael Evans/CBC)

First responders were called to the area shortly after 7 p.m. Thursday, Windsor police say.

"Once on scene, officers learned that two men were swimming just west of the beach when they suddenly went under the water and did not resurface," according to a statement by authorities.

Emergency services combed the water and are expected to resume their search Friday with the assistance of the Ontario Provincial Police dive team. Drones have also been used to help locate the missing men.

The City of Windsor describes the two-hectare site as "easily the most popular beach in the city" — but has proposed relocating the beach due to safety concerns over a number of years.

Several people have died by drowning at the site, the previous most recent being in May 2021, a city report on the project dated April 2024 notes.

The drownings were "primarily due to patrons straying outside of the marked swimming areas and into an adjacent area at the mouth of the Detroit River where deep waters and strong currents are known to prevail."

Two years ago, the city [released a concept design](#) for the area that would flip the location of the beach and park, moving the swimming area away from the mouth of the Detroit River. Two public consultations have been held on the issue.



Windsor police cruiser is parked in the area where two international students went missing at Sandpoint Beach. (Michael Evans/CBC)



The city has installed a fenced-off area, designating the safe swim area.

Ward 7 Coun. Angelo Marignani says the environmental assessment for making changes to the beach has been completed, and council is expecting an update in late 2024 or 2025.

"That will detail all the expenses, everything that that's needed to switch the beach from the west end to the east end. I'm pushing forward to having having that done sooner than later in the capital budget," he said, noting that while there is money put aside for the project, it's likely not enough.



Sand shown past the fence is an area of Sandpoint Beach where it's recommended not to swim.

"But speaking with the mayor and my fellow colleagues, they are all in support of trying to get it done sooner than later because of the safety concerns that we have here."

The project is currently slated for 2028 or 2029, he said, a timeline Marignani said was "just too long."

"I am confident that our mayor and council, we'll see the importance of this concern. This is a gem. We all love this beach, but it has to be safe first and foremost."



No swimming signs posted at Sandpoint Beach in Windsor, Ont. (Michael Evans/CBC)

Bajgai says he feels the city needs to fix the problems at Sandpoint Beach.

"This situation is not a safe situation for all of the people living in Windsor too," he said. "This is also not the first incident here in Windsor, I think the city should do something and fix the problem because it is not safe for people."

# Last day on the job for St. Clair College President Patti France



St. Clair College President Dr. Patti France in front of the Dr. Patti France Community Promenade in August 2022. (Source: St. Clair College)

CTV News - May 31, 2024

It's the last day on the job for St. Clair College President Patti France.

France announced in 2022 that she would not be renewing her contract when it expires in 2024.

She has worked at the college for over 35 years, including two terms as president.

France will be spending her last day as president at an open house for staff at the college SportsPlex in South Windsor from 1 p.m. to 3 p.m.

Interim President Michael Silvaggi will officially begin his presidency on Saturday June 1.

## Statement from France

"Every day for over thirty years, it has been my pleasure and privilege to work with the brilliant and dedicated staff of St. Clair College, and the members of its Board of Governors. Since September 1, 2015 as the President, I've been the public face of the institution. So, I've been the recipient of all of the compliments about its quality, innovations and success. But make no mistake about it: those achievements have been collective ones. Our motto of "Excellence In All We Do" has been exemplified by everyone: administration, faculty, support staff. I've rarely had to deliberately impose any leadership techniques along the way. With or without me, my colleagues would be delivering an unparalleled quality of postsecondary education because that's just what they do."

# A final goodbye to the president of Windsor's St. Clair College

AM800 CKLW - June 1, 2024



Patti France meets with well-wishers at the St. Clair College SportsPlex on her final day as college president. May 31, 2024.(Photo: Rusty Thomson)

The president of St. Clair College in Windsor is now officially retired.

Patti France worked her last day on the job Friday, which included an open house at the college SportsPlex as she met with a long line of staff and well-wishers.

France announced in 2022 that she would not be renewing her contract when it expired in 2024. She has worked at the college for 37 years, including two terms as president. France says it's a bittersweet moment.

"I don't want to get emotional, but I love this place," she says. "You don't work somewhere for 37 years, and it certainly is more than a job for me. It's a dream job that I never really dreamed of." France says there is so much she's proud of during her time at the college.

"I think the thing I'm most proud of is that we do everything together. It's never 'I'; it's always 'We', and how we handled COVID. We just kept moving one step at a time, making sure that our students were at the forefront of every decision and doing the best we could," she says.

As for her retirement plans, France plans to stay active with a number of organizations and boards she currently serves on, including the Windsor Regional Hospital Board of Directors. She will also be busy on her very first day of retirement, as she's going to get a puppy.

# Friends, family and alumni of St. Clair College celebrate Patti France at retirement ceremony



A retirement celebration was held for outgoing St. Clair College president Patti France on May 31, 2024.

CTV News - June 1, 2024

Patti France has completed her last official day as president of St. Clair College, wrapping up four decades of work at the post-secondary institution.

Hundreds of former staff, students and alumni were on hand at the St. Clair College SportsPlex to say goodbye to Dr. France and show appreciation for her dedication and service in a community celebration Friday afternoon.

"It's very humbling," said Dr. France. "A little overwhelming and very much appreciated."

"It means the world to me. We have always had great relations at St. Clair College. We truly value our students and our unions as partners. Really, everything is a team effort," she added.

According to the college, St. Clair has expanded and enhanced the curriculum and footprint of the college not only in Windsor but across Ontario during France's tenure — with the college also becoming a desirable draw for international students.

Although she is stepping down as president of the college, France will continue her work on the board of directors with community organizations.

In addition, retirement will allow for quality time with family and friends – and adopting a puppy into the France household.

Michael Silvaggi has been appointed as the seventh president of St. Clair College.

Silvaggi assumed his new role on June 1.

# St. Clair College celebrates convocation for Windsor campuses.

BLACKBURN NEWS - JUNE 4, 2024

Spring convocation season continues in Windsor-Essex.

While the University of Windsor begins its [spring graduation series](#), students at St. Clair College will also receive their diplomas in exercises on Tuesday and Wednesday at the WFCU Centre.

Two sessions will take place each day. Tuesday's morning session will honour graduates in the Schools of Community Studies, Health Sciences, and Nursing. The guest speaker will be Chaouki Hamka, community leader of Mothers Against Drunk Driving (MADD).

The afternoon exercise on Tuesday will focus on the School of Media, Art, and Design; and the Zekelman School of Information Technology. The keynote speaker is radio personality Dan MacDonald.

Larry Delay, president and CEO of Arkael Group, will speak on Wednesday morning, with the Schools of Engineering Technologies, and Skilled Trades and Apprenticeships participating.

The final session on Wednesday afternoon will concentrate on graduates from the Zekelman School of Business. WindsorEats co-owner Adriano Ciotoli is the speaker.

Separate convocations will also take place for the college's Chatham and Toronto campuses.

# Windsor booster and long-time business owner Ted Farron dies

CTV Windsor News - June 9, 2024

A long-time community booster in Windsor, and a man whose smile could light up any room, has died.

James Edward “Ted” Farron was known by many in Windsor as the owner of Farron’s Gourmet Butcher in south Windsor, a business he operated for 35 years before his recent retirement.

“His only expression is a smile. And I’ve seen him towards the end of his journey. And never anything but a smile,” said Eric Farron, one of Ted’s six children.

Farron was also well known as a community booster, running various fundraising initiatives over the years, assisting The Hospice of Windsor-Essex, Easter Seals, the Downtown Mission and one of his true passions, Camp Brombal.

“He just really, really enjoyed being around people and helping to make things better,” said Eric.

Camp Brombal was a cause especially dear to Farron, given that he didn’t have much growing up, living at a boarding house at 15 years old and working to make ends meet.

“He understood it was about giving a hand up to those who started out in a less fortunate situation,” recalls Eric. “Initially when he became involved, one lucky youth got a bike at the end of the camp. And he said if I have anything to do with it, no one goes home without a bike.”

“Everybody wins. And he did that.”

He was very active in the boxing community, acting as one of Olympic boxer Mary Spencer’s coaches alongside Charlie Stewart. Spencer would go on to win three world championships and five Pan American gold medals.

In 2021, Farron was honoured by St. Clair College with an honorary Culinary Management diploma.

Farron also served six years on the college’s Board of Governors, including a stint as board chair from 2012-2013.

He was also made an honorary member of the Windsor Professional Firefighters Association, one of only four civilians to receive that distinction.

Farron was deeply involved with student physician recruitment, to help get the new medical school off the ground at the University of Windsor.

“He was tireless, but because he believed in the community. It was very authentic. And I think that’s what people resonate with,” said Eric.

His dedication to helping with the annual Hospice Face-to-Face campaign recently came full circle.

“He recognized end to life as being at a time where people really need to retain their dignity,” said Eric, who notes The Hospice is where Farron spent his final three months. He died peacefully, surrounded by family and friends, including Michelle, his wife of 40 years.

A celebration of life is in the works for anyone to attend, with the hope it will spark someone to fill the big shoes he leaves behind.

“Keep some of that community mindedness alive. I think we need some more of it. And hopefully that accomplishes that,” said Eric.

Ted Farron was 83.

Full Board Meeting:  
June 25, 2024

Media Report  
10 of 23

# 'A home run every year': Fantastic Fathers gears up for free family fun event



Fantastic Fathers set to host the 6th Annual Liuna! 625 Family Father's Day Charity Extravaganza is on Saturday, June 15, 2024 in Windsor, Ont. (Source: Fantastic Fathers)

CTV Windsor - June 11, 2024

Fantastic Fathers is gearing up for their largest free indoor/outdoor family event in Windsor-Essex.

The 6th Annual Liuna! 625 Family Father's Day Charity Extravaganza is on Saturday, June 15.

It runs from 10 a.m. to 3 p.m. at the St. Clair College Sportsplex.

Organizers are extending an open invitation for all families with children age 12 and under to attend.



The Fantastic Fathers charity event got underway at Windsor, Ont.'s St. Clair College on June 17, 2023.

Co-founder Steve Brown says they have dozens of activities to keep everyone entertained.

“This event is going to entertain people of all ages children of all ages,” says Brown. “There's something for toddlers there's something for up to probably 12 years old. We have Border City Wrestling as the grand finale. We

have magicians we have face painting up to nine inflatable bouncy castles. All the local businesses are going to be there that that are child-related.”

Brown says they’ve received great feedback about the event in the previous years.

“The community loves it. Obviously anytime you're doing a an event that involves the whole family and spending time together, making memories and especially when the price is low to no cost like this,” says Brown. “It's a home run every year. I don't want to jinx it but we've had great feedback from moms, dads, businesses community. St. Clair College has welcomed us there and we couldn't be happier to have their support as well.”

Fantastic Fathers is a non-profit organization that was founded in 2016, two years after Brown had had his daughter.



Fantastic Fathers co-founder Steve Brown with his daughter in the CTV newsroom in Windsor, Ont.

“I just noticed there wasn't very many things going on specifically related to dads. Moms had a lot of things going on. And so basically this was born out of jealousy and imitation because I just thought it was great that there was those resources available. I just wanted to try to create something where dads come together and feel welcomed and be with their peers. there is no competition here. It's a collaboration so everything we do moms are invited. We're full family group.”

Brown adds he’s thankful for the support of their sponsors and the community.



# Obit: Medical school, hospice, more — Ted Farron helped make Windsor stronger

Windsor Star - Jun 12, 2024



Ted Farron is shown on June 11, 2018, with St. Clair College president Patti France after being awarded an Ontario College Diploma in Culinary Management during the college's 51st annual convocation. Farron was honoured for his continued dedication to the food service industry and his longtime support of St. Clair College and local education. Photo by Nick Brancaccio /Windsor Star

## **Ted Farron, Aug. 12, 1940 — June 6, 2024**

Ted Farron's optimism and boundless energy for his business and philanthropical pursuits will have a permanent impact on the community.

Farron died June 6 at 83 after an illness.

His legacy resonates in the Schulich School of Medicine and Dentistry; with the Windsor-Essex Hospice; with Camp Brombal, supported by the Windsor Police Service; with St.Clair College, where he was board chair, and with countless other local fundraising causes.

And he still had room for his passion for boxing.

His support for the community grew out of his philosophy of business, said son Eric. The owner of Farron's Gourmet Butcher Shop in South Windsor, Farron took great pride in how his store was presented to customers, Eric said.

"He'd be at it at 4 a.m. for a nine o'clock opening. His art form was putting in that counter (of meats)."



The owner of Farron's Gourmet Butcher Shop in South Windsor is shown June 22, 2011, after it was announced he was being recognized with a lifetime achievement award by the local chamber of commerce.



Ted Farron, recently named Entrepreneur of the Year, poses with horns that symbolize his business, Farron's Gourmet Butcher Shops, on Feb. 15, 1991. Photo by Nick Brancaccio /Windsor Star

How he went about conducting his business was much like how he worked in the community — with pride and support.

“He wasn't complex in his approach,” said Eric. “He used to say there's lots of room at the top. The middle is crowded.”

“The way you get successful is just by doing the right things over and over and playing the long game. Don't take any shortcuts.”

He was named entrepreneur of the year by the local chamber of commerce in 1991.

He didn't believe in profiting while others lost, said Eric.

“He just did not see business as a zero-sum game,” Eric said. “There doesn't have to be a loser. He didn't want his suppliers to not be profitable and he didn't want them to not be able to feed their families.”

“He just felt like the recipe was: everyone does well.”

# PHOTOS: Special Olympics Ontario School Championships, Day 2

*The Special Olympics Ontario School Championships wrapped up Wednesday in Chatham-Kent with medals awarded in five sports:*

Chatham Daily News - Jun 13, 2024



Soccer players Pavle Samardzic, left, and Dimitrije Milovanovic of Central Etobicoke celebrate their gold-medal win at the Special Olympics Ontario School Championships at St. Clair College's Chatham campus in Chatham, Ont., on Wednesday, June 12, 2024. Mark Malone/Chatham Daily News/Postmedia Network

*The Special Olympics Ontario School Championships wrapped up Wednesday in Chatham-Kent with medals awarded in five sports: soccer, floorball, track and field, bocce and basketball. Photos by Mark Malone*



Soccer players from the Kingston Bears and White Pines Wolverines celebrate together after their gold-medal game Wednesday at the Special Olympics Ontario School Championships at St. Clair College's Chatham campus. The Bears won in overtime. (Mark Malone/Chatham Daily News)



White Pines Wolverines' Riley Rogers, right, congratulates Kingston Bears goalkeeper Trinity Fulton (7) before overtime in a soccer gold-medal game Wednesday at the Special Olympics Ontario School Championships at St. Clair College's Chatham campus. (Mark Malone/Chatham Daily News)



Central Etobicoke soccer players celebrate their gold-medal win at the Special Olympics Ontario School Championships at St. Clair College's Chatham campus Wednesday. (Mark Malone/Chatham Daily News)



Kingston Bears' Devonte Blackett, left, and White Pines Wolverines' Riley Rogers chase the ball Wednesday during a soccer gold-medal game at the Special Olympics Ontario School Championships at St. Clair College's Chatham campus. (Mark Malone/Chatham Daily News)

# WEtech Alliance to host summer tech networking events

AM800 CKLW - June 14, 2024



Windsor's tech community will have three opportunities to connect this summer through the WEtech Alliance Tech Connect Summer Socials.

The summertime networking events are in collaboration with the City of Windsor, Rocket Innovation Studio, the University of Windsor's Faculty of Science & School of Computer Science, St. Clair College's Zekelman School of Information Technology, and the Downtown Windsor BIA.

Jennifer Brignall-Strong, manager of events & community programs, WEtech Alliance says they heard from their partners and those who work, live and study downtown that they want more activities and opportunity to network and connect.

"With the city now focusing on the Strengthen the Core initiative, we thought this is great opportunity to get down and meet with students and other tech professionals and kind of highlight some of these downtown businesses and connecting all our partners. Doing something really cool and really fun because there's a lot of really neat activities downtown."

The first event is on Jul. 17 and participants will go on a mural walk and art activation with WindsorEats and the artist Denial.

The second event happens on Jul. 31. Participants will take part in a "Tech Talk & Taps" fireside chat at Craft Heads Brewing Company featuring former Managing Editor at TechCrunch Matt Burns, Head of Network Development at OMERS Ventures, and University of Windsor Alumni, Darrell Etherington.

The third event will happen on Aug. 15 in collaboration with Art Windsor-Essex for AWE at Night.

Brignall-Strong says participants will take part in a visualization exercise.

"Envisioning what a downtown tech hub could look like and we'd be working with a local artist to draw peoples ideas on the spot and create this image to carry on and see how much we can make that a reality."

She says her vision for downtown includes it having something for everyone to make people love where they work and live.

"Making downtown very walkable, having not just the tech community live and work down there, but having those supportive businesses, those cool little pubs, those restaurants."

The events are open to all members of the tech community, both downtown and beyond, including students, professionals, and members and organizations of the broader tech network. Attendance is free, but space is limited.

To learn more about Tech Connect Summer Socials or to register, visit: [wtech-alliance.com/socials](https://wtech-alliance.com/socials).

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BLACKBURN NEWS – SARNIA - JUNE 16, 2024

A recruiting event for women seeking careers as first responders will take place next weekend in Kingsville.

The Town of Kingsville and Kingsville Fire are hosting the fourth annual Women On Fire, on Saturday, June 22, at the Grovedale Arts and Culture Centre on Park Street.

"The goal of the event is to generate an interest in an emergency or security services career for women, and to promote diversity within our local organizations to better serve and connect with our communities across Windsor-Essex County," read a release from organizers.

These jobs include positions at area police services, fire departments, EMS, the Canada Border Services Agency, the Canadian Armed Forces, and Correctional Services Canada.

Women 18 and older will have a chance to try out components of each organization's physical testing, network with women working in the field, and ask questions.

St. Clair College will also be on-site to provide information on related programs of study.

Participants must wear appropriate attire including footwear, and will be required to sign a waiver and provide proof of age at the time of sign-in.

Three sessions are available on Saturday, 8:30 a.m. to 10:30 a.m., 11 a.m. to 1 p.m., and 2 p.m. to 4 p.m.

The cost is \$5 per person and space is limited. Registration is required online at the [Town of Kingsville's website](#).

More information on the event can be found on its [official Facebook page](#).

# Windsor Fantastic Fathers big event gives families time together

Windsor Star - Jun 16, 2024



WINDSOR, SATURDAY, JUNE 15, 2024 -- Shawn and Olivia Pilon, along with children Jayce, 4, (left) Kai, 6, Noah, 7, enjoy the Fantastic Fathers Family Father's Day event, now in its sixth year, at the St. Clair College Sportsplex on Saturday, June 15, 2024. PHOTO BY BRIAN MACLEOD /Windsor Star

The Fantastic Fathers annual Family Father's Day was a popular draw Saturday as about 3,000 people took in various games, shows, activities and sports skills at the St. Clair College Sportsplex.

The event, sponsored by the Labourers' International Union of North America Local 625 and St. Clair College, was free for families thanks to sponsorships from a number of organizations, said Steven Brown, who co-founded the event with Seth Perera.

"We have a simple goal," said Brown. "We simply want parents, both parents, moms and dads, to spend as much time with their kids as possible. We found in order to do that, we had to start creating and hosting some events so that there are more options out there for things to do."



Steven Brown, left, and Seth Perera, are cofounders of the Fantastic Fathers Family Father's Day event, now in its sixth year, that took place at the St. Clair College Sportsplex on Saturday, June 15, 2024.

The event went into hiatus during the COVID-19 pandemic but started up again last year and is now more popular than ever. Brown stresses that not all 3,000 people are there at the same time and those who are there have lots to see on the complex floor and in displays and exhibits outside the complex, so there's always room for dads, mums and kids.

“When a child has the support of mom and dad together, you’re talking, you’re talking a 70 to 80 per cent less chance for some really bad social pitfalls that could happen down the road,” Brown said. “Teenage pregnancy, high school dropout, drug and alcohol addiction, crime, incarceration, right down to the teenage suicide.

“When you have all this support from your family and when you’re out there spending time and strengthening that parental bond, you’re reducing that risk.”

The Georges family, mom Karolina and dad Andre Georges, along with children King, 5, and Sophia, 9, took in the event Saturday.



Karolina and Andre Georges, along with children King, 5, and Sophia, 9, enjoy the Fantastic Fathers Family Father’s Day event, now in its sixth year, at the St. Clair College Sportsplex on Saturday, June 15, 2024.

“The children get to try things,” said Karolina. “I think so many kids could be either shy or parents don’t have the funds to take them to certain activities. Sophia today tried lacrosse. (She had) never tried that, so I might sign her up. I think that’s really awesome for the community.”

The kids “had a blast,” said Andre. “It’s grown so much, it means a lot to the community.”

“It gets you out the door,” said Karolina. “It’s free, and you know you’re going to see all your friends. I even brought my dad, He’s 72 but he’s still my daddy and I brought him to the event.”

Four-time Stanley Cup winner Darren McCarty, who won with the Detroit Red Wings in 1997, 1998, 2002 and 2009, signed autographs and hammed it up during the Border City Wrestlers event. Having lived in Leamington as a youngster for 20 years, McCarty said enjoys coming to Essex County support events.

“It’s to see the (kids’) faces and give back in a community where I grew up for 20 years in this county,” said McCarty. “I’m so familiar with St. Clair College. I used to drive by here all the time when I was a kid, whether it was for baseball or hockey. Any time I can support anything in the county, I’ll be there.”





Border City Wrestlers entertained the crowd at the Fantastic Fathers Family Father's Day event, now in its sixth year, at the St. Clair College Sportsplex on Saturday, June 15, 2024.



Leamington's Darren McCarty, four-time Stanley Cup winner with the Detroit Red Wings, signs autographs for fans at the Fantastic Fathers Family Father's Day event, now in its sixth year, at the St. Clair College Sportsplex on Saturday, June 15, 2024. (Brian MacLeod/Windsor Star) PHOTO BY BRIAN MACLEOD /Windsor Star

Fathers and families took in a variety of shows at the Fantastic Fathers Family Father's Day event, now in its sixth year, at the St. Clair College Sportsplex on Saturday, June 15, 2024.

# After Amherstburg-Windsor bus route exceeds ridership expectations, town says three trips a day aren't enough



A Transit Windsor bus assigned to Route 605 which connects Windsor and Amherstburg.

CTV News Windsor - June 18, 2024

Surprised by the success of a transit route [connecting Amherstburg and Windsor](#)(opens in a new tab), town officials are seeking approval for a five-year extension and an additional daily trip to meet high demand from riders.

Transit service to Amherstburg, known as Route 605, began in September 2022 as a two-year pilot program, running three times a day between the town and the Hotel-Dieu Grace Healthcare terminal in Windsor.

"It includes connections to several Transit Windsor routes to get passengers to and from various locations across the City of Windsor, including St. Clair College and the University of Windsor," reads a portion of a report heading to Windsor's transportation standing committee on Jun. 26.

"It also includes connections to the Town of LaSalle's route (Route 25), also operated by Transit Windsor."

According to Amherstburg's director of infrastructure services, Transit Windsor had informed the town it could take up to two years for a new service like this to see desired ridership numbers.

"Instead, we saw great numbers right from the start," said Antonietta Giofu.

Transit Windsor data shows the monthly average of ridership for Route 605 increased from 655 in the last four months of 2022 to 1,133 for the entirety of 2023.

For the first four months of 2024, the monthly rider average sits at 1,275.

That's an uptick of 95 per cent between 2022 and 2024.

A majority of riders using Route 605 are post-secondary students — University of Windsor students representing 36 per cent and St. Clair College students accounting for 22 per cent.

"Our two-year pilot expires at the end of August 2024 so we're going to council next week to ask for approval to extend that agreement with Transit Windsor for an additional five years. That will take us to 2029," said Giofu.

Based on feedback received by riders, the Town of Amherstburg wants to add a fourth route to the 605 service.

"Right now, we're looking at adding that to the end of the day. A lot of the feedback that we received, especially from students, is that they need to be able to come back," she said.

"A lot of them have late evenings at those facilities, so they would like to have the opportunity to take transit but also to be able to get back into town. Right now, our final route is in the 6 p.m. hour so we would like to add another trip after that."

When asked if the usage of Route 605 is a sign that investing in transit can pay off in the long run, Giofu said "this is definitely an example of that."

"We are a small town and there are many people with vehicles so there were some concerns that we wouldn't see the ridership," she said.

"Some people just don't have the means to afford other transportation so this gives them the opportunity to get to places that they may not have been able to experience. If the service is available, I believe people will use it."

Windsor's Environment, Transportation & Public Safety Standing Committee will meet on Jun. 26.



**ST. CLAIR**  
COLLEGE

**St. Clair College  
Alumni  
Association  
Update**

**Presentation  
Board of Governors  
[06-25-2024]**

**RISE** ABOVE THE ORDINARY



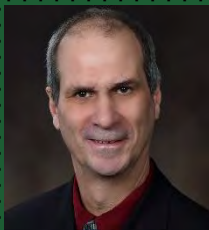
# ST. CLAIR COLLEGE ALUMNI ASSOCIATION BOARD OF DIRECTORS 2023-2024



**Belinda  
Bulhoes**  
President



**Lori  
Kempe**  
Executive VP



**Fernando  
Brunone**  
VP Finance



**John  
Feldman**  
Past President



**Eddie  
Azar**  
Director



**Adam  
Hoang**  
Director



**Billy  
Panagiotopoulos**  
Director



**Adam  
Ibrahim**  
Director



**Sara  
LaBlance**  
Director



**Ryan  
Peebles**  
Ex-Officio



**John  
Fairley**  
Ex-Officio



**Dr. Patti  
France**  
Ex-Officio

# St. Clair College Alumni Community Outreach



# St. Clair College Alumni Community Outreach

## Community Sponsorships

- Knobby's Kids, Farrow Miracle Park, Fantastic Fathers, and more!

## College Partnered Sponsorships

- Esports Varsity Team, Windsor International Film Festival, Art in the Park, Fight Like Mason Foundation, First Robotics, Canadian Mental Health Association, Impact Wrestling and SRC and TSI Christmas Toy Drives, and more!

\$250,000+  
to  
Community  
Initiatives

\$50,000+  
to  
Student Life

\$30,000+  
to  
Ace Acumen  
Student Life

# ALUMNI OF DISTINCTION 2024



**Ursell Arends**  
**2005**



**David Cassidy**  
**1991**



**Larry Delaey**  
**1989**



**Chaouki Hamka**  
**2009**



**Dan MacDonald**  
**2002**



**Bhupinder Singh**  
**2019**





# St. Clair College Alumni Perks App

- **Launch Date:** September 1st, 2024
- **Active Members:** 3,617
- **Vendors:** 57
- **Contests Conducted:** 86



**ALUMNI PERKS**

**DOWNLOAD TODAY**

FOR EXCLUSIVE SAVINGS AND DISCOUNTS

Download on the App Store | GET IT ON Google Play

The banner features the app's logo and a visual of the app interface on a smartphone and a tablet. The app interface shows a list of featured partners including Bell, iFCO GOAL, Budget, and others.

## ARE YOU INTERESTED IN BECOMING A PERKS PARTNER?

THE ST. CLAIR COLLEGE ALUMNI ASSOCIATION IS LOOKING FOR BUSINESS TO OFFER EXCLUSIVE PERKS ON THEIR "ALUMNI PERKS" APP

### BENEFITS OF BEING A PERKS PARTNER:

- IT'S FREE
- GAIN NEW CLIENTS/CUSTOMERS
- SOCIAL MEDIA EXPOSURE
- EXPAND YOUR BUSINESS

### WANT TO JOIN?

Visit [stclaircollege.ca/alumni/perks](http://stclaircollege.ca/alumni/perks) and fill out the [Merchant Onboarding document](#) and [Alumni Perks Merchant Agreement](#).

Send your Onboarding and Agreement to [alumni@stclaircollege.ca](mailto:alumni@stclaircollege.ca)

The image shows a smartphone displaying the PERKS app interface. The screen features the app's logo at the top, followed by a section titled "FEATURED PARTNERS" which includes logos for Canon/SHOP, CAA, iFCO GOAL, and others. The bottom navigation bar includes icons for Home, Perks, Contests, and More.

## List of Alumni Days

- Alumni Days at Adventure Bay
- Alumni Movie Nights at the Chrysler Theatre
- Windsor Premier Cruises
- Revs Bowling Alumni Day
- Alumni Varsity Night
- Detroit Red Wings Alumni Night
- Windsor Spitfires Alumni Night & Suite Nights
- Woodland Hills Alumni Day
- Alumni Day at Colasanti's Tropical Gardens

# ALUMNI DAYS

## Upcoming Alumni Days

- Detroit Tigers Alumni Day
- Alumni Day at Cedar Point
- Alumni Day at Pelee Island Winery



TOTAL ATTENDANCE - **6,500**

# St. Clair College Alumni Scholarships

## 2023-2024 Scholarship Program

- Scholarships Awarded: 1,230
- Value of scholarships awarded: \$1,298,300

## Alumni Scholarships

- Alumni Association Scholarship (Endowment)  
16 recipients @ \$1,000 each.
- Alumni 1967 Scholarship (Annual)  
20 recipients @ \$500 each.

## Alumni Scholarship Donations

- Donated \$85,000 to the Alumni Association Endowment.
- Donated \$10,000 to the Annual Alumni Scholarships.



- The Ministry's Policy Framework for Tuition and Ancillary Fees notes that College's are responsible for ensuring that information is made available to the college community, including students and potential students, regarding the use of revenues from ancillary fees and other aspects of policy related ancillary fees. St. Clair College Alumni Association has a significant role in this responsibility.
  - Is St. Clair College Alumni Association compliant with its accountabilities under the St. Clair College Student Fee Structure? **Yes.**
  - Is St. Clair College Alumni Association up to date with its Student Fee Report Backs to College Administration? **N/A – The Alumni Association reports its fee utilization to the Alumni Board.**

# Confirmation of Compliance

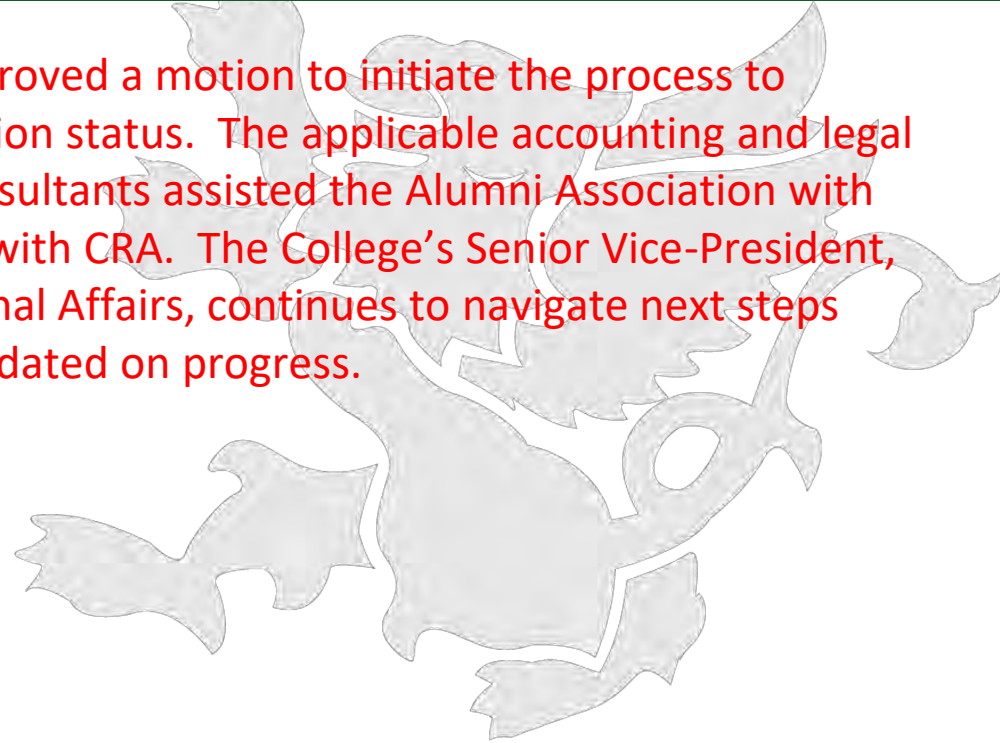
- Does St. Clair College Alumni Association have sufficient cash, investments, bank credit to meet its financial obligations as at March 31, 2024? **Yes.**
- Is St. Clair College Alumni Association aware of any fraud? **No.**
- Is St. Clair College Alumni Association had adequate internal controls in place to protect its corporate assets? **Yes.**
- Has St. Clair College Alumni Association experienced any material defaults during the previous fiscal year? **No.**
- Does St. Clair College Alumni Association maintain adequate books and records of its financial activities and transactions? **Yes.**
- Does St. Clair College Alumni Association hold regular Board meetings where appropriate minutes are taken and approved? **Yes.**

## Confirmation of Compliance

- Has St. Clair College Alumni Association provided all its Board members with appropriate orientation and training on corporate governance? **Yes.**
- Is St. Clair College Alumni Association corporate by-laws up to date? **Yes.**
- Has any material tax assessments or re-assessments been levied against St. Clair College Alumni Association during the previous fiscal year? **No.**
- Is St. Clair College Alumni Association up to date with respect to all governmental filings and reports? **No.**
- Has St. Clair College Alumni Association completed its audited financial statements for the previous fiscal year? **No.**

## Confirmation of Compliance

In 2020, the Alumni Association Board approved a motion to initiate the process to dissolve the Alumni Association's corporation status. The applicable accounting and legal expertise have been consulted. Those consultants assisted the Alumni Association with addressing its past due compliance filings with CRA. The College's Senior Vice-President, Communications, Advancement and External Affairs, continues to navigate next steps and keep the Alumni Association Board updated on progress.



# St. Clair College Convocation

- Eighteen Convocation sessions were held during Spring 2023, Fall 2023 and Winter 2024 Convocation ceremonies.
- 8,900 new Alumni.



**OVER | 140,000 | STRONG**







**ST. CLAIR**  
COLLEGE

## St. Clair College Foundation Update

Presentation  
Board of Governors  
[June 25, 2024]

**RISE** ABOVE THE ORDINARY



# FOUNDATION BOARD OF DIRECTORS



Egidio Sovran  
*President*



Alex Toldo  
*Vice-President*



John Parent  
*Secretary/Treasurer*



Kristin Kennedy  
*Director*



Sue Taylor  
*Director*



Joe Mastromattei  
*Director*



Fernando Brunone  
*Director*



Marc Jones  
*SCC CFO*



Michael Silvaggi  
*SCC President*



John Fairley  
*Executive Director*



# ST. CLAIR COLLEGE FOUNDATION SCHOLARSHIPS

**1230**

SCHOLARSHIPS  
AWARDED

**\$1,298,300**

TOTAL VALUE  
OF SCHOLARSHIPS

**\$1055.53**

AVERAGE  
SCHOLARSHIP

## ACADEMIC EXCELLENCE SCHOLARSHIP

**3750**

SCHOLARSHIPS  
AWARDED

**\$3,193,250**

TOTAL VALUE  
OF SCHOLARSHIPS



# NEW SCHOLARSHIP FUNDS

## NEW ANNUAL SCHOLARSHIP FUNDS

- 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
- St. Clair College Saints Strong Scholarship

## NEW ENDOWMENT SCHOLARSHIP FUNDS

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



**ST. CLAIR COLLEGE**

**FOUNDATION**

**\$25,353,930**

TOTAL PORTFOLIO AS OF  
MARCH 31, 2024





**ST. CLAIR COLLEGE  
FOUNDATION**

**\$554,638.00**

NET PORTFOLIO INVESTMENT RETURN  
BETWEEN APRIL 1, 2023 - MARCH 31, 2024

**+8.24%**



- The Ministry's Policy Framework for Tuition and Ancillary Fees notes that College's are responsible for ensuring that information is made available to the college community, including students and potential students, regarding the use of revenues from ancillary fees and other aspects of policy related ancillary fees. The St. Clair College Foundation has a significant role in this responsibility.
  - Is St. Clair College Foundation compliant with its accountabilities under the St. Clair College Student Fee Structure? **N/A**
  - Is the St. Clair College Foundation up to date with its Student Fee Report Backs to College Administration? **N/A**

## Confirmation of Compliance

- Does the St. Clair College Foundation have sufficient cash, investments, bank credit to meet its financial obligations as at March 31, 2024? **YES**
- Is the St. Clair College Foundation aware of any fraud? **NO**
- Does the St. Clair College Foundation have adequate internal controls in place to protect its corporate assets? **YES**
- Is the St. Clair College Foundation up to date with respect to all governmental filings and reports? **YES**
- Has the St. Clair College Foundation completed its audited financial statements for the previous fiscal year? **YES**
- Has the St. Clair College Foundation experienced any material defaults during the previous fiscal year? **NO**



- Has any material tax assessments or re-assessments been levied against the St. Clair College Foundation during the previous fiscal year? **NO**
- Does the St. Clair College Foundation maintain adequate books and records of its financial activities and transactions? **YES**
- Does the St. Clair College Foundation hold regular Board meetings where appropriate minutes are taken and approved? **YES**
- Has the St. Clair College Foundation provided all its Board members with appropriate orientation and training on corporate governance? **YES**
- Is the St. Clair College Foundation corporate by-laws up to date? **YES**