

## 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**

### **501<sup>st</sup> FULL BOARD MEETING**

**of the**

### **BOARD OF GOVERNORS**

### **NOTICE OF MEETING**

**DATE:** Tuesday, June 28, 2022

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

**PLACE:** President's Board Room #342

**\*\* 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 24, 2022 IN WINDSOR, ON

3.0 CONSTITUENT REPORTS

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

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

5.0 CONSENT AGENDA

5.1 2022-2023 Draft Meeting and Event Schedule

**Information Item** – Administration has provided the Draft 2022-2023 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 Two (2021-2022) of the 2020-2025 Strategic Mandate Agreement 3 (SMA3), attached as [Item #5.3](#).

5.4 College Energy Reduction Report

**Information Item** – Administration has provided an update regarding the College Energy Reduction Report, attached as [Item #5.4](#).

5.5 College Sustainability

**Information Item** – Administration has provided a report on Strategic Direction #6 – College Sustainability – Increase Sustainability Fund, attached as [Item #5.5](#).

6.0 BUSINESS ARISING

6.1 Fall 2022 Admissions Update

**Information Item** – Administration has provided an update regarding admissions for Fall 2022, attached as [Item #6.1](#).

6.2 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.

6.3 Board Chair and Vice Chair 2022-2023

**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, 2022 through August 31, 2023.

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, 2022, 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 Computer Programming Technician – Ontario College Diploma Program

**Approval Item** – The request for new program is attached as [Item #8.3](#), for approval.

### 8.4 Electric Vehicle – Ontario College Diploma Program

**Approval Item** – The request for new program is attached as [Item #8.4](#), for approval.

### 8.5 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 2022 - 2023 year.

## 9.0 BY-LAW AND POLICY REVIEW

### 9.1 By-law 9: Board Officers – 2<sup>nd</sup> Reading

**Approval Item** – The Board will review By-law 9: Board Officers for 2<sup>nd</sup> reading, attached as [Item #9.1](#).

### 9.2 By-law 10: Election of Chair and Vice Chair – 2<sup>nd</sup> Reading

**Approval Item** – The Board will review By-law 10: Election of Chair and Vice Chair for 2<sup>nd</sup> reading, attached as [Item #9.2](#).

### 9.3 By-law 11: Duties of the Chair – 2<sup>nd</sup> Reading

**Approval Item** – The Board will review By-law 11: Duties of the Chair for 2<sup>nd</sup> reading, attached as [Item #9.3](#).

### 9.4 By-law 12: Duties of the Vice Chair – 2<sup>nd</sup> Reading

**Approval Item** – The Board will review By-law 12: Duties of the Vice Chair for 2<sup>nd</sup> reading, attached as [Item #9.4](#).

### 9.5 Policy 2003-19: Fiscal Condition – 1<sup>st</sup> Reading

**Approval Item** – The Board will review Policy 2003-19: Fiscal Condition for 1<sup>st</sup>

9.6 Policy 2003-2.1: Duties of the Past Chair – 1<sup>st</sup> Reading

**Approval Item** – The Board will review Policy 2003-2.1: Duties of the Past Chair for 1<sup>st</sup> reading, attached as [Item #9.6](#).

9.7 By-law 18: Delegation of Duties of Board Officers – 1<sup>st</sup> Reading

**Approval Item** – The Board will review By-law 18: Delegation of Duties of Board Officers for 1<sup>st</sup> reading, attached as [Item #9.7](#).

9.8 Policy 2003-9: Board Standards, Procedures and Self-Policing – 1<sup>st</sup> Reading

**Approval Item** – The Board will review By-law 18: Delegation of Duties of Board Officers for 1<sup>st</sup> reading, attached as [Item #9.8](#).

9.9 Board of Governors – Commitment Attestation – 1<sup>st</sup> Reading

**Approval Item** – The Board will review Board of Governors Commitment Attestation for 1<sup>st</sup> reading, attached as [Item #9.9](#).

9.10 Policy 2003-2.1: Duties of the Past Chair – 2<sup>nd</sup> Reading

**Approval Item** – The Board will review Policy 2003-2.1: Duties of the Past Chair for 2<sup>nd</sup> reading, attached as [Item #9.10](#).

9.11 By-law 18: Delegation of Duties of Board Officers – 2<sup>nd</sup> Reading

**Approval Item** – The Board will review By-law 18: Delegation of Duties of Board Officers for 2<sup>nd</sup> reading, attached as [Item #9.11](#).

9.12 Policy 2003-9: Board Standards, Procedures and Self-Policing – 2<sup>nd</sup> Reading

**Approval Item** – The Board will review By-law 18: Delegation of Duties of Board Officers for 2<sup>nd</sup> reading, attached as [Item #9.12](#).

9.13 Board of Governors – Commitment Attestation – 2<sup>nd</sup> Reading

**Approval Item** – The Board will review Board of Governors Commitment Attestation for 2<sup>nd</sup> reading, attached as [Item #9.13](#).

10.0 RECOGNITION OF RETIRING GOVERNORS

11.0 NEW BUSINESS

12.0 DATE OF THE NEXT MEETING

12.1 The next meeting is scheduled for Tuesday, September 27, 2022.



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

**MINUTES OF THE**

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

Held on May 24, 2022, at 5:30 p.m. in Room 330 at the Windsor Campus.

**Present:**

Mr. K. Beaudoin  
Mr. W. Beck  
Ms. T. Bendo  
Ms. M. DeSchutter  
Ms. P. France, **President**  
Mr. C. Hotham  
Ms. R. Khosla  
Mr. J. Parent  
Ms. J. Piccinato, **Vice Chair**  
Mr. A. Provost  
Mr. R. Renaud, virtually  
Mr. G. Rossi  
Mr. N. Singh  
Mr. E. Sovran, **Chair**  
Mr. A. Teshuba  
Ms. M. Watters

**Also Present:**

Ms. K. Adams, Board Secretary  
Ms. S. Ahmed, SSAA, Outgoing Vice President, Intramural  
(SSAA Presentation Only)  
Mr. M. Beale, SSAA, Incoming Treasurer (SSAA Presentation  
Only)  
Mr. E.P. Chant, Editor, SAINT, Student Newspaper  
Mr. J. Fairley, Vice President, College Communications &  
Community Relations  
Mr. B. Jones, Retirees' Association, Observer  
Mr. M. Jones, Vice President, Finance & Chief Financial Officer  
Mr. M. Silvaggi, Vice President, Academic and Registrar  
Mr. R. Nicoletti, Executive Director, President's Office, Corporate  
Secretary & Ministry Compliancy  
Ms. K. Parrinello, Support Staff Observer  
Mr. C. Seguin, SSAA, Incoming President (SSAA  
Presentation Only)  
Mr. R. Seguin, Vice President, International Relations, Training &  
Campus Development  
Ms. S. Shewell, SSAA, Outgoing Vice President, Varsity  
(SSAA Presentation Only)

Mr. J. Sirianni, Vice President, Human Resources, Safety & Facilities Management

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'](#).

Mr. E. Sovran chaired the meeting and Ms. Adams was the recording Board Secretary.

The Board Chair welcomed Saints Student Athletic Association (SSAA) to provide the Board with their annual presentation.

Mr. Beale began by introducing the SSAA Executive in attendance, Mr. Seguin, Ms. Ahmed and Ms. Shewell.

2021-2022 Saints Student Athletic Association Executive:

- Michael Beale, President.
- Sydney Shewell, Vice President – Varsity.
- Swapnil Ahmed, Vice President – Intramural.
- Christian Seguin, Treasurer.
- Rya Cowan, Director of Marketing and Promotion.
- Drew Howson, Director of Marketing.
- Directors of Sport: Luula Ali, Jalen Harmon, Peyton Huston, Javonte Mitchell and Matteo Palumbo.
- Directors of Varsity: Ashley Brill, Jaclyn French and Kersten-Mary Skilton.
  
- Ms. Ahmed noted that while COVID-19 presented challenges during the 2021-2022 academic year, the SSAA Board worked to best serve students in the safest ways possible. The SSAA was able to offer in-person events, including the 1<sup>st</sup> SSAA Dodgeball Classic and a Beach Volleyball Night.
  
- Ms. Shewell provided an outline of the Varsity Athletics statistics, including eight Ontario College Athletic Association (OCAA) and three Canadian Collegiate Athletic Association (CCAA) medals.
  
- Mr. Seguin and Mr. Beale outlined the following initiatives that the SSAA undertook in 2021-2022:
  - Student life and fan engagement.
  - Operation Agreements and Student Life.
  - St. Clair Fratmen.
  - Woodland Hills.
  - St. Clair College Sports Park.
  - A new partnership with Windsor Tennis Management for the Zekelman Tennis Centre.

- The SSAA will be running a variety of intramural events over the Spring/Summer semester, including a 3 on 3 Basketball Tournament, Spikin'4 SACU Beach Volleyball, Cross Campus Cricket Cup, Touch Football, Badminton, Sand Volleyball, Tennis, Soccer and Indoor Basketball.
- In 2022-2023, St. Clair College will be hosting three major championships:
  - OCAA Men's Basketball Provincial Championships.
  - OCAA Men's Baseball Provincial Championships.
  - CCSA Women's Softball National Championships.

Incoming 2022-2023 Saints Student Athletic Association Executive:

- Christian Seguin, President.
- Eric Dominguez, Vice President – Varsity.
- Peyton Huston, Vice President – Intramural.
- Michael Beale, Treasurer.
- Rya Cowan, Director of Marketing and Promotion.
- Directors: Amy Claydon, Ashley-Rae Brill, Brandon Magana Deepak Sai Thukral, George Karatzias, Jared Hayes-Williams, Jaclyn French, Joao Gabriel Paiva, Matteo Palumbo and Alvin Ly.

President France took the opportunity to personally thank Michael, Christian, Sydney, Swapnil and the entire SSAA Executive for their hard work, initiative and advocacy for the students and for their valuable feedback.

The Board Chair also thanked SSAA for their hard work and dedication to the students.

The [SSAA Annual Report](#) is attached to the minutes.

**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 April 26, 2022, 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 April 26, 2022 meeting.

### **3.0 Constituent Reports**

#### **Retirees' Association**

Mr. B. Jones provided the following report on behalf of the Retirees' Association:

- The Retirees' Association held their Annual General Meeting virtually.
- Submissions for the upcoming Retirees' newsletter are due by July 27, 2022 in order to prepare for distribution on August 15, 2022.
- The potential for a winter getaway will be discussed at the June meeting.
- Upcoming events include:
  - Oxley Estate Winery luncheon on June 22, 2022.
  - Wine and Watercolours on July 26, 2022.
  - Fall Social Luncheon at the Chortos property.
  - The Christmas Luncheon and matinee will be held at the St. Clair Centre for the Arts on December 17, 2022.
  - The June meeting for the Retirees' will be held at the Chatham HealthPlex with lunch to follow at a local restaurant.
  - The Retirees' Association Archive Committee will resume meeting in September.
  - The Windsor and Chatham Campus memorial plaques will be updated following St. Clair Day in June.

#### **Support Staff**

Ms. Parrinello reported the following on behalf of the Support Staff:

- The full-time Support Staff Collective Agreement will expire as of August 31, 2022. As a result, negotiations will begin in early June. Support Staff representatives from the 24 Ontario colleges attended a demand setting meeting, which was held in a hybrid format on April 30-May1, 2022.
- OPSEU President, Smokey Thomas retired after 15 years of service. At the OPSEU Convention held in April 2022, elections were held for the positions of President and 1<sup>st</sup> Vice President/Treasurer. The successful candidates were JP Hornick, President and Laurie Nancekivell, 1<sup>st</sup> Vice President/Treasurer.

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

Mr. Singh reported the following on behalf of the SRC:

- The outgoing SRC Executive welcomed the incoming 2022-2023 Executive and Board training was held May 2 – May 6, 2022.
- The Tim Horton's located in the Student Life Centre and Subway will remain open with reduced hours for the summer semester.

- The SRC continues to offer programming for the Spring/Summer semester with some great events and services, including:
  - Welcome Back and Orientation barbeques were held on the Windsor and Downtown campuses.
  - Gaymes night on Thursday, May 26, 2022.
  - Weekly Yoga classes.
  - Watercolour Landscape through Painting With Expressive Brush Art Studio on June 6, 2022.
  - In collaboration with Career Services, a variety of workshops and seminars will be offered.

Mr. Singh concluded his report by thanking the Board of Governors, Senior Operations Group, SSAA and TSI for their warm welcome and support. He noted that the incoming SRC Executive is looking forward to building on the great successes of the outgoing SRC Executive.

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

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

Ms. France noted that the President's Report was included in the Full Board meeting documents, distributed by email and has been posted to the Board portal. She outlined the events and initiatives that have occurred since the last Board meeting:

- The 2022-2023 budget includes \$7.5 million (excluding the Facilities Renewal Program Funding) for Deferred Maintenance projects. There is a total of 16 projects that will be completed with these funds, including engineering and/or design work for 2023-2024. President France noted that as a result of the post-pandemic environment, in-year engineering/design and construction has become increasingly difficult to manage, is currently not feasible and projects must be pre-identified, engineered and/or designed one fiscal year ahead. The current list of the 2022-2023 Deferred Maintenance projects are included in the President's Report.
- WE-SPARK held a "Cheers to Hope" fundraising event on Wednesday, April 27, 2022. The event helped to inform the community about WE-SPARK, of the importance of collaborative health research, to celebrate those who have provided their support for the grants program over the past two years and to encourage others to support the program. President France thanked Jeff Casey and the Cancer Collaborative Fund for their efforts in raising over \$400,000 for research.
- The Play for a Cure Pro Am fundraising event was held at the Vollmer Complex in LaSalle over two days, with game day on Friday, April 8, 2022, and exceeded just over \$400,000 raised. All proceeds will go to the Cancer Research Collaboration Fund established in partnership with the Windsor-Essex Community Foundation to support collaborative cancer research initiatives in our community. Jeff Casey, event organizer came to the College to personally thank the College's student volunteers who helped make the event a huge success.

- On Saturday, April 30, 2022, the College held its first in-person Open House in three years, promoting our programs and academic offerings to potential students. Tours were offered of the College's facilities, including the Esports Arena, that is currently under construction.
- The Herb Gray Harmony Awards Gala was held on Thursday, May 2, 2022. St. Clair College was the sponsor of the Inspire Award which was established three years ago and recognizes a newcomer to Windsor-Essex for the perseverance, optimism and the positive example they provide to our community. Board Chair, Egidio Sovran presented the award to Mr. Moussa Keita and President France provided a message congratulating Kathleen Thomas on her retirement.
- The College is in the process of preparing a Request for Proposals (RFP) for the operation of the Health Centre as the College's current contract with Dr. DeMarco will expire on January 1, 2023. The RFP will be issued in June 2022 with a site visit and presentation planned to follow the next week and a tentative deadline for submission of August 1, 2022.
- The grand opening of Windsor's Farrow Riverside Miracle Park took place on Saturday, May 14, 2022. The park is fully accessible and includes a baseball diamond designed specifically for people with disabilities; a part of Windsor's Miracle League. St. Clair College is a proud donor of the park.
- President France, Mr. Silvaggi and Mr. Fairley completed a walk-through of the newly renovated first floor hallway area at 333 Riverside Drive with Farhi Lease Holdings. The College will look into the possibility of leasing additional space for use as general-purpose student space

The President's report is attached to the minutes as [Item #4.0](#).

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 St. Clair College Annual Update on Sexual Violence Reports and Sexual Violence Reports and Sexual Violence Prevention Committee Initiatives.
- 5.2 Nursing BScN

**RESOLVED THAT** the Board of Governors receive and approve the contents of the May 24, 2022 Consent Agenda, as presented.

## 6.0 Approval Items

### 6.1 Audit Committee Report

- The Audit and Finance Committee meeting was held on Wednesday, May 18, 2022, and the meeting met quorum as there were four Committee members present.
- The minutes of the March 11, 2022 meeting were approved.
- Mr. Jones, Vice President, Finance and Chief Financial Officer, highlighted the significant items in the audited financial statements.
- The 2021-2022 fiscal year was KPMG's fifth of five years on the College audit; however, the College has renewed KPMG's contract, ending August 31, 2026.
- Ms. Cynthia Swift of KPMG presented the Audit Findings Report to the Audit and Finance Committee:
- Ms. Swift thanked College administration and staff for assisting KPMG in carrying out their audit work.
- On March 11, 2022, KPMG distributed an Audit Planning Report to the Audit and Finance Committee. During the audit, no significant changes from the Audit plan occurred.
- KPMG focused on nine areas of risk during the audit.
- Based on the audit procedures performed, including discussions with management, KPMG did not identify any:
  - Significant financial reporting risks that would impact the College's financial reporting.
  - Corrected or uncorrected differences.
  - Exceptions relating to fraud risk.
  - Significant weaknesses in internal controls or financial reporting processes.
  - Unreasonable accounting estimates.
- KPMG stated that in their opinion, the financial statements are free of material misstatement and will be issuing an unqualified opinion on the College's financial statements. Once the financial statements are approved by the Board of Governors, KPMG will sign and date the Auditor's Report.
- A motion was proposed and approved that the Audit and Finance Committee "recommend to the Board of Governors that the Audited Consolidated Financial Statements for the Year ending March 31, 2022, be approved".

- The Board of Governors has received a report from College Administration, included in the documents distributed at the Full Board meeting, outlining a recommendation to allocate \$5 million to the St. Clair College Foundation for domestic student scholarships and an additional \$5 million into a new St. Clair College Scholarships Internal Reserve for international student scholarships. The Audit and Finance Committee supported Administration's recommendation and approved the recommendation being presented to the Board of Governors at the May 24, 2022, Full Board meeting.

After a brief discussion it was,

**RESOLVED THAT** the Board of  
Governors approve the Audit  
and Finance Committee Report  
for the Year Ended March 31, 2022.

6.1 Audited Consolidated Financial Statements for the Year Ended March 31, 2022, for Submission to the Ministry

The Board Chair called upon Mr. Jones to speak to this item. Mr. Jones provided a high-level overview of the Audited Consolidated Financial Statements for the year ended March 31, 2022, highlighting the following:

- The College ended this fiscal year in a strong financial position with a \$31.5 million surplus. The mid-year projection, used to formulate the 2022-2023 budget was \$20 million, which resulted in the College realizing an additional \$10 million surplus for 2021-2022.
- In addition, when College Administration presented the 2022-2023 budget to the Board at the March Board meeting, it was recommended and supported by the Board to not proceed with the allocation of \$5 million to the Sustainability Reserve.
- As a result, there is approximately \$60 million of Non-Committed Cash. The Audit and Finance Committee's plan is to endeavour to have \$17.5 million allocated to the St. Clair College Foundation to support scholarships. Towards that end, two motions are being brought forward this evening for the Board's consideration:
  1. It is recommended that the Board of Governors approve a College transfer of \$5 million from unrestricted net assets to the St. Clair College Foundation as an endowment in perpetuity to support domestic student scholarships and that College Administration finalize an endowment agreement with the Foundation.
  2. It is recommended that the Board of Governors approve a College transfer of \$5 million from the College's unrestricted net assets to internally restricted net assets where the funds will be placed into a new Scholarships Reserve to fund international student scholarships.



- Mr. Jones noted that the remaining \$7.5 million will remain in reserves to allow for some flexibility when tendering some of the anticipated capital projects.

A Governor inquired how College Administration determined that \$17.5 million should be allocated to the Foundation for scholarships?

Mr. Jones responded that a high-level analysis was completed of the information that was available regarding what the other colleges in the system disclose in terms of their endowments.

He also noted that College Administration will be bringing forward a revision to a current Board Policy which will speak to Administration requiring Board approval to contribute funds to the Scholarship Reserves.

President France noted that College Administration also consulted with the Ministry of Colleges and Universities (MCU) when determining the funds to be placed in the funds. She also explained that the rationale for the two separate allocations is that the St. Clair College Foundation endowment can only be used for domestic student scholarships. The second allocation will be put into an Internally Restricted Reserve that is to be used only for international student scholarships.

A Governor inquired if the increased allocation was meant to increase the annual amount or for long-term sustainability?

Mr. Jones responded that the increased allocation will accomplish both. He explained that once the funds are invested for one year, the fund will have generated an investment income that will allow the Foundation to distribute more scholarships, noting that the Foundation can not encroach on the principle of the endowment and scholarships are provided based on investment income. As the funds are actively managed, the investment income will grow which in turn allows the scholarship amounts to increase.

After a brief discussion it was,

**RESOLVED THAT** the Board of Governors approve a College transfer of \$5 million from unrestricted net assets to the St. Clair College Foundation as an endowment in perpetuity to support domestic student scholarships and that College Administration finalize an endowment agreement with the Foundation.

After a brief discussion it was,

**RESOLVED THAT** the Board of Governors approve a College transfer of \$5 million from the College's unrestricted net assets to internally restricted net assets where the funds will be placed into a new Scholarships Reserve to fund international student scholarships.

The Board Chair thanked Mr. Jones, the Finance Department and Senior Operations Group for all of the efforts and hard work. He noted that the audit was clean and that once again, no adjustments were required.

Mr. Jones thanked the Finance team for their hard work and commitment during the 2021-2022 audit.

Mr. Jones noted that the Audited Consolidated Financial Statements now include a statement of Management's Responsibility for Financial Reporting that is signed off by the President and Vice President Finance and Chief Financial Officer. This process was implemented for the 2021-2022 fiscal year in response to the recommendation from the Office of the Auditor General of Ontario (OAGO) – Value for Money Audit.

#### Statement of Financial Position: Assets

At fiscal year-end:

- Cash and temporary investments had a combined total \$341 million, a significant increase of \$85 million over the prior year. This can primarily be attributed to:
  - The operating surplus from this fiscal year.
  - The collection of funds that are held on behalf of the student governments.
  - The collection of funds in this fiscal year from international students for future semesters.
- Accounts Receivable are at \$11.5 million and is made up largely of Ministry grants and student receivables.
- Long-term investments are at \$11.7 million, an increase of \$600,000 from the prior year that can be attributed to a significant endowment donation, as well as a slight increase in the fair market value of the College's investments.
- Construction in Progress is a \$23.2 million, an increase from the prior fiscal year as a result of costs incurred for the Zekelman Centre as well some Deferred Maintenance projects that were not able to be completed within the fiscal year.

- Capital assets had a net book value of \$189 million, which reflects an increase in the cost basis of the College's assets of \$22.5 million, as a result of the significant capital budget from this fiscal year; the Deferred Maintenance budget of \$10 million as well as the significant capital budget funded through Unrestricted Reserves.

#### Statement of Financial Position: Liabilities

- Accounts Payable and Accrued Liabilities increased \$9.4 million to \$53.6 million. This increase is largely due to the following:
  - Significant construction invoices that were paid at the end of the fiscal year.
  - Hold backs related to the construction invoices.
  - Holding additional funds that can be attributed to the College's PCPP in Toronto and the student governments.
- Deferred revenue is at \$170 million, an increase of \$62 million over the prior fiscal year. This increase is largely due to the international student recruitment process through Winter 2022.
- The current portion of the College's Long-term Debt increased \$12 million to \$13.4 million, which can be attributed to the advances taken on the loan from the Ontario Financing Authority (OFA) to finance the Zekelman Centre.
- Long-term debt decreased \$1.4 million to \$7.5 million which can attributed to the principal payments and interest payments towards the College's existing long-term debt.

#### Statement of Financial Position: Net Assets

- The Operating Net Assets, Unrestricted is \$36 million to end the fiscal year, an increase of \$5.21 million.
- Invested in Capital Assets is at \$63.4 million, an increase over the prior fiscal year of \$60 million.
- Internally Restricted Funds increased by \$10.7 million to \$92.5 million which reflects the net additions into the Sustainability Reserve of \$6.5 million, as well as a net increase in the Deferred Maintenance Reserve of \$4.1 million.
- Total Net Assets are at \$202 million, an increase of \$32.5 million.

#### Statement of Operations

- St. Clair College realized a large surplus in the 2021-2022 fiscal year of \$31.5 million. This represents the fourth consecutive year that the College has earned a surplus of more than \$30 million.

### Revenue:

- Total Revenue is at \$264 million, an increase of \$26 million from the prior fiscal year which includes the following:
  - Government grants increased \$556,000 due to a lower International Student Recovery claw back as the College's enrolment is more aligned with the funding claw back than it has been in prior years.
  - Tuition Revenue is at \$90.5 million, a decrease of \$2.8 million from the prior year. This decrease can be attributed to lower enrolment both domestically and internationally.
  - PCPP Revenue has increased \$14.8 million to \$77 million as a result of higher enrolment. PCPP Revenue and its corresponding Expenses are new line items for the 2021-2022 fiscal year and were added as a result of the recommendation from the OAGO – Value for Money Audit.
  - Contract Training is at \$20 million, an increase of \$6.8 million which can be attributed to some one-time funding for the Personal Support Worker (PSW) Accelerated program, Indigenous grants and Nursing enrolment expansion funds.
  - Other Income is at \$18.9 million, an increase of \$3.6 million over the prior fiscal year which can be attributed to higher Interest Income, additional fees related to international student health and dental insurance, as well as application fees for international students.
  - Ancillary Revenue is at \$6.4 million, an increase of \$3.7 million over the prior fiscal year as COVID-19 had less of an impact on operations such as the St. Clair College Centre for the Arts, parking and Residence.
  - Salaries and Benefits are at \$92 million, an increase of \$8.4 million from the prior year. This reflects an increase over all full-time constituent groups in terms of compensation adjustments, net new staffing and additional part-time resources in order to assist with teaching and supporting the level of enrolment.
  - Operating Expenses are at \$61 million, an increase of \$10 million over the prior year. This increase can be mostly attributed to the return to face-to-face teaching which in turn required additional instructional supplies, as well as COVID-19 related expenses such as testing kits, health and safety requirements and additional security. In addition, with the relaxed COVID-19 measures mid-year, travel expenditures increased.
  - Premise Rental costs increased with the additional space at 333 Riverside Drive, as well as costs associated with supporting international students through the Standard Operating Procedures upon their arrival.

- With the PSW Accelerated program revenue, were the associated expenses in order to flow the funding to students to provide tuition and other supports.
- Amortization Expenses increased over the prior fiscal year to \$11.5 million which is a result of the investment in capital assets.

A Governor inquired where St. Clair College is in the college system in comparison to the surplus.

Mr. Jones provided a handout that outlines the preliminary results of the colleges in the province and St. Clair College is third in terms of surplus of the 24 colleges. Mr. Jones noted that overall, the surplus in the college sector increased by \$99 million from the prior year to end at \$288 million.

After a brief discussion, it was

**RESOLVED THAT** the Board of  
Governors approve the Audited  
Consolidated Financial Statements  
for the Year Ended March 31, 2022.

Mr. Jones' presentation is attached as Item #6.2.

### 6.3 Leadership and Culture Management – Micro Credential

The Board Chair called upon Mr. Seguin to speak to this item. Mr. Seguin noted that the request for new program – Leadership and Culture Management Micro-Credential, was included in the Full Board package for review and highlighted the following:

- The Leadership and Culture Management – Micro Credential, if approved will be the College's first stand-alone Micro Credential that is not embedded in a post-secondary program.
- This program is designed for all levels of leadership and provides professional development opportunities that develop in-demand skills and competencies while being delivered to accommodate busy professionals. The program works to develop an understanding of the core drivers of motivation, leadership styles, interpersonal dynamics and leadership foundations through managing emotions, time and attention of self and others, effective dispute resolution techniques and the management of high conflict people.
- Mr. Seguin noted that the College ran this program for 20 staff over the last six months and it proved to be a great success.
- The program is eleven weeks in duration and is unfunded; the student or their employer would be responsible for the cost. The total cost of the program is \$3,600.

- The credential is consistent with the College's Strategic Directions and meets labour market demand.
- Mr. Seguin reviewed the enrolment projections and budget summary for the program.
- President France noted that there is little risk to the institution in offering the program as there is not a capital investment associated with the program and it will only be offered in response to the demand.

A Governor inquired what the breakeven point is in offering the program.

Mr. Seguin noted that Administration would not want to run the program with less than 20 students enrolled but noted that the trainer is negotiable on their costs. The optimal enrolment level is 60 students.

A Governor inquired whether after running the program as a pilot, were any necessary changes noted by the participants?

Mr. Seguin noted that at this time College Administration was satisfied with the program. Feedback from the participants was positive and the only item of note was the preference of in-person learning over virtual.

After a brief discussion it was,

**RESOLVED THAT** the Board of Governors approve the request to deliver a Leadership and Culture Management Micro-Credential program, commencing in Fall 2022.

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

### **7.1 Policy 2003-5: Code of Conduct**

After a brief discussion, it was,

**RESOLVED THAT** the Board of Governors approve the 2<sup>nd</sup> reading of Policy 2003-5: Code of Conduct, as amended.

7.2 By-law 21: Board Meetings

After a brief discussion, it was,

**RESOLVED THAT** the Board of Governors approve the 2<sup>nd</sup> reading of By-law 21: Board Meetings, as amended.

7.3 By-law 9: Board Officers

After a brief discussion, it was,

**RESOLVED THAT** the Board of Governors approve the 1<sup>st</sup> reading of By-law 9: Board Officers, as presented.

7.4 By-law 10: Election of Chair and Vice Chair

After a brief discussion, it was,

**RESOLVED THAT** the Board of Governors approve the 1<sup>st</sup> reading of Policy By-law 10: Election of Chair and Vice Chair, as presented.

7.5 By-law 11: Duties of the Chair

After a brief discussion, it was,

**RESOLVED THAT** the Board of Governors approve the 1<sup>st</sup> reading of By-law 11: Duties of the Chair, as presented.

7.6 By-law 12: Duties of the Vice Chair

After a brief discussion, it was,

**RESOLVED THAT** the Board of Governors approve the 1<sup>st</sup> reading of By-law 12: Duties of the Vice Chair, as presented.

**8.0     Date of the Next Meeting**

8.1     The next Board meeting is scheduled for Tuesday, June 28, 2022.

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



## MISSION STATEMENT

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

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

### **500<sup>th</sup> FULL BOARD MEETING**

**of the**

### **BOARD OF GOVERNORS**

#### **NOTICE OF MEETING**

**DATE:** Tuesday, May 24, 2022

**TIME:** 5:30 p.m. – Meeting

**PLACE:** Room 249/251  
Zekelman Centre

**NOTE:** Dinner will be available for Board members, Senior Operations Group, Saints Student Athletics Association and Constituents in Room 249/251 at 5:00 p.m.

A tour of the Zekelman School of Business and Information Technology will be offered at 4:15 p.m.

The Saints Student Athletic Association (SSAA) Annual Presentation to the Board will take place 5:30 p.m. – 6:00 p.m., followed by the Full Board meeting.

#### **AGENDA**

- 1.0 ADOPTION OF THE AGENDA AND DECLARATION OF CONFLICT OF INTEREST
- [2.0](#) APPROVAL OF THE MINUTES OF THE FULL BOARD MEETING HELD ON APRIL 26, 2022, IN CHATHAM, ON
- 3.0 CONSTITUENT REPORTS
- 4.0 PRESIDENT'S REPORT  
(Policy – Executive Limitations Communication & Counsel #2003-21)

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

## 5.0 CONSENT AGENDA

### 5.1 St. Clair College Annual Update on Sexual Violence Reports and Sexual Violence Prevention Committee Initiatives

**Information Item** – Administration has provided the Annual Update on Sexual Violence Reports and Sexual Violence Prevention Committee Initiatives, attached as [Item #5.1](#).

### 5.2 Nursing BScN

**Information Item** – Administration has provided an update regarding the delivery of the Nursing BScN program offered at the Chatham Campus, attached as [Item #5.2](#).

## 6.0 APPROVAL ITEMS

### 6.1 Audit Committee Report

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

### 6.2 Audited Consolidated Financial Statements for the Year Ended March 31, 2022 for Submission to the Ministry. (Regulation 34/03, Article 9.1, Board Policy #2003-18, Budget Development, Board By-law 38.1)

**Approval Item** – Administration will present the Audited Financial Statements for the year ended March 31, 2022, attached as [Item #6.2](#) for Board approval, as required by the Ministry.

### 6.3 Leadership and Culture Management - Micro credential

**Approval Item** – The request for the new program, attached as [Item #6.3](#) will be presented.

## 7.0 BY-LAW AND POLICY REVIEW

### 7.1 Policy 2003-5: Code of Conduct – 2<sup>nd</sup> Reading

**Approval Item** – The Board will review Policy 2003-5: Code of Conduct for 2<sup>nd</sup> reading, attached as [Item #7.1](#).

### 7.2 By-law 21: Board Meetings – 2<sup>nd</sup> Reading

**Approval Item** – The Board will review By-law 21: Board Meetings for 2<sup>nd</sup> reading, attached as [Item #7.2](#).

### 7.3 By-law 9: Board Officers – 1<sup>st</sup> Reading

**Approval Item** – The Board will review By-law 9: Board Officers for 1<sup>st</sup> reading, attached as [Item #7.3](#).

7.4 By-law 10: Election of Chair and Vice Chair – 1<sup>st</sup> Reading

**Approval Item** – The Board will review By-law 10: Election of Chair and Vice Chair for 1<sup>st</sup> reading, attached as [Item #7.4](#).

7.5 By-law 11: Duties of the Chair – 1<sup>st</sup> Reading

**Approval Item** – The Board will review By-law 11: Duties of the Chair for 1<sup>st</sup> reading, attached as [Item #7.5](#).

7.6 By-law 12: Duties of the Vice Chair – 1<sup>st</sup> Reading

**Approval Item** – The Board will review By-law 12: Duties of the Vice Chair for 1<sup>st</sup> reading, attached as [Item #7.6](#).

8.0 NEW BUSINESS

9.0 DATE OF THE NEXT MEETING

- 9.1 The next meeting is scheduled for Tuesday, June 28, 2022 at the Windsor Campus.



# ST. CLAIR

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C O L L E G E

**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: MAY 24, 2022**

**RE: ANNUAL REPORT ON THE SEXUAL MISCONDUCT POLICY AND  
PROCEDURE, REPORTING AND PREVENTION STRATEGIES**

**SECTOR: HUMAN RESOURCES, SAFETY, SECURITY AND FACILITIES  
MANAGEMENT  
JOSEPH SIRIANNI, VICE PRESIDENT**

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**AIM:**

To provide the Board of Governors with an update regarding the College's Annual Report on the Sexual Misconduct Policy and Procedure, Reporting and Prevention Strategies for the 2021-2022 academic year.

**BACKGROUND:**

The intent is to provide an update to the Board of Governors, in accordance with the requirements set out in subsection 17(7.1) of the Ministry of Training, Colleges and Universities Act (MTCU Act), on the number of reported incidents of sexual violence as well as the number of times that supports were provided to students who reported sexual violence.

This report covers the 2021-2022 academic year and provides statistics from the previous four years for the purpose of comparison. An update on the prevention activities promoted by the Sexual Violence Prevention (SVP) Committee during the same time has also been provided for information.

This report must be made public by June of each year for the prior academic year. This report will be posted on the College's Sexual Violence Prevention webpage at <http://www.stclaircollege.ca/svp/>.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive the attached Annual Report on the Sexual Misconduct Policy and Procedure, Reporting and Prevention Strategies, 2021-2022, for information.



## **Annual Report on the Sexual Misconduct Policy and Procedure, Reporting and Prevention Strategies 2021-2022**

### **Background**

Pursuant to subsection 17(7.1) of the *Ministry of Training, Colleges and Universities Act* (MTCU Act), St. Clair College is required to provide an Annual Report to its Board of Governors for the 2021-2022 academic year on or before June 1, 2022. This Annual Report must be publicly available and include the following information:

- Number of times supports, services and accommodations relating to sexual violence are requested and obtained by students enrolled at the college or university, and information about supports, services and accommodations.
- Number of incidents and complaints reported by students and about such incidents and complaints.
- Any initiatives and programs established by the college or university to promote awareness of the supports and services available to students.

St. Clair College has a stand-alone policy related to sexual violence entitled “Sexual Misconduct Policy and Procedure.” This policy was updated, with legal review, in August of 2021. St. Clair College also has a webpage designed to specifically communicate supports, initiatives and reporting information so that students have easy access to this information. This Policy is established under the Health and Safety umbrella and a Sexual Violence Lead has been appointed to ensure a consistent approach.

Since 2017, the College has been tracking the number of sexual violence incidents that are reported to Security, the College Resolution Office, and the Sexual Violence Lead. Any disclosures made to the Health Centre staff, counsellors, faculty, student representatives or other areas may not be fully represented if they were not communicated to any of the three key points of contact. In 2019, the practice was implemented that all disclosures would be reported, by “disclosure” and not by name should the student wish to remain anonymous and have no action taken.

In all cases, College representatives inform the victim of available supports and services (internal and external), as well as options for investigation. If a student wishes to pursue an investigation through the College, the College supports the students involved and has an external party (lawyer) conduct the investigation.

It is also important to note that sexual assault can include a wide range of sexual misconduct including inappropriate touching to rape. Therefore, when reporting sexual assaults, one must keep in mind that while all sexual assaults are illegal and prohibited, the severity levels do vary and are not differentiated for the purpose of reporting.

### **Number of Sexual Violence Incidents and Supports Provided**

	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
Number of Informal Reports (Disclosures – Not Investigated by College)	2	7	9	10	15
Number of Formal Reports (Investigated by College)	7	3	5	2	1
Incidents That Occurred off Campus	1	1	3	8	13
Incidents That Occurred on Campus	6	2	2	2	2
Unknown Where Incidents Occurred	2	7	9	2	1
Services or Accommodations Provided	5	6	14	6	13

### **Supports**

Supports provided to all students impacted by sexual violence include a range of options and comprise the following at a minimum:

- Counseling – Social Worker on site (CMHA).
- Referral to Sexual Assault Crisis Centre.
- Medical follow-up with College Health Centre.
- Academic Accommodations through Student Services.
- Safety Plans.
- Interim measures (separation, change of sections, etc.).
- Follow up by Sexual Violence Lead.
- Reporting through the new REES (Respect Educate Empower Survivors) portal.

### **Sexual Violence Prevention (SVP) Committee**

The SVP Committee meets monthly to review initiatives and suggestions towards educating students and the College community about sexual violence prevention. The Sexual Violence Prevention Committee is comprised of representatives from the following areas:

- Co-Chair, Associate Vice President, Safety, Security and Facilities Management.
- Co-Chair, Director, Student Services.
- Manager, Student Safety and Mental Health (seconded position from the Canadian Mental Health Association).
- One representative from outside the College community with expertise in sexual violence prevention (Sexual Assault Crisis Centre).
- One student representative from the Student Representative Council (SRC).
- One student representative from the Thames Student Institute (TSI).
- One student representative from the Saints Student Athletic Association (SSAA).

- Two students representing the student-led SVP team, which operates under the Student Representative Council. The team consists of two and six students who are not executive members of a student association, including at least one Residence Advisor from each campus residence.
- Academic Counselors from Student Services, one from Windsor and one from Chatham.
- College Resolution Officer.
- Management representatives from both on-campus Residences.
- Director, Athletics.
- Director, International Recruitment.
- A representative from Human Resources.
- Manager, Health, Safety and Wellness.
- A Nurse from the Health Centre.

The mandate of this Committee includes:

- Fostering greater awareness of sexual violence on campus through educational and awareness programs.
- Reviewing and proposing revisions to policy and procedures related to sexual violence and ensuring that the policy and procedures are reviewed annually.
- Remaining up to date on emerging best practices in the area of prevention and support, to make recommendations for the creation of new programs, and/or services where the need arises, or research suggests.
- Ensuring ongoing and appropriate training for faculty, staff, and student leaders.
- Develop strategies and introduce initiatives aimed at promoting a culture of respect and ending sexual violence on campus.
- Receive and review the Annual Report from the College Resolution Officer related to sexual violence which includes the following information:
  - The number of times students requested or received services, support or accommodations following an act of sexual violence and details on the services, support or accommodation measures requested or received.
  - Initiatives and programs introduced to promote awareness of services and support available to students.
  - The number and types of incidents and complaints of sexual violence reported by students. Details of implementation and effectiveness of the Policies and Protocols around Sexual Violence.

### **2021-2022 Initiatives**

- The student-led SVP team initiated several educational and awareness campaigns related to healthy relationships, sexual violence prevention, mental health, etc. Their 2021-2022 annual report is attached to this Board report.
- The College seconded a position through the Canadian Mental Health Association who filled the position of Manager of Student Safety and Mental health. This position acted as a case manager for SV victims and helped guide the student-led SVP team. The manager also provided a direct care pathway for Resident Advisors, Student Government and Student Athletic Association.

- Collaboration with REES Community.
  - REES (Respect Educate Empower Survivors) is an online reporting portal that allows students to anonymously report sexual violence incidents.
  - Students can remain anonymous or connect with the College.
  - Students can easily access supports within the community or at the College without having to talk to anyone at the College. They are also able to see our process for reporting sexual misconduct.
  - The College has appointed two leads to follow up with any students who reach through the REES community portal.
  - REES provides the College with reports on disclosures at the end of each semester.
- Training
  - A “Trauma-Informed Care” education session was held to increase understanding and providing trauma-informed care when responding to sexual misconduct disclosures on campus. This session was attended by members of the SVP committee, Security services, Campus Health Centre and Student Services.
  - St. Clair College has purchased the Bringing in the Bystander training curriculum and will be developing a course that can be delivered on campus to students.
  - The residences located at St. Clair College hold training sessions on consent and health relationships with students during orientation and throughout the school year.
- Strengthening of Resources
  - Development of a Student Reporting Options and Resources flow chart to assist students with their understanding of how the College can help those who have experienced sexual misconduct (attached).
  - Sexual Misconduct Policy update. The SVP committee updated the policy, with assistance of legal counsel who also conducts any required sexual misconduct investigations for the College.
  - Update for the College Sexual Violence Prevention webpage.





**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: MAY 24, 2022**

**RE: DELIVERY OF BACHELOR OF SCIENCE NURSING, (BScN) DEGREE,  
CHATHAM CAMPUS - UPDATE**

**SECTOR: ACADEMIC  
WASEEM HABASH, SENIOR VICE PRESIDENT, ACADEMIC AND  
COLLEGE OPERATIONS**

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**AIM:**

To provide an update to the Board of Governors regarding the delivery of a four-year Bachelor of Science Degree, Nursing (BScN) at the Chatham Campus.

**BACKGROUND:**

St. Clair College, Lambton College and University of Windsor have a Memorandum of Understanding (MOU) regarding the delivery of a four-year Bachelor of Science Degree, Nursing (BScN). Students may attend St. Clair College in the first two years (four semesters) of the program and then transfer to the University of Windsor for the subsequent three semesters. In semester eight, students have the option of returning to the College or remaining at the University of Windsor to complete their studies. Currently, St. Clair College accepts 200 students in the first year of the BScN program, including 140 students at the Windsor Campus and 60 students at the Chatham Campus.

In 2020, the Ministry of Colleges and Universities (MCU) announced that all 24 publicly funded colleges in Ontario may develop and deliver their own Nursing degree. Furthermore, partnerships with universities are no longer necessary to deliver Nursing Degrees. The objective of such a decision is to allow students who live in remote parts of the province the opportunity to complete all four years of study at their home institution and potentially remain in their hometown for employment in response to the shortage of nurses outside of large urban areas.

In 2021, Lambton College opted to withdraw from the collaborative partnership with University of Windsor and St. Clair College to offer their own four-year degree. This

opportunity would allow their students to stay in the Sarnia region for years three and four and potentially remain in the region for employment upon graduation. St. Clair College opted to continue the collaboration with University of Windsor and worked towards finding opportunities for students enrolled at the Chatham campus to have the option of staying in Chatham for years three and four of their studies. College Administration felt this was a better option for the Windsor-Essex community while also supporting students enrolled at the Chatham Campus.

#### University of Windsor and St. Clair College Collaboration Plan

In lieu of developing a four-year BScN degree, College Administration reached out to colleagues at University of Windsor to explore the opportunity to deliver all four years of the University of Windsor credential at the Chatham campus. University of Windsor agreed that the potential to deliver the program at the Chatham Campus is a viable option to maintain the existing partnership and support students need to not travel. Both teams have agreed to a pilot program to commence in Fall 2022, that would allow students enrolled at the Chatham Campus to choose to complete the lab and clinical program components in Chatham. Theory courses will be delivered by University of Windsor faculty via hy-flex (in-person with live stream option), where possible.

Long-term, the plan is to conduct third- and fourth-year labs in Chatham and offer all theory courses via hy-flex delivery (in-person with livestream option). The objective is to reach 50% of courses by 2023 and the remaining 50% by 2024.

#### **RECOMMENDATION:**

**IT IS RECOMMENDED THAT** the Board of Governors receive this update regarding the delivery of a four-year Bachelor of Science Degree in Nursing (BScN) at the Chatham Campus, for information.

**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: MAY 24, 2022**

**RE: AUDITED CONSOLIDATED FINANCIAL STATEMENTS FOR THE  
YEAR ENDED MARCH 31, 2022**

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

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**AIM:**

To obtain Board approval of the Audited Consolidated Financial Statements for the Year Ended March 31, 2022.

**BACKGROUND:**

As in prior years, statutory financial statements are required to be submitted to the Ministry of Colleges and Universities. The Audit Committee of the Board met on Wednesday May 18, 2022 to review the Audited Consolidated Financial Statements and to recommend Board approval.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors approve the Audited Consolidated Financial Statements for the Year Ended March 31, 2022.

Consolidated Financial Statements

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

Year ended March 31, 2022

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 Committee.

The Audit 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 Committee reports its findings to the Board for consideration when approving the consolidated financial statements. The Audit 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 Committee.

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Patricia France  
President

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Marc Jones  
Vice-President Finance & Chief Financial Officer

May 18, 2022

## **INDEPENDENT AUDITORS' REPORT**

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

### ***Opinion***

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

- the consolidated statement of financial position as at March 31, 2022
- the consolidated statement of operations for the year then ended
- the consolidated statement changes in net assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

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

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the College as at March 31, 2022, and its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

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

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

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

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

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

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

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

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

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

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

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

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

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

We also:

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

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

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

Chartered Professional Accountants, Licensed Public Accountants

Windsor, Canada

May 18, 2022



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Consolidated Statement of Financial Position

March 31, 2022, with comparative information for 2021

	2022	2021
<b>Assets</b>		
Current assets:		
Cash	\$ 111,216,984	\$ 109,418,763
Accounts receivable (note 18)	11,554,546	10,514,596
Temporary investments (note 2)	230,658,810	147,006,808
Prepaid expenses	9,669,933	8,328,502
	<u>363,100,273</u>	<u>275,268,669</u>
Long-term investments (note 2)	11,704,870	11,065,362
Construction in progress (note 5)	23,248,025	7,272,006
Capital assets (note 6)	188,901,869	177,801,568
	<u>\$ 586,955,037</u>	<u>\$ 471,407,605</u>
<b>Liabilities and Net Assets</b>		
Liabilities:		
Accounts payable and accrued liabilities	\$ 53,678,983	\$ 44,236,881
Deferred revenue (note 7)	170,683,903	108,204,908
Vacation pay	6,108,516	6,153,539
Current portion of long-term debt (note 8)	13,472,031	1,368,484
	<u>243,943,433</u>	<u>159,963,812</u>
Long-term debt (note 8)	7,524,688	8,969,542
Post-employment benefits and compensated absences (note 9)	3,632,000	3,687,000
Deferred contributions (note 10)	2,112,808	1,968,115
Deferred capital contributions (note 11)	118,759,610	120,100,248
Deferred capital contributions relating to construction in progress (note 12)	8,897,250	7,196,074
	<u>384,869,789</u>	<u>301,884,791</u>
Net assets:		
Unrestricted:		
Operating	45,841,676	40,738,968
Post-employment benefits and compensated absences	(3,632,000)	(3,687,000)
Vacation pay	(6,108,516)	(6,153,539)
	<u>36,101,160</u>	<u>30,898,429</u>
Invested in capital assets (note 13)	63,496,315	47,439,226
Externally restricted (note 14)	9,975,626	9,442,356
Internally restricted (note 15)	92,512,147	81,742,803
	<u>202,085,248</u>	<u>169,522,814</u>
Commitments (note 16)		
Contingent liabilities (note 17)		
	<u>\$ 586,955,037</u>	<u>\$ 471,407,605</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, 2022, with comparative information for 2021

	2022	2021
Revenue:		
Grants and reimbursements	\$ 43,620,800	\$ 43,064,116
Capital support grants	289,367	143,267
Tuition revenue	90,548,360	93,367,308
Public college private partnership (note 20)	77,391,572	62,528,728
Contract training	20,363,267	13,525,836
Amortization of deferred capital contributions	6,046,381	5,711,259
Other income	18,991,661	15,326,863
Donations	110,518	129,898
Foundation	554,076	533,466
Ancillary operations	6,417,775	2,648,352
(Loss) gain on disposal of capital assets	(238,371)	976,042
	264,095,406	237,955,135
Expenses:		
Salaries and benefits	92,170,777	83,748,716
Operating expenditures	61,389,420	51,066,830
Public college private partnership (note 20)	58,874,154	46,866,349
Post employment and compensated absences	(55,000)	53,000
Foundation	554,076	533,466
Bursaries and scholarships	102,518	121,898
Amortization of capital assets	11,509,287	10,498,828
Other expenditures out of capital support grants	263,302	182,262
Ancillary operations	7,709,708	5,675,586
	232,518,242	198,746,935
Excess of revenue over expenses	\$ 31,577,164	\$ 39,208,200

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, 2022, with comparative information for 2021

	Unrestricted	Invested in capital assets (note 13)	Externally restricted (note 14)	Internally restricted (note 15)	2022 Total	2021 Total
Balance, beginning of year	\$ 30,898,429	47,439,226	9,442,356	81,742,803	\$ 169,522,814	\$ 132,663,640
Endowments received during the year	-	-	506,638	-	506,638	150,974
Excess (deficiency) of revenues over expenses	37,278,441	(5,701,277)	-	-	31,577,164	39,208,200
Transfer to St. Clair College Foundation			26,632		26,632	-
Transfer of unrestricted to internally restricted	(10,769,344)	-	-	10,769,344	-	-
Net change in investment in capital assets (note 4g and 13b)	(21,306,366)	21,758,366		-	452,000	(2,500,000)
Balance, end of year	\$ 36,101,160	\$ 63,496,315	\$ 9,975,626	\$ 92,512,147	\$ 202,085,248	\$ 169,522,814

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, 2022, with comparative information for 2021

	2022	2021
Cash provided by (used in):		
Operations:		
Excess of revenue over expenses	\$ 31,577,164	\$ 39,208,200
Items not involving cash:		
Amortization of capital assets	11,509,287	10,498,828
Amortization of deferred capital contributions	(6,046,381)	(5,711,259)
Accrual for post-employment benefits and compensated absences	(55,000)	53,000
Deferred contributions recognized as revenue in the year	(554,076)	(533,466)
Unrealized gain on long-term investments	(56,471)	(1,389,761)
Loss (gain) on disposal of capital assets	238,371	(976,042)
	36,612,894	41,149,500
Changes in non-cash operating working capital:		
Accounts receivable	(1,039,950)	656,372
Prepaid expenses	(1,341,431)	(2,785,732)
Accounts payable and accrued liabilities	9,442,102	18,475,215
Accrual for vacation pay	(45,023)	(316,966)
Deferred revenue	62,478,995	15,378,123
	106,107,587	72,556,512
Financing activities:		
Deferred contributions	698,769	1,796,796
Proceeds on long-term debt	12,027,177	-
Repayment of long-term debt	(1,368,484)	(1,296,657)
Endowment and annual contributions	533,270	150,974
	11,890,732	651,113
Capital activities:		
Contributions received for capital purposes	4,705,743	4,242,800
Contributions received for construction in progress	1,701,176	2,120,311
Proceeds on disposal of capital assets	(14,797)	294,443
Purchase of capital assets and construction in process, net of contribution of land of \$452,000	(38,357,181)	(14,875,489)
	(31,965,059)	(8,217,935)
Investing activities:		
Purchase of long-term investments	(583,037)	-
Disposal of long-term investments	-	60,585,796
Purchase of temporary investments	(83,652,002)	(84,141,164)
	(84,235,039)	(23,555,368)
Increase in cash	1,798,221	41,434,322
Cash, beginning of year	109,418,763	67,984,441
Cash, end of year	\$ 111,216,984	\$ 109,418,763

See accompanying notes to financial statements.

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

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

**1. Significant accounting policies:**

**(a) Basis of presentation:**

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

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

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

**(b) Revenue recognition:**

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

**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 \$460,000 (2021 - \$550,000) which have not been recorded in the accompanying financial statements.

**1. Significant accounting policies (continued):**

(c) Capital assets:

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

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

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

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

(d) Vacation pay:

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

**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.



**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.

**1. Significant accounting policies (continued):**

(g) Management estimates:

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

## 2. Financial instrument classification:

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

2022	Fair value	Amortization at cost	Total
Cash	\$111,216,984	\$ -	\$111,216,984
Accounts receivable	-	11,554,546	11,554,546
Temporary investments	230,658,810	-	230,658,810
Long-term investments	11,704,870	-	11,704,870
Accounts payable and accrued liabilities	-	53,678,983	53,678,983
Long-term debt	-	20,996,719	20,996,719
	\$353,580,664	\$ 86,230,248	\$439,810,912

2021	Fair value	Amortization at cost	Total
Cash	\$109,418,763	\$ -	\$109,418,763
Accounts receivable	-	10,514,596	10,514,596
Temporary investments	147,006,808	-	147,006,808
Long-term investments	11,065,362	-	11,065,362
Accounts payable and accrued liabilities	-	44,436,881	44,236,881
Long-term debt	-	10,338,026	10,338,026
	\$267,490,933	\$ 65,089,503	\$332,580,436

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 \$11,704,870 (2021 - \$11,065,362) of investments externally restricted for endowment purposes (see note 14).

## 2. Financial instrument classification (continued):

Long-term investments consist of the following:

	2022	2021
Fair value:		
Corporate and government bonds	6,061,205	5,007,996
Shares in public companies and mutual funds	5,643,665	6,057,366
	<u>\$ 11,704,870</u>	<u>\$ 11,065,362</u>

	2022	2021
Cost:		
Corporate and government bonds	6,220,432	4,903,329
Shares in public companies and mutual funds	4,216,325	4,950,391
	<u>\$ 10,436,757</u>	<u>\$ 9,853,720</u>

Maturity profile of bonds held is as follows:

	Within 1 year	1 to 5 years	6 to 10 years	Over 10 years	Total
2022					
Carrying value \$	702,696	\$ 3,446,534	\$1,629,592	\$ 282,383	\$ 6,061,205
Percent of total	11%	57%	27%	5%	100%

	Within 1 year	1 to 5 years	6 to 10 years	Over 10 years	Total
2021					
Carrying value \$	732,190	\$ 2,918,980	\$1,051,302	\$ 305,524	\$ 5,007,996
Percent of total	15%	58%	21%	6%	100%

## 2. Financial instrument classification (continued):

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

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

2022	Level 1	Level 2	Level 3	Total
Cash	\$111,216,984	\$ -	\$ -	\$111,216,984
Temporary investments	230,658,810	-	-	230,658,810
Long-term investments	11,704,870	-	-	11,704,870
Total	\$353,580,664	\$ -	\$ -	\$353,580,664

2021	Level 1	Level 2	Level 3	Total
Cash	\$109,418,763	\$ -	\$ -	\$109,418,763
Temporary investments	147,006,808	-	-	147,006,808
Long-term investments	11,065,362	-	-	11,065,362
Total	\$267,490,933	\$ -	\$ -	\$267,490,933

There were no transfers between Level 1 and Level 2 for the years ended March 31, 2022 and 2021. There were also no transfers in or out of Level 3.

### **3. Acquisition of Cleary International Centre:**

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

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

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

#### **4. Contributed land and building:**

(a) 275 Victoria Avenue:

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

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

(b) 3860 Lauzon Road:

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

On September 25, 2020, the land and residential building of 3860 Lauzon Road was transferred for \$nil consideration to The Corporation of the City of Windsor. The fair value of the property was determined upon an appraisal completed by an independent, certified appraiser with a value of \$2,500,000. In accordance with Canadian public sector accounting standards, the College has recorded a gain on disposal net of costs of disposal of \$678,730.

(c) 305 Victoria Avenue:

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

(d) Wood Lot:

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

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



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

(e) Student Life Centre:

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

(f) Thames Campus Addition:

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

(g) 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.

**5. Construction in progress:**

Construction in progress represents costs incurred on certain building and equipment which was not available for use. Once the building and equipment is put in service, the total costs will be reclassified to capital assets and amortization will commence. As at March 31, 2022, construction in progress amounted to \$23,248,025 (2021 - \$7,272,006).

**6. Capital assets:**

2022	Cost	Accumulated amortization	Net book value
Land	\$ 6,086,284	\$ -	\$ 6,086,284
Buildings	246,452,785	86,643,907	159,808,878
Site improvement	19,922,364	10,246,240	9,676,124
Equipment	91,673,044	80,714,399	10,958,645
Computer equipment	2,200,055	1,607,605	592,450
Leasehold improvements	6,018,475	4,238,987	1,779,488
	<b>\$ 372,353,007</b>	<b>\$ 183,451,138</b>	<b>\$ 188,901,869</b>

2021	Cost	Accumulated amortization	Net book value
Land	\$ 5,634,284	\$ -	\$ 5,634,284
Buildings	233,683,557	81,227,622	152,455,935
Site improvement	16,195,843	9,022,824	7,173,019
Equipment	86,471,013	77,460,742	9,010,271
Computer equipment	1,828,580	1,029,749	798,831
Leasehold improvements	6,018,475	3,289,247	2,729,228
	<b>\$ 349,831,752</b>	<b>\$ 172,030,184</b>	<b>\$ 177,801,568</b>

Amortization expense for the year is \$11,509,287 (2021 - \$10,498,828).

**7. Deferred revenue:**

	2022	2021
Advanced tuition fees	\$164,407,799	\$ 99,800,398
Unearned grants	5,187,337	7,529,961
Unearned rent	261,802	125,082
Other	826,965	749,467
	<b>\$170,683,903</b>	<b>\$108,204,908</b>

**8. Long-term debt:**

The College has a \$5,000,000 operating line of credit. No amount has been drawn upon this operating line of credit as at March 31, 2022 (2021 - \$nil). The other long-term debt outstanding at year-end consists of:

	2022	2021
6.63% debt, payable \$128,585 monthly including interest, due March 28, 2028	\$ 7,621,234	\$ 8,622,638
2.147% debt, payable \$200,975 semi-annually including interest, due May 14, 2025	1,348,308	1,715,388
Three-month Ontario Treasury Bill Rate plus 0.533% compounded quarterly, payable including interest on August 31, 2022	12,027,177	-
	<b>20,996,719</b>	<b>10,338,026</b>
Current portion of long-term debt	<b>(13,472,031)</b>	<b>(1,368,484)</b>
	<b>\$ 7,524,688</b>	<b>\$ 8,969,542</b>

The loan payable on August 31, 2022 will be converted to a 20-year term loan including additional advances and interest up to August 31, 2022 at an annual rate equal to the Province of Ontario's 20-year amortizing bond plus 0.533%, compounded semi-annually, payable semi-annually including interest, due August 31, 2042.

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

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

2023	\$ 13,472,031
2024	1,526,076
2025	1,612,468
2026	1,503,407
2027	1,393,737
Thereafter	1,489,000
	<u>\$ 20,996,719</u>

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

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

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

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

2022	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
Accrued employee future benefits obligations	\$ 835,000	\$ 3,104,000	\$ 153,000	\$ 4,092,000
Value of plan assets	(220,000)	-	-	(220,000)
Unamortized actuarial gains (losses)	140,000	(463,000)	83,000	(240,000)
<b>Total liability</b>	<b>\$ 755,000</b>	<b>\$ 2,641,000</b>	<b>\$ 236,000</b>	<b>\$ 3,632,000</b>

2021	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
Accrued employee future benefits obligations	\$ 875,000	\$ 3,433,000	\$ 195,000	\$ 4,503,000
Value of plan assets	(201,000)	-	-	(201,000)
Unamortized actuarial gains (losses)	147,000	(847,000)	85,000	(615,000)
<b>Total liability</b>	<b>\$ 821,000</b>	<b>\$ 2,586,000</b>	<b>\$ 280,000</b>	<b>\$ 3,687,000</b>

2022	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expense
Current year benefit cost	\$ (49,000)	\$ 279,000	\$ 6,000	\$ 236,000
Interest on accrued benefit obligation	1,000	61,000	3,000	65,000
Amortized actuarial gains (losses)	(12,000)	83,000	(6,000)	65,000
<b>Total expense</b>	<b>\$ (60,000)</b>	<b>\$ 423,000</b>	<b>\$ 3,000</b>	<b>\$ 366,000</b>

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

2021	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expense
Current year benefit cost	\$ 17,000	\$ 362,000	\$ 6,000	\$ 385,000
Interest on accrued benefit obligation	1,000	56,000	4,000	61,000
Amortized actuarial losses	(10,000)	80,000	(13,000)	57,000
Total expense	\$ 8,000	\$ 498,000	\$ (3,000)	\$ 503,000

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, 2022, indicated an actuarial surplus of \$4.4 billion. The College made contributions to the Plan and its associated retirement compensation arrangement of \$7,595,169 (2021 - \$7,243,438), which has been included in the statement of operations.

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

(b) Post-employment benefits:

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

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

(i) Discount rate:

The present value as at March 31, 2022 of the future benefits was determined using a discount rate of 2.9% (2021 – 1.7%).

(ii) Medical premium:

Medical premium increases were assumed to increase at 6.29% per annum in 2022 (2021 – 6.42%) and decrease proportionately thereafter to an ultimate rate of 4.0% in 2040.

(iii) Dental costs:

Dental costs were assumed to increase at 4% per annum in 2022 (2021 – 4.0%).

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

(c) Compensated absences:

(i) Vesting sick leave:

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

(ii) Non-vesting sick leave:

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

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

	2022	2021
Wage and salary escalation:		
Academic	1.0%	1.0%
Support	1.25%	2.0%
Discount rate	2.9%	1.7%

The probability that the employee will use more sick days than the annual accrual and the excess number of sick days used are within ranges of 0% to 26.2% and 0 to 51 respectively for age groups ranging from 20 and under to 65 and over in bands of 5 years.



**10. Deferred contributions:**

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

	2022	2021
Balance, beginning of year	\$ 1,968,115	\$ 704,785
Less bursaries awarded in the year	(554,076)	(533,466)
Add: amounts received in the year	237,959	166,407
Add: unrealized gain (loss) on long-term investments	56,438	1,389,761
Add: investment income received in the year	404,372	240,628
Balance, end of year	\$ 2,112,808	\$ 1,968,115

Deferred contributions are comprised of:

	2022	2021
Scholarships and bursaries	\$ 1,961,808	\$ 1,817,115
Joint employment stability reserve	151,000	151,000
	\$ 2,112,808	\$ 1,968,115

**11. Deferred capital contributions:**

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

	2022	2021
Balance, beginning of year	\$120,100,248	\$ 121,568,707
Less: amortization of deferred capital contributions	(6,046,381)	(5,711,259)
Add: contributions received for capital purposes	4,705,743	4,242,800
Balance, end of year	\$118,759,610	\$ 120,100,248

As at March 31, 2022 there were \$nil (2021 - \$1,436,870) of deferred capital contributions received which were not spent.

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

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

	2022	2021
Balance, beginning of year	\$ 7,196,074	\$ 5,075,763
Less: amounts transferred to assets in the year	(347,380)	-
Add: contributions received for capital purposes	2,048,556	2,120,311
Balance, end of year	\$ 8,897,250	\$ 7,196,074

### 13. Investment in capital assets:

(a) Investment in capital assets represents the following:

	2022	2021
Capital assets	\$188,901,869	\$ 177,801,568
Construction in progress	23,248,025	7,272,006
Less amounts financed by:		
Long-term debt (note 8)	(20,996,719)	(10,338,026)
Deferred capital contributions (note 11)	(118,759,610)	(120,100,248)
Deferred capital contributions – construction (note 12)	(8,897,250)	(7,196,074)
Balance, end of year	\$ 63,496,315	\$ 47,439,226

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

	2022	2021
Deficiency of revenues over expenditures:		
Amortization of deferred capital contributions related to capital assets	\$ 6,046,381	\$ 5,711,259
Amortization of capital assets	(11,509,287)	(10,498,828)
(Loss) gain on disposal of assets	(238,371)	976,042
	\$ (5,701,277)	\$ (3,811,527)
Net change in investment in capital assets:		
Purchase and contribution of capital assets and transfers from construction in progress	\$ 38,809,181	\$ 14,875,489
Disposal of capital assets	(223,574)	(1,818,401)
Amounts funded by deferred capital contributions	(4,705,743)	(4,242,800)
Amounts funded by deferred capital contributions – CIP	(1,701,176)	(2,120,311)
(Loss) proceeds on disposal of capital assets, net of expenses	238,371	(976,042)
Proceeds on long-term debt	(12,027,177)	-
Repayment of long-term debt	1,368,484	1,296,657
	\$ 21,758,366	\$ 7,014,592

#### 14. Externally restricted net assets:

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

Investment income on externally restricted endowments that was disbursed during the year has been recorded in the statement of operations since this income is available for disbursement as scholarships and bursaries and the donors' conditions have been met. The unspent portion of investment income is recorded in deferred contributions. Investment income on endowed assets recognized and deferred was \$359,500 and \$640,763 respectively (2021 - \$345,200 and \$595,891).

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

#### 15. Internally restricted net assets:

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

	Financial Sustainability	Deferred Maintenance	Total
Balance, beginning of year	\$ 61,361,217	\$ 20,381,586	\$ 81,742,803
Add: contributions	6,574,382	11,699,537	18,273,919
Less: transfer for spend	-	(7,504,575)	(7,504,575)
Balance, end of year	\$ 67,935,599	\$ 24,576,548	\$ 92,512,147

#### 16. Commitments:

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

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2023	\$ 4,430,137
2024	2,828,104
2025	1,170,142
2026	663,232
2027	6,522
Thereafter	2,174

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#### 17. Contingent liabilities:

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

#### 18. Risk management:

##### (a) Credit risk:

Credit risk is the risk of financial loss to the College if a debtor fails to make payments of interest and principal when due. The College is exposed to the risk relating to its cash, debt holdings in its investment portfolio, and accounts receivable. The College holds its cash accounts with federally regulated chartered banks and a provincially regulated credit union which are protected by the Canadian Deposit Insurance Corporation and Deposit Insurance Corporation of Ontario respectively. In the event of default, the College's cash accounts and term deposits are insured up to \$100,000 (2021 - \$100,000). In addition, equity investments are held with an investment firm that is protected by the Canadian Investor Protection Fund ("CIPF"). In the event of CIPF member default, the equity investments are insured up to \$1,000,000 (2021 - \$1,000,000).

## 18. Risk management continued:

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

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

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

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

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

	Total	Current	Past due			
			1 - 30 days	31 - 60 days	61 - 90 days	91 - 120 days
Government receivables	\$ 4,872,190	\$ 4,872,190	\$ -	\$ -	\$ -	\$ -
Student receivables	3,988,992	5,210	1,936	982	1,039	3,979,825
Other receivables	3,802,051	3,364,876	30,183	155,281	29,738	221,973
Gross receivables	12,663,233	8,242,276	32,119	156,263	30,777	4,201,798
Less: impairment allowance	(1,108,687)	-	-	-	-	(1,108,687)
Net receivables	\$ 11,554,546	\$ 8,242,276	\$ 32,119	\$ 156,263	\$ 30,777	\$3,093,111

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.

## **18. Risk management (continued):**

### **(b) Market risk:**

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

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

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

### **(c) Currency risk:**

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

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

At March 31, 2022, 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 \$15,052 (2021 - \$15,342).

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.

**18. Risk management (continued):**

**(d) Interest rate risk:**

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

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

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

The College's bond portfolio has interest rates ranging from 1.4% to 9% (2021 – 0.5% to 9%) with maturities ranging from June 2, 2022 to May 18, 2077 (2021 – May 10, 2021 to May 18, 2077).

At March 31, 2022, a 1% fluctuation in interest rates, with all other variables held constant, would have an estimated impact on the fair value of bonds of \$268,456 loss and \$268,456 gain respectively (2021 - \$254,852 loss and \$254,852 gain). The College's bank loans as described in note 8 would not be impacted as the rate of the loans is fixed.

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

**(e) Equity risk:**

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets. The College is exposed to this risk through its equity holdings within its investment portfolio. At March 31, 2022, 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 \$468,767 (2021 - \$419,744).

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.



## 18. 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):

2022	Within 6 months	6 months to 1 year	1 – 5 years	> 5 years
Accounts payable	\$ 53,678,983	\$ -	\$ -	\$ -
Long-term debt	12,739,761	732,270	7,524,688	-
	\$ 66,418,744	\$ 732,270	\$ 7,524,688	\$ -

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

## 19. Related parties:

### St. Clair College Foundation:

The St. Clair College Foundation (the “Foundation”) was established to raise funds for the use of the College. The Foundation is a registered charity and is classified as a public Foundation under the Income Tax Act and, as such, is exempt from tax. Resources of the Foundation are for the benefit of the College and are to be used for purposes agreed upon by the College and the Foundation. During the year, an amount of \$194,576 (2021 - \$188,266), including \$nil of in-kind donations (2021 - \$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.

**19. Related parties (continued):**

St. Clair College Alumni:

The St. Clair College Alumni (the "Alumni") was established to promote and foster positive St. Clair alumni connections and fellowships within the St. Clair College community and the community at large. During the year, an amount of \$208,495 (2021 - \$205,515), was provided to the College to invest in a GIC. The College holds the investment in trust and accrues interest to the Alumni. The investment is included in the College's temporary investments.

**20. 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.

**21. Comparative figures:**

Certain prior year figures have been reclassified to conform with the current year's presentation. There was no impact to the College's excess of revenue over expenditures in the prior year.



**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: MAY 24, 2022**

**RE: REQUEST FOR NEW PROGRAM –  
LEADERSHIP AND CULTURE MANAGEMENT MICRO-CREDENTIAL**

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

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**AIM:**

To request approval to deliver a Leadership and Culture Management Micro-Credential program, commencing in Fall 2022.

**RATIONALE:**

The Leadership and Culture Management Micro-Credential is designed for all levels of leadership. The program provides professional development opportunities that develop in-demand skills and competencies. The program delivery is designed to be manageable to accommodate for learners with busy schedules. The Leadership and Culture Management Micro-Credential has been developed to meet the needs of both learners and employers in achieving meaningful core outcomes that are focused on skills and specific capabilities required for today's leaders.

**PROGRAM DESCRIPTION:**

This core Leadership and Culture Management Micro-Credential is designed to help learners develop an understanding of the core drivers of motivation, leadership styles, interpersonal dynamics and the neuroscience of leadership and leadership foundations. Topics include the science behind managing emotions, time and attention of self and others, employing effective dispute resolution techniques, the management of high conflict people and aiming to create a vision of how today's leaders should lead.

The program will be offered on a continuous intake, based on demand and will be eleven weeks in duration.

### **MEETS ST. CLAIR COLLEGE'S STRATEGIC DIRECTIONS:**

This program concept is consistent with the following College Strategic Directions:

- (1) Increase Corporate Training – Enhancing our reputation as a training centre for the workforce of our community.
- (2) Development of Human Resources – Staff development.

### **LABOUR MARKET DEMAND:**

Corporate and Professional Training has provided customized leadership training for several local employers including Windsor Regional Hospital, County of Essex, manufacturing companies as well as St. Clair College employees. This Leadership program was established in response to industry requests for training. Furthermore, Workforce Windsor-Essex Job Demand Report, 2022 has identified that leadership is one of the top in-demand skills contained within job postings.

### **STUDENT DEMAND RESEARCH:**

There are currently 178 iterations of leadership Micro-Credentials offered through publicly funded colleges and universities in Ontario.

### **ENROLMENT PROJECTIONS:**

The following table identifies the eight (8) year enrolment projections for domestic students. This Micro-Credential is targeted for a mature audience.

<b>Enrolment</b>	<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>	<b>2027-2028</b>	<b>2028-2029</b>	<b>2029-2030</b>
<b>Domestic</b>	60	60	60	60	60	60	60	60
<b>International</b>	0	0	0	0	0	0	0	0
<b>Total:</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>

### **FINANCIAL IMPACT:**

A pro-forma budget was created to show the cost/revenue for the Leadership and Culture Management Micro-Credential program and shows a net gain of \$173,783. This program is not eligible for financial aid as these courses are not Ministry approved.

### **RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board approves the request to deliver a Leadership and Culture Management Micro-Credential program, commencing in Fall 2022.

## Appendix B

### Micro-credential Budget Summary

**Name of Micro-credential:** Leadership and Culture Management  
**Academic School:** Continuing Education and Corporate and Professional Training

Enrolment:	FY 2022-2023	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028	FY 2028-2029	FY 2029-2030
Domestic	60	60	60	60	60	60	60	60
International	0	0	0	0	0	0	0	0
<b>Total</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>
<b>Revenues:</b>								
Domestic Tuition	\$216,000	\$216,000	\$216,000	\$216,000	\$216,000	\$216,000	\$216,000	\$216,000
International Tuition	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ISR	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Enrolment Grant (EG)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Performance Grant (PG)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$216,000</b>	<b>\$216,000</b>	<b>\$216,000</b>	<b>\$216,000</b>	<b>\$216,000</b>	<b>\$216,000</b>	<b>\$216,000</b>	<b>\$216,000</b>
<b>Expenditures:</b>								
FT Faculty Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PT Faculty Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FT Support Costs	\$9,225	\$9,410	\$9,598	\$9,790	\$9,985	\$10,185	\$10,389	\$10,597
PT Support Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contracted Educational Services (incl coaching)	\$96,000	\$96,000	\$96,000	\$96,000	\$96,000	\$96,000	\$96,000	\$96,000
Instructional Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Professional Development & Curriculum Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Recruitment Commission (20%)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
School Overhead	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$105,225</b>	<b>\$105,410</b>	<b>\$105,598</b>	<b>\$105,790</b>	<b>\$105,985</b>	<b>\$106,185</b>	<b>\$106,389</b>	<b>\$106,597</b>
<b>Contribution Margin (40%)</b>	<b>\$86,400</b>	<b>\$86,400</b>	<b>\$86,400</b>	<b>\$86,400</b>	<b>\$86,400</b>	<b>\$86,400</b>	<b>\$86,400</b>	<b>\$86,400</b>
<b>Expenditures &amp; Contribution Margin</b>	<b>\$191,625</b>	<b>\$191,810</b>	<b>\$191,998</b>	<b>\$192,190</b>	<b>\$192,385</b>	<b>\$192,585</b>	<b>\$192,789</b>	<b>\$192,997</b>
<b>Program Level Net Difference</b>	<b>\$24,375</b>	<b>\$24,191</b>	<b>\$24,002</b>	<b>\$23,810</b>	<b>\$23,615</b>	<b>\$23,415</b>	<b>\$23,211</b>	<b>\$23,003</b>
<b>Program Level Net Present Value</b>	<b>\$173,783</b>							
EG Recovery from Other Programs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PG Metric Recovery	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>College Level Net Difference</b>	<b>\$24,375</b>	<b>\$24,191</b>	<b>\$24,002</b>	<b>\$23,810</b>	<b>\$23,615</b>	<b>\$23,415</b>	<b>\$23,211</b>	<b>\$23,003</b>
<b>College Level Net Present Value</b>	<b>\$173,783</b>							
<b>Approved Credential Tuition</b>	Domestic	<b>\$3,600</b>		International	<b>\$0</b>			

## POLICY AND PROCEDURE MANUAL

<b>Policy Title:</b>	<b>Code of Conduct</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Governance Process</b>	<b>Policy No: 2003-5</b>
<b>Effective Date:</b>	<b>May 28, 2019</b>	<b>Page: 1 of 3</b>
<b>Supersedes:</b>	<b>May 31, 2003</b>	<b>Last Review Date: May 28, 2019</b>
<b>Mandatory Review Date:</b>	<b>May 28, 2024</b>	

Board members will be independent, impartial and responsible in order to effectively govern the College. This Code of Conduct is intended to set basic rules for Board members in order to maintain the Board's integrity and the confidence of the community.

1. Board members will be ethical and professional. This includes proper use of authority and appropriate decorum when acting as Board members. Board members will treat one another, students and staff with respect, cooperation and will deal openly on all matters.
2. Members are accountable to exercise the powers and discharge the duties of their office honestly, in good faith and in the best interest of the College.
3. Board members will not communicate any matter designated as confidential to anyone.
4. Board members will abide by the confidentiality of information in perpetuity.
  - 4.1 Board members will not waive Board rights to confidentiality including discussions which occur at legally-held-in-camera meetings of the Board.
  - 4.2 Board members will enforce upon themselves whatever discipline is needed to govern with excellence including a resolution of censure or a request for removal of a Board member.
  - 4.3 Members of the Board who are students or employees of the College should not raise issues at the Board level which affect them personally. Such issues should be handled through the regular avenues of communications within the College.
5. Board members will not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
  - 5.1 Board members' interaction with the President or with staff will recognize that any individual member or group of members does not have authority other than that explicitly stated in Board policies.

- 5.2 Board members' interaction with the public, press or other entities will recognize the same limitation and the similar inability of any member(s) to speak for the Board.
- 5.3 Board members will make no evaluations of the President or staff performance except as that performance is assessed against explicit Board policies by the official process.
- 5.4 Board members will encourage employees to utilize reporting lines within the administration to bring their concerns to the Board.
- 6. Board members will be familiar with the incorporating documents of St. Clair College, Board By-laws, Board regulations, Board policies and organizational structure of the College, as well as the general rules of procedure and proper conduct of a meeting so that any decision of the Board may be made in an efficient, knowledgeable and expeditious fashion.
- 7. Board members will be well prepared for each meeting and for the discussion of any item.
- 8. Board members will take part in educational activities that will assist them in carrying out their responsibilities.
- 9. Board members will attend meetings on a regular and punctual basis. A member may attend a maximum of 20% of Board meetings through virtual means.
- 10. Governors when acting as Governors, are expected to consider and represent the interests of the College and its community as a whole in preference to any other interests which that Governor may also have or represent.
- 11. In keeping with the Minister's Binding Policy Directive and the "Conflict of Interest" Policy Framework Governors must declare a conflict of interest, at the earliest opportunity, with respect to their fiduciary responsibility and are expected to adhere to the Minister's Binding Policy Directive, as well as the Board By-laws and Policies pertaining to the "Conflict of Interest".

As members of the Board of St. Clair College, Board members are guided by the Ontario Ministry of Colleges and Universities Act, particularly, Regulation 770 and the Minister's Binding Policy Framework. The following specific points, however, are particularly to be noted in the conduct of the Board matters:

- 1. Board members must be sensitive to conflicts of interest whether it is actual, perceived or potential and should be guided by the Provincial guidelines in those matters. A conflict of interest declaration must be made on any items or discussions which cut across members' involvement with respect to other organizations or possible gains to themselves or their families.
- 2. Board members should avoid raising any specific cases in respect to professors/instructors, students, or employees at the Board meetings. Such items should be discussed with the President or Chair of the Board outside of the context of the formal meeting of the Board.

#### Process for Declaring a Conflict of Interest

At the beginning of every Board meeting, the Chair of the Board is to ask, and have recorded in the minutes, whether any Governor has a conflict to declare with respect to any agenda item. A Governor who has a conflict of interest is to declare the conflict and the general nature of the conflict.

In keeping with best practices, Board members that have declared conflict are to leave the room prior to that particular agenda item being discussed. This includes both open and closed/in camera meetings, and in cases of actual, perceived and potential conflict.

This approach provides the best protection for the Board and the individual Governor, to avoid any claims that the Governor influenced a Board decision for his/her benefit or to benefit the conflicting interest.

#### Handling Violations of the Code of Conduct

A Board member who is alleged to have violated the Code of Conduct will be informed in writing and will be allowed to present his/her views of such alleged breach at the next Board meeting. The complaining party must be identified. If the complaining party is a member, he/she and the respondent member will absent themselves from any vote upon resolution of censure or other action that may be brought by the members. Members who are found to have violated the Code of Conduct may be subject to censure.

In addition to the above, Board members will be required to complete and sign a Conflict of Interest Disclosure form (Appendix G) annually, to be reviewed by the Board Chair.



## BOARD OF GOVERNORS BY-LAWS

<b>Policy Title:</b>	<b>Board Meetings</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 21</b>
<b>Effective Date:</b>	<b>March 29, 2016</b>	<b>Page: 1 of 2</b>
<b>Supersedes:</b>	<b>November 24, 1998</b>	<b>Last Review Date: March 29, 2016</b>
<b>Mandatory Review Date:</b>		

### Board Meetings

- 21.1 Meetings of the members of the Board shall normally be scheduled on a monthly basis, from September to June each year at the College or elsewhere as the Board may determine and on such day as the Board shall appoint. A copy of any resolution of the Board fixing the place and time of the regular meeting schedule, once approved, shall be provided to every Board member and no further notice shall be required.
- 21.2 Annual General Meeting of the members of the Board shall be held at the College or elsewhere, as the Board may determine and on such day as the Board shall appoint. At every annual meeting or at such other meeting as the Board may determine, in addition to any other business that may be transacted, reports of members of the Board, the year-end financial statement and the report of the auditors shall be presented and the auditor shall be appointed or confirmed for the ensuing year. The members of the Board may consider and transact any business, either special or general, without any notice therefore at any meeting of the Board.
- 21.3 Annual or any other general or special meeting of the members of the Board may be called by the Chair, the Vice Chair, the President or by the Secretary to the Board on the direction of the Chair, the Vice Chair, the President or any five members at the Head Office of the College or elsewhere in Ontario and on such day and at such time as that person or persons shall determine and the purpose of the meeting shall be disclosed in the notice of meeting.
- 21.4 Notice of the date, time and place of each meeting of the Board, other than meetings set out in Article 21.1, shall be given to each member not less than forty-eight (48) hours (exclusive of any part of a Non-Business Day) before the time when the meeting is to be held. Where every member of the Board is in attendance and provides consent the notice period may be waived.
- 21.5 If all members of the Board present or participating in a meeting consent, a member of the Board

may participate in a meeting of the Board or of a committee of the Board by means of such telephone, electronic or other communications facilities as permit all persons participating in the meeting to communicate with each other simultaneously and instantaneously. A member of the Board participating in such a meeting by such means is deemed to be present at the meeting. A maximum of 20% of Board meetings may be attended through virtual means.

21.6 Subject to section 21.7 all meetings of the Board shall be held in public. All matters of a confidential nature, pursuant to the criteria set out in section 21.5, shall be considered by the Board *In-Camera* unless the Board, by majority vote, resolves to consider a specific confidential matter in a public session.

21.7 Matters of a confidential nature which shall be considered by the Board in closed (In-Camera) session shall include, but not be limited to:

- a) all matters pertaining to the College President's terms of employment, including selection, evaluation, contract terms and termination;
- b) all matters pertaining to the terms of employment of any individual employee including, but not limited to, disciplinary matters;
- c) all matters in litigation, threatened litigation or potential litigation affecting the College;
- d) the receipt of advice, whether written or oral, that is subject to solicitor-client privilege including all communications for the purpose of pending, threatened or contemplated litigation affecting the College;
- e) the sale, transfer, gifting, exchange, lease, expropriation, mortgaging, or encumbering of real property by or in favour of the College,
- f) all matters pertaining to the security of persons and property relating to the College;
- g) all matters pertaining to the specific terms of labour relations issues including, but not limited to, collective bargaining;
- h) any matter of a personal nature involving an individual, unless such individual requests, and the Board agrees, that that part of the meeting may be open to the public, in accordance with subsection 5(7) of Ontario Regulation 34/03;
- i) all matters comprising information that is prohibited from disclosure by law, including, but not limited to, the Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c.F.3 and the Personal Information Protection and Electronic Documents Act, S.C. 2000, c.5;
- j) any other matters which, in the opinion of a majority of the Board, the public disclosure thereof would be prejudicial to or jeopardize the strategic interests of the College or its students.
- k) all consideration of whether a specific item should be discussed In-Camera.

## BOARD OF GOVERNORS BY-LAWS

<b>Policy Title:</b>	<b>Board Officers</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 9</b>
<b>Effective Date:</b>	<b>May 22, 2018</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>September 25, 2012</b>	<b>Last Review Date: May 22, 2018</b>
<b>Mandatory Review Date:</b>		

### Board Officers

9.1 The Board shall have the following officers as elected or appointed by the Board:

- a) a Chair;
- b) a Vice Chair;
- c) a President;
- d) a Corporate Secretary;
- e) a Treasurer; and
- f) such other officers as the members of the Board may determine from time to time by Resolution as elected or appointed in accordance with this By-law.

## BOARD OF GOVERNORS BY-LAWS

<b>Policy Title:</b>	<b>Election of Chair and Vice Chair</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 10</b>
<b>Effective Date:</b>	<b>May 22, 2018</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>January 29, 2013</b>	<b>Last Review Date: May 22, 2018</b>
<b>Mandatory Review Date:</b>		

### Election of Chair and Vice Chair

- 10.1 Eligibility to serve as Chair or Vice Chair is open to external members.
- 10.2 Board elections of the Chair and Vice Chair shall take place annually at the Board meeting in June or as soon thereafter as possible. The vote shall be by secret ballot by all voting members of the Board in attendance.
- 10.3 The current Chair, if ineligible for re-election, shall act as Chairperson of the process to elect the officers. If the current Chair is standing for re-election, or in the Chair's absence, the Corporate Secretary shall act as Chairperson of the officer election process.
- 10.4 Officers shall serve a one-year term commencing annually on September 1. Officers are eligible for re-election, except that there shall be a limit of two (2) consecutive one-year terms of office for Chair.

## BOARD OF GOVERNORS BY-LAWS

<b>Policy Title:</b>	<b>Duties of the Chair</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 11</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: April 30, 2013</b>
<b>Mandatory Review Date:</b>		

### Duties of the Chair

The Chair shall:

- 11.1 Preside at meetings of the Board in accordance with the By-law;
- 11.2 Together with the Corporate Secretary, Treasurer or other Board officers appointed for the purpose, sign all By-laws of the College;
- 11.3 Sign such contracts, documents or instruments in writing as require the signature of the Chair;
- 11.4 Have such other powers and duties as may from time to time be assigned by the Board, or as are incidental to the office of the Chair;
- 11.5 Act generally as public spokesperson for the Board;
- 11.6 Shall be an ex-officio member of all standing committees; and
- 11.7 Ensure that Board governance is conducted in accordance with Board policies duly approved by the Board.



## BOARD OF GOVERNORS BY-LAWS

<b>Policy Title:</b>	<b>Duties of the Vice Chair</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 12</b>
<b>Effective Date:</b>	<b>May 28, 2013</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>November 24, 1998</b>	<b>Last Review Date: May 28, 2013</b>
<b>Mandatory Review Date:</b>		

### Duties of the Vice Chair

- 12.1 The Vice Chair shall have such powers and perform such duties as may be assigned by the Board;
- 12.2 The Vice Chair will act as Chair in the absence of the Chair with full power and authority; and
- 12.3 The Vice Chair shall be the Chair of the Naming Committee.

2020-2021 School Year Review

SSAA Inc.





# What's New This Year

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- First full operational year as an incorporation
- Added 3 more positions to the board (Director of Varsity, Sport, and Treasurer)
- No varsity season due to Covid-19
- Opened the brand new Sportspark





# Our Board (2020-2021)



- President: Michael Beale
- VP of Varsity: Sydney Shewell
- VP of Intramurals: Adam Benezrah
- Treasurer: Javonte Mitchell
- Director of Marketing and Promotion: Rya Cowan
- Director of Marketing: Willow Eldon

- Directors of Sport:
  - Arshdeep Singh
  - Swapnil Ahmed
  - Jaimie Randall
  - Luula Ali
  - Drew Howson
- Directors of Varsity:
  - Cole Seguin
  - Jaclyn French
  - Mitchell Skilton

# Mental Health

- One of the biggest challenges for people in the community, especially students during this past year was mental health
- The SSAA Board made it a point to show their support towards mental health and donated to the local Canadian Mental Health Association



# Student Engagement

- With changing restrictions in place throughout the year and limited students on campus, our board was given the challenge of reaching out to students in the safest ways possible
- We were able to host some in person events but began to focus on our online presence as more restrictions were put in place as the year went on

The logo for "Saints Sports Talk" is displayed on a black rectangular background. The words "Saints Sports" are in a large, bold, green, sans-serif font, and the word "Talk" is in a slightly smaller, bold, green, sans-serif font below them.

**Saints Sports  
Talk**





## In Person Sporting Events

# Incoming Board 2021-2022

- President: Michael Beale
- VP of Varsity: Sydney Shewell
- VP of Intramurals: Swapnil Ahmed
- Treasurer: Christian Seguin
- Director of Marketing and Promotion: Rya Cowan
- Director of Marketing: Drew Howson
- Directors of Sport:
  - Luula Ali
  - Peyton Huston
  - Matteo Palumbo
  - Jalen Harmon
  - Javonte Mitchell
- Directors of Varsity:
  - Jaclyn French
  - Ashley Brill
  - Kersten Mary-Skilton

# Thank you!



## PRESIDENT'S REPORT

### Meeting of the Board of Governors Full Board – May 24, 2022

#### 1. Deferred Maintenance Update

The College has set aside \$7,509,200 for Deferred Maintenance projects in 2022-23 (exclusive of Facilities Renewal Program funding). A total of 16 projects will be completed with these funds, including engineering and/or design work for 2023-24 projects. In-year engineering/design and construction has become increasingly difficult to manage in the post-pandemic environment and is currently not feasible. Projects must be pre-identified and engineered and/or designed one fiscal year ahead. In addition, due to supply chain shortages, delivery timelines are significant. Consultants need additional time to design in order to avoid errors and omission. Due to these supply chain and contractor capacity concerns, many projects will take in excess of 12 months to complete.

For these reasons, there are a few projects that will have to be deferred to a future fiscal year such as the Window Replacement project. The plan was to replace the windows in Block "T" of the Main Campus. The project budget was set at \$110,000 and the lowest bid came in at \$553,455 (\$443,455 over budget). Due to COVID, glazing is backlogged and is currently at a premium.

The current list of the 2022-23 Deferred Maintenance include the following:

1	Foundation Repairs	\$500,000
2	Flooring Replacements	\$285,000
3	Ceiling Replacements	\$50,000
4	SCCCA Partition	\$150,000
5	Washroom Upgrades	\$200,000
6	Electrical Upgrades	\$900,000
7	Door & Door Handle Replacements	\$159,300
8	Roof Refurbishments/Replacements	\$350,000
9	Parking Lots/Roads	\$900,000
10	Mechanical Upgrades	\$1,550,000
11	Lighting Upgrades	\$500,000
12	Plumbing Upgrades	\$200,000
13	Chatham Science Lab	\$360,000
14	Main Campus – Griff's Loading Dock	\$35,000
15	Pool Repairs	\$280,000
16	Engineering/Design for 2023-24 Projects	\$100,000
	Sub-Total	\$6,519,300
	Contingency	\$989,900
	<b>TOTAL</b>	<b>\$7,509,200</b>

The College will continue to monitor projects and pricing as they are received and will reallocate funds between projects as necessary in order to stay within budget.

## 2. WE-SPARK Cheers To Hope Event

WE-SPARK held a “Cheers To Hope” fundraising event on Wednesday, April 27, 2022 at the Essex Golf & Country Club. The goals of the event was to inform the community about WE-SPARK, of the importance of collaborative health research, to celebrate those who have provided big support for the grants program over the past 2 years and to let people know how they can support the grants program. During the event, the President thanked Jeff Casey and the Cancer Collaborative Fund for their efforts in raising over \$400,000 for research, bringing the tally of the “Play For a Cure” event to nearly \$800,000 to date.





### 3. Play For A Cure Student Volunteer Thank You

The Play For A Cure Pro Am fundraising event exceeded everyone's expectations. The two-day event was held at the Vollmer Complex in LaSalle with game day taking place on Friday, April 8, 2022. The event netted **\$400,196.00**. All proceeds from the event go to the Cancer Research Collaboration Fund established in partnership with the Windsor-Essex Community Foundation to support collaborative cancer research initiatives in our community.

On Monday, May 2, 2022, Jeff Casey, the event organizer and a St. Clair College Foundation Board member, came to the College to personally thank the College's student volunteers who helped make the event a huge success.



**RISE**  
**ABOVE**  
THE ORDINARY

#### 4. In-Person Open House

The College held our first in-person Open House in three years on Saturday, April 30, 2022. For the first time since 2019, the College was able to promote our programs and academic offerings to high school students face-to-face. Potential students were also invited to tour the College's facilities, including the new Esports facility which is still under construction. The event garnered much media attention with the College being featured in a CTV News article (<https://windsor.ctvnews.ca/st-clair-college-hosts-first-in-person-open-house-in-three-years-1.5883366>).





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## 5. Herb Gray Harmony Awards

The Herb Gray Harmony Awards Gala took place on Thursday, May 2, 2022 at the Ciociaro Club. St. Clair College was the sponsor of the Inspire Award which was established three years ago and honours a newcomer to Windsor-Essex for their perseverance, optimism and the positive example they provide to our community. St. Clair Board Chair, Egidio Sovran, presented the award to the 2022 recipient, Mr. Moussa Keita. President France gave a taped message congratulating Kathleen Thomas on her retirement.



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## 6. Health Centre RFP Timing

The College's contract with Dr. DeMarco for the operation of the Health Centre expires on January 1, 2023. The College is in the process of writing a Request For Proposals (RFP) for the operation of the Health Centre. The College is open to supporting any innovative model that meets our needs and the needs of a proponent, up to and including sharing the Health Centre with a private medical practice, if appropriate. The plan is to issue an RFP in June 2022 with a site visit and presentation planned for a week later. The tentative deadline for submission will be August 1, 2022.

## 7. Farrow Riverside Miracle Park Grand Opening

The grand opening of Windsor's new Farrow Riverside Miracle Park took place on Saturday, May 14, 2022. The park is fully accessible and is located in Windsor's Riverside neighbourhood. The park includes a special baseball diamond made specifically for people with disabilities; a part of Windsor's "Miracle League". The park celebrated its grand opening with its first baseball game five years after construction began. St. Clair College is a proud donor of the park.



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## 8. Farhi Lease Holdings

The President, M. Silvaggi and J. Fairley did a walk-through of the newly renovated first floor hallway area at 333 Riverside Drive with Farhi Lease Holdings. The College will look into potentially leasing additional space for use as general-purpose student space, including an area for a Downtown Student Centre for the SRC. The SRC may also use part of the space for a food service area, such as a coffee shop, to service students.



# St. Clair College In The News

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# Amazon confirms delivery station coming to Windsor

CTVNewsWindsor.ca - Saturday, April 23rd 2022



The former home of a Chrysler truck-making facility in Windsor, Ont., will soon breathe new life when Amazon Canada brings one of its delivery stations to the city.

Company officials confirmed to CTV News that a 27-acre parcel of vacant land owned by Rosati Construction near Central Avenue and Plymouth Drive was purchased on Apr. 1

Chrysler's Pillette Road Truck Assembly Plant used to operate from that location, building the Dodge Ram Van and Dodge Ram Wagon, between 1974 and 2003. The building was demolished the following year.

Dave Bauer, head of communications for Amazon Canada, said the "DLC8" delivery station will be located on a newly-built stretch of road called Dodge Drive — and is expected to begin operations in 2024.

"Delivery stations power the last mile of Amazon's order fulfillment process," said Bauer in a statement to CTV News.

"Packages are transported to delivery stations from Amazon fulfillment and sortation centre, and then loaded into vehicles for delivery to customers.

Amazon officials would not disclose exactly how many jobs would be created by the opening of its Windsor delivery centre — but did say it ranges in the "hundreds."

"We'll have a more accurate number closer to launch date," said Bauer.

For Rakesh Naidu, president and CEO of the Windsor-Essex Regional Chamber of Commerce, Amazon's presence in Windsor is "great news" that signals a push toward economic diversification for the city.

"When a global company like Amazon decides to locate to a place, they do their homework. They know what they are going into and what they can expect from the market," said Naidu.

"No matter how good we are in a sector, we need to find ways to have a well-rounded economy. Being a border region, logistics and warehousing is something that comes as a second nature to us."

Much like the relationship between the Stellantis Windsor Assembly Plant and its suppliers, Naidu predicts the delivery station will cause a ripple effect that provides opportunities for other businesses to thrive.

But that effect will also apply to graduates who may be able to look at Windsor as a city to settle down, rather than assuming they need to look elsewhere to make a living.

"St. Clair College has a logistics and supply chain management program. I think graduates from this program can be really well-suited for this kind of operation," said Naidu.

"Windsor can be a great place where students can graduate, settle down here and have great careers."

# Dining out will take a bigger bite out of your wallet

## Local restaurant and bar owners are raising prices to keep up with rising food costs

CBC News · Apr 25, 2022



Haley Olgan is the general manager of the Loose Goose's downtown Windsor location. She said they are forced to raise the price of their chicken wings and drinks to make up for the rise in food costs. (Aastha Shetty/CBC News)

A rise in the cost of food is coming down on pocketbooks.

Essentials like meat, dairy and oil now cost more — pushing local bars and restaurants to adapt.

"I have to move my prices up obviously. I haven't been able to hold it off this long but it keeps getting more and more expensive," said Mark Durocher, owner of MD's Sports Bar and Smokehouse.

He has been forced to raise prices for the first time since he opened up shop five years ago.

"Basically, I've had to up my liquor sales at one point," Durocher said. "About three weeks ago, I put the prices up a bit and now I'm moving toward putting the menu pricing in place. I'm thinking maybe a 15 to 20 per cent increase."



Mark Durocher, owner of MD's Sports Bar and Smokehouse, is one of many restaurant owners forced to change their menu to reflect the higher cost of ingredients. (Aastha Shetty/CBC News)

Durocher said that increase is in line with the rise in the cost to buy ingredients. A sore point, the cost of oil for the fryers. He said the price has gone from about \$17 to \$40, even \$45 at some places.

"That's three times the oil cost roughly that I would use in a week for fries. Fruit and vegetables are up. Meats are up... The item I'm most concerned with is your day-to-day like proteins, breads, grains. Even chicken soup base has gone up. It's everything," said Durocher.



Another established pub in downtown Windsor is dealing with the same issue. Haley Olgan, general manager of The Loose Goose RestoPub and Lounge said menu prices were first raised in January to keep up with the rising cost of food. Now, menu prices will be going up again.

"It's going to be what we're known for -- our chicken wings and our oil," said Olgan,

"Chicken wing prices have gone up a lot because a lot of the factories have had to shut down... Even our beer costs. Not just food. Our beer costs have gone up five to 10 per cent."

Newer businesses like Windsor Kabob House are finding it harder to absorb the cost increases. Owner Reza Mehravari worries about raising prices and potentially discouraging his new customers, so to keep menu prices steady, he is buying more in bulk.

"I used to buy the stuff that I use here for weekly usage or daily usage. Now, to balance the price, I just buy it in bigger volume. That way you get a little discount from the supplier. I'm spending more but this way, I can levelize the price on the menu," he said.



Reza Mehravari is the owner of the Windsor Kabob House located in Sandwich Town. He said he is keeping menu prices steady at a cost to his business. He is worried raising prices will discourage his new customers. The shop has only been in business for a little over a year. (Aastha Shetty/CBC News)

## **Culinary program at St.Clair College also impacted**

The rise in food costs is also affecting St Clair College's culinary management program. The program is eating up a 15 to 20 per cent cost increase.

Michael Jimmerfield, a culinary management professor, said cooking cost-effectively is a way of life for everyone in the restaurant business.

"How can I repurpose, resave, reuse. How do I use that trim from this protein item? How do I freeze, save, preserve? For chefs and cooks, it's truly a way of life. So we review and revisit those things on a regular-basis," he said.

Food supply has also become unreliable. He said it can take a lot longer to get a bulk supply of common ingredients.

"With the culinary program, unlike a regular restaurant, where we change our proteins on a weekly basis depending on the curriculum, sometimes we come across what we think are relatively common proteins that are just not available or special order, but you just can't get it," Jimmerfield said.

"Or it's something you thought you should be able to call in today and get in at the end of the week, but sometimes, you're just waiting. They say 'sorry, you've got to give me three weeks to get that!'"

At this point Jimmerfield said costs will not be passed on to students in the culinary program.

# Transit advocacy group calls for increased service

## Survey respondents said they'd take transit if it service was more frequent and reliable

CBC News · Apr 25, 2022



Transit Windsor (Jennifer La Grassa/CBC)

A transit advocacy group in Windsor-Essex is calling for more frequent and reliable service after asking the public what they think of the system.

Activate Transit Windsor Essex has formed what it calls a community mandate after conducting an online survey of 620 people last year.

According to the group, the overwhelming majority of people who participated — around nine out of 10 — said they would take transit more often if the buses came more often and on time.

"There are more people in the city that would love to use transit if the system worked better for them," said Jessica Bondy, co-founder of the group.



### Afternoon Drive Advocacy Group Calls for Public Transit Improvements

Activate Transit Windsor-Essex is pushing for policy makers to recognize transit as essential. Jessica Bondy, co-founder and organizer, speaks with Afternoon Drive host Chris dela Torre about the results of a recent survey.

The report's findings also suggested that the transit system was a barrier to employment for some people.

"You're much less likely to use the bus if you're employed full time, and that's because the schedules don't work. Maybe ...your work end time is past when the bus is even running," Bondy said.

The group is also calling for actions including increased transit funding, extending operating hours and the speedy implementation of Windsor's Transit Master Plan, which was approved by council in 2020.

Tyson Cragg, the executive director of Transit Windsor, said that many of the concerns brought up by the group are being addressed in the master plan.

In the last few years, the transit agency has added 15,000 service hours to the system, including adding a new route, 518X, he said.



Transit Windsor is operating on an enhanced Saturday schedule on weekdays amid lower ridership.

"I think in terms of advancement of the master plan, we have to put into context that we are in the middle of a pandemic and our ridership is significantly lower than it was prior to that, and we're trying to make changes and make improvements while recognizing that we're in a challenging environment," he said.

The bus service has about 15,000 unique riders each day, but numbers are still under 60 per cent of pre-pandemic levels, he said.

Currently, the bus system in Windsor is on an enhanced Saturday schedule on weekdays due to the pandemic. Transit Windsor is looking to return to the regular schedule in September.

## **'Always a bus in 10 minutes'**

Several transit riders who spoke with CBC Windsor on Friday had few complaints.

Tim Pare has been riding the bus for about eight years and is satisfied with the service.

"The buses are always on time, within five minutes from what I've seen," he said.

"And I think it's just our nature to complain," he said in reference to the survey's findings.

Kunj Barmar has been using transit for about six months. He'd be happy to see his bus route come by more frequently but had high praise for the system overall.

"I would rate it 10 out of 10 because it's extremely good and its been accurate," he said.

Piyush Jindal, a St. Clair College student, has been using the bus for around three months.

He says the service is OK — he'd give it a seven of out of 10 — but he has had issues with the timing.

"The frequencies are good; there's always a bus in 10 minutes," he said.

Keshab Sharma, who has experience with the transit systems in the Greater Toronto Area, wants to see the bus arrival times line up better with what's appearing in Google Maps. He'd also like to see buses come more often.

"The bus service should be more frequent on these routes that are busy routes," he said.

# WEST receives government funding for women's skilled trades training

Windsor Star - Apr 27, 2022



Rose Anguiano Hurst, executive director of the Women's Enterprise Skills Training of Windsor Inc. is shown on Monday, March 7, 2022. Photo by Dan Janisse /Windsor Star

Women's Enterprise Skills Training of Windsor (WEST) has received almost \$660,000 in government funding for its electrical pre-apprenticeship program for women who face multiple barriers to employment in Ontario.

The electrical pre-apprenticeship program provides free tuition and paid placements to help women develop technical skills and find employment in the skilled trades sector.

The goal is to create more inclusivity in the skilled trades for newcomer, racialized, Indigenous and LGBTQ women.

The funding will provide diversity, equity, and inclusion training for employers and journey persons to create more inclusive workplace settings and better future retention of women in a traditionally male-dominated workforce.

"Jobs in the skilled trades can pay as high six figures, often with pensions and benefits, and offer the path to a better life", said Monte McNaughton, Minister of Labour, Training and Skills Development in a media release. "That is why our government is investing millions in training programs like this, which connect women, Indigenous people, and newcomers to these life-changing opportunities."

The continued investment from Premier Ford and Minister McNaughton, alongside the efforts of WEST's employment services team, our allies, and partners in labor, industry, and nonprofit sectors are essential to make it possible for severely disadvantaged women to become part of the skilled trades workforce according to Rose Anguiano Hurst, Executive Director of Women's Enterprise Skills Training of Windsor, Inc. (WEST).

"Together, we are creating real changes in the lives of the women who complete our Women in the Skilled Trades Program, and in the local skilled trades industry by removing barriers, increasing economic

opportunities, and helping create workplaces where the value of inclusivity and diversity are embraced,” said Rose Anguiano Hurst, WEST’s executive director.

Participants will complete 32 weeks of training, including 18 weeks of pre-apprenticeship electrical in-school curriculum and 70 hours of “hands-on” training at St. Clair College.

Participants will also participate in a weekly intensive employment training delivered by WEST staff to prepare them for a 10-week paid work placement and full-time employment in the industry.

Wrap-around supports include funds to offset the cost of daycare fees and transportation.

Math and literacy skill updating, and mental health care workshops are also included in this comprehensive program.

Applications for the electrical pre-apprenticeship program are due by April 28 and can be submitted online at [westofwindsor.com](https://westofwindsor.com). The next program starts May 2. Applications are also being taken for the construction and craft trades program which also starts May 2 and for the CNC/Industrial mechanic millwright pre-apprenticeship program which starts in August.

# Saints welcome Vagnini back with opens arms to serve as women's soccer head coach

Windsor Star - Apr 28, 2022



Steve Vagnini returned to the St. Clair Saints on Wednesday as head coach of the women's soccer program.

The St. Clair College Saints welcomed Steve Vagnini home on Wednesday with open arms.

The 54-year-old Vagnini guided the St. Clair women's soccer programs for four seasons before leaving to become men's head coach for the University of Windsor Lancers.

His stay with the Lancers lasted just a single season. After sitting on the sidelines watching for four seasons, Vagnini jumped back into the game with the Saints.

"It's nice to be back," said Vagnini, who is again head coach of the women's team. "The college is my dream job. It's the perfect place and the perfect atmosphere. St. Clair is my family."

Vagnini guided the Saints from November of 2013 to April of 2017. In just the second year after reviving the indoor program, the Saints won gold at the OCAA championship and added a silver medal two years later. In 2015, St. Clair earned the school's first outdoor medal in 15 years with a bronze at the OCAA championship. Along the way, Vagnini earned conference coach of the year honours three times as well as being named Canadian Collegiate Athletic Association coach of the year in 2015.

"He was one of the most decorated and successful coaches in his time at St. Clair," said Ron Seguin, who is vice-president of international relations, campus development and student services.

Vagnini was named head coach of the University of Windsor Lancers in the spring of 2017.

"He had an opportunity to coach his alma mater and it made a lot of sense and we fully supported that that was an advancement," Seguin said.

Vagnini, who played goal for the Lancers in the '80's, guided the team to a 5-8-3 record his first season, but left after one campaign.

"I haven't done anything," Vagnini said of what coaching he's done since leaving the Lancers. "I've helped with a few sessions here and there. I took a breather and then COVID hit and I was OK, but then you go and watch a couple of games and you miss it."

Vagnini replaces Kris Geier who stepped down after guiding the Saints to a bronze medal at this year's OCAA indoor championship. Geier took over the program at the beginning of the indoor season after Gadeer Sobh resigned due to personal commitments.

"I saw the posting and thought this was made for me," Vagnini said. "This is what I've wanted.

"You realize when you're gone what you've got. When I left, I left and I deal with that and it was a decision I made. This came back up at the best time."

Seguin told him at the time of his departure that the door was never closed to him returning.

"I told him, 'If you ever come back, the door is wide open, if there was an opening,' and it worked out this time," Seguin said. "Steve contacted us when the job was posted and we were thrilled."

Vagnini plans to meet with players eligible to return on Thursday and then trying to catch up on a late start to recruiting.

"We're going to train to win," Vagnini said. "I'm expecting kids to stay and build from that, but we'll reach out to clubs and high schools right away."



# Wallaceburg's Lucier Transfers To St. Clair

Chatham Kent Sports Network - [April 30, 2022](#)



The St. Clair College Women's Basketball team are welcoming U SPORTS transfer Alyssa Lucier (Wallaceburg, ON) to strengthen the Saints backcourt leading into the 2022-23 season.

Lucier is a 5'6" guard and Wallaceburg District Secondary School product with playing experience at the University of Manitoba (Winnipeg) in the 2015-16 season as well as time with the London Rambler's JUEL team along with the Wallaceburg Airhawks. Her prep years at Wallaceburg ended with her being named team captain and MVP. The multi-sport athlete was also the MVP of her curling and soccer teams which allowed her to cap off her high school career as the school's Outstanding Female Senior Athlete of the Year.

Saints Head Coach Andy Kiss stated, "Alyssa is a proven U SPORTS calibre player having last played for the Manitoba Bisons. Her skills and talent remain strong, and we are excited she wishes to return to competition at the OCAA level with our program."

Kiss continued, "Alyssa will significantly bolster our guard play for the 2022-23 season and beyond with the ability to play any of the guard roles. We are thrilled to bring her aboard."

Lucier is very strong academically and will be studying St. Clair's Paralegal-Accelerated program and is already a graduate of Criminology with a Major in Childhood Studies and Social Institutions from the University of Western Ontario. She was also a Brad Lightfoot Scholarship and Ray Aarssen Scholarship award winner.



# PHOTOS: Six Graduates Honoured At 29th St. Clair College Alumni Of Distinction Awards

WindsoriteDOTca News - Saturday April 30th, 2022



2022 Alumni of Distinction recipients (left to right) Tomoko Oxenfarth, Kristin Kennedy, Karen Bolger and Tim Byrne stand together with their awards.

The 2022 St. Clair College Alumni of Distinction awards took place Friday evening, celebrating the great achievements of St. Clair graduates and their accomplishments since leaving the school.

Award winners were celebrated at the St. Clair College Centre for the Arts with a dinner and award presentation taking place throughout the night.

This year's Alumni of Distinction Awards are the following, as noted by [stclaircollege.ca](http://stclaircollege.ca):

- *Michael Audet, Chief Executive Officer, E.L.K. Energy (Essex. Lakeshore. Kingsville. Energy), graduated in 1988 from the Business Common program. He is being honoured in the category of Business & I.T.*
- *Karen Bolger, Executive Director, Community Living Essex, graduated in 1985 from the Developmental Service Worker program. She is being honoured in the category of Community Studies.*
- *Tim Byrne, Chief Administrative Officer, Essex Region Conservation Authority, graduated in 1979 from the Civil Engineering Technology program. He is being honoured in the category of Technology / Engineering.*
- *Kristin Kennedy, President and Chief Executive Officer, Erie Shores Health Care, graduated in 1997 from the Nursing program. She is being honoured in the category of Nursing/Health Sciences.*
- *Tomoko Oxenfarth, Designer/Owner of Maison Louise, graduated in 2020 from the Fashion Design Technician program. She is being honoured as a Recent Grad.*
- *Chris Vadori, Social Media Manager – Canada, Skip the Dishes, graduated in 2010 from the Advertising program. He is being honoured in the category of Creative Arts (Media, Art & Design).*

*This year's list of honourees will bring a total of 125 graduates recognized by the College since 1992.*

# St. Clair college welcomes community for in-person open house

AM800 CKLW - Saturday, April 30th 2022



(AM800 file photo)

St Clair College is preparing to welcome back prospective students.

The college is holding its first non-virtual open house in two years today. College administrators say they're thrilled to announce the return to normal.

The opportunity for students to visit campus in-person is one that hasn't been available since the beginning of the COVID-19 pandemic. It'll provide a more immersive experience, where students can meet faculty face-to-face, and see school facilities in real life.

Vice President of College Communications John Fairley says it's been a challenge to run open houses virtually.

"It's been very difficult trying to communicate and have people kind of engage with our faculty, engage with our staff, find out about financial planning, financial aid, student services, all over the phone or e-mails," said Fairley.

Fairley adds, this is a perfect chance for people to see more of St. Clair.

"Downtown Windsor, with our Mediaplex, our Zekelman school, and our centre for the arts. There's so much to walk around, and some people haven't even done that and seen the campus down there."

Fairley says they're looking forward to seeing locals, and people from out-of-area alike.

"We're just happy to be back, and encourage all those in Windsor-Essex and Chatham-Kent that have questions; come meet the people that are doing the teaching, come get the answers if you don't want to wait. So much staff, student, faculty will be here." he said.

The open house will run today from 10AM to 1PM. It includes a promotion for over \$10,000 in scholarships for people who come in, and people who register on the spot.

# PHOTOS: In-Person Open House Enjoyed At St. Clair College

WindsoriteDOTca News - Saturday April 30th, 2022



St. Clair College held an in-person Open House on Saturday.

Students and their families got to visit all three St. Clair campuses and meet with program chairs.





## Police presence at St. Clair College due to training exercise



CTV Windsor - May 4, 2022

Windsor police are informing the public not to be alarmed of an increased police presence at St. Clair College on Wednesday.

Officers, in collaboration with the college, will be conducting police training exercise throughout the day within the campus, according to a social media post.

The exercise runs from 8 a.m. until 4 p.m.

# Can-Am Police-Fire Games Opening Ceremonies set for July 26

AM800 CKLW - Wednesday, May 4th 2022



The City of Windsor and Can-Am Police-Fire Games partners [continue to prepare](#) ahead of welcoming local first responders and those from across North America to this summer's athletic showcase.

Tuesday, July 26 is the day of the Opening Ceremonies for the games taking place at Windsor's riverfront Festival Plaza.

The Windsor Port Authority is the presenting sponsor of the Opening Ceremonies, and organizers say it'll be can't miss event with live music, food and beverage tents, fireworks and the lighting of the ceremonial torch.

St. Clair College is also helping make sure that uniformed visitors experience a taste of Windsor by sponsoring foods from across the community that represent cultural diversity.

General manager Jan Wilson says the people behind the scenes are working very hard to make sure things are ready to roll come July.

"We're looking forward to welcoming all the athletes from North America," she continued. "We're excited to see that we have athletes from B.C. down to Florida all coming here, and everywhere across our two nations. So we think the opening ceremonies will be an amazing kickoff."

Wilson says they're very fortunate for the timing of the games to have an opportunity to honour our first responders.

"They get to have an opportunity for some camaraderie with their colleagues from across North America, emphasize the importance of physical and mental wellness, and enjoy our city and community and what it has to offer."

She says they're working with their partners to ensure that the games are a green event as well.

"We're working with our partners in the recycling business and we're really wanting to put a focus on ensuring that we eliminate waste at this event. So we're going to use recyclable materials and reusable materials at every possible step that we can," Wilson said.

The games will be held in Windsor from July 26 to July 31, with 44 events scheduled to take place across the six competition days, involving 800 athletes from across Canada and the United States.

Events range from traditional sports, like softball, swimming, and track and field, to participant-specific sports, like the toughest firefighter Alive contest.

# Police presence for training expected at St. Clair College

Windsor Star - May 04, 2022



The entrance to south campus of St. Clair College is seen on Tuesday, January 18, 2022.

Windsor police are warning the public they can expect to see officers present on St. Clair College's campus on Wednesday – but it's no cause for alarm.

Windsor police said Tuesday they will be on the St. Clair campus from 8 a.m. to 4 p.m. for a training exercise. The exercise is conducted in collaboration with the college, and the public can expect to see officers around the campus for much of the day.

In recent months the Canadian Armed Forces have issued similar advisories when officers and tactical vehicles are present on area highways, including Highway 401, also for training exercises, often involving reservists.

# Windsor's Wellness Wednesdays initiative returns

Windsor Star - May 05, 2022



City workers and participating partners took part in the kickoff return on May 4, 2022, of the Sole Focus Wellness Wednesdays initiative at Charles Clark Square. Photo by Dax Melmer /Windsor Star

Wellness Wednesdays in Windsor are back following a two-year pandemic hiatus.

Spearheaded by the city with support from the Canadian Mental Health Association's Windsor-Essex branch, the initiative encourages friends and colleagues to walk or roll and talk during their lunch hour to embrace the benefits of outdoor activity.

Representatives from the city's police and fire departments, as well as St. Clair College joined local municipal and CMHA representatives for a stroll through the downtown on Wednesday to kick off the initiative.

"(CMHA) is pleased to once again join the City of Windsor to launch their Wellness Wednesdays initiative", said local CMHA CEO Dr. Sonja Grbevski. "Physical and mental health go hand in hand, and with spring finally here, there is no better time to lace up your shoes and go for a walk."

May is mental health month. This year's theme is empathy.

"We know there is no health without mental health," said Windsor Mayor Drew Dilkens. "CMHA encourages us all to look after our mental health in the same manner we would our physical health."

# Windsor getting ready to host Can-Am Police-Fire Games



Windsor mayor Drew Dilkens provides details of the Can-Am Police-Fire Games in Windsor, Ont., on Wednesday, May 5, 2022. (Bob Bellacicco / CTV Windsor)

CTV Windsor - May 5, 2022

Plans are well underway for the [2022 Can-Am Police-Fire Games](#) in Windsor.

The opening ceremonies of the games take place at Windsor's riverfront Festival Plaza on Tuesday, July 26, 2022.

The Windsor Port Authority is the presenting sponsor of the opening ceremonies, which will feature live music, food and beverage tents, fireworks and, of course, the lighting of the ceremonial torch.

"Our beautiful waterfront has been a gathering place for trade, travel and camaraderie for thousands of years. It's the perfect backdrop to say thank you to our first responders and showcase our city," said Port Authority president Steve Salmons.

St. Clair College is helping uniformed visitors experience a taste of Windsor. The college is sponsoring foods from across our community that represent our cultural diversity.

"At both its Windsor and Chatham campuses, St. Clair College has been the preeminent trainer of emergency and first-responder personnel for decades – paramedics, police and security officers, and more recently, firefighters and border service personnel," St. Clair President Patti France observed. "Our alumni association jumped at the opportunity to be involved in the Can-Am Police-Fire Games, given that a majority of the local participants who will be involved are probably our grads."

Along with attending the opening ceremonies, residents are encouraged to take in many of the 44 competitive events taking place starting July 26 and ending July 31.

The events range from traditional sports, like softball, swimming, and track and field, to participant-specific sports, like the Toughest Firefighter Alive contest. In all, 44 competitive events involving up to 800 athletes from across Canada and United States will take place.

"Our first responders, locally and across North America do an incredible job," said Windsor Mayor Drew Dilkens. "Getting a chance to host them and show our appreciation at the opening ceremonies with our sponsorship partners is something our city is proud to do."

The Can-Am Police Fire Games are a biennial multi-sport competition where police, fire, emergency medical services (EMS), customs, corrections and more compete. For a complete list of event dates, times and locations, as well as registration information visit [www.windsor2022.ca](http://www.windsor2022.ca).



# 'Wellness Wednesdays' bring physical activity and mental health awareness to Windsor

AM800 CKLW - Sunday, May 8th 2022



Photo courtesy of Windsor Mayor Drew Dilkens

A local initiative has returned with a special focus on outdoor activity.

The Wellness Wednesdays initiative comes from a partnership between the City of Windsor, and the local branch of the Canadian Mental Health Association (CMHA). Partners, along with Windsor Police, Windsor Fire and Rescue Services and St. Clair College kicked off the event in Charles Clark Square Wednesday.

It encourages people to walk, roll, and talk during their lunch hour to realize the mental and physical health benefits of outdoor activity.

CMHA Windsor-Essex County Branch CEO Sonja Grbevski says something as simple as a change of scenery can go a long way for mental health.

“Go, move, change your environment, change your atmosphere. It really does help with re-calibrating yourself and changing your mindset, and there’s nothing better than being in the outdoors.”

Grbevski adds there’s a strong connection between our physical health and our mental health.

“Half the battle to feeling good is looking good," she began. "So when you’re out there, when you’re energized, when you’re feeling that connection with the rest of the world, you start moving away from that isolation, loneliness, and sadness.”

Grbevski says folks in the area are lucky to live near so much natural beauty.

“It doesn’t matter how you choose to do it, where you choose to do it, but we do have so many opportunities to change our environment, whether it is around the block, or it is in a conservation area.”

This initiative returns for the first time since 2019, since the pandemic stalled a successful run of walks at three years.

To mark the official kick-off, participants were encouraged to wear teal green as part of the CMHA Windsor-Essex County Branch’s Sole Focus Project. That’s the CMHA-WECB fundraising arm.

# Drummer to keep the beat for 24 hours in 16th annual marathon



The Tea Party drummer Jeff Burrows at Caesars Windsor in Windsor, Ont., on April 18, 2019.  
CTV Windsor - May 11, 2022

Drummer Jeff Burrows and his friends will once again be taking the stage and rocking out for 24 hours straight — all in the name of charity.

Burrows will host his 16th annual drum marathon, this year live and in-person, to help raise funds for six local non-profits.

“This non-stop, 24-hour concert is a labour of love for me,” Burrows said. “And I can’t wait to perform with and among friends.”

To date, The Tea Party drummer has raised \$450,000 to benefit local charities.

“The past two years have been especially challenging, and we’ll likely be seeing the effects on mental health for some time,” Burrows said. “So I’m especially grateful to once again support six worthwhile local organizations that each have a committed focus on mental health.”

The organizations to benefit from the drum marathon are:

- Harmony in Action
- House of Sophrosyne
- Maryvale Adolescent Services
- In Honour of the Ones We Love
- Canadian Mental Health Association (CMHA) Windsor-Essex Branch
- St. Clair College

The 16th annual Liuna 625 drum marathon will be held at Good Time Charly Bar and Grill at 4715 Tecumseh Road East starting at 6 p.m. on May 27 and will run until May 28.

# These international students can't vote, but here's why they're following the Ontario election campaign

**From affordability to housing, the election is bound to still impact current and former students**

CBC News · May 11, 2022



Former University of Windsor student Navin Kumar and current St. Clair College students Sonam Sonam and Manpreet Kaur discuss election issues that impact their lives. 1:23

Even though they're not eligible to vote, current and former international students in Windsor have issues they hope will be addressed in Ontario election campaign — so they'll be paying attention.

From affordability, to the cost of rent, to job opportunities, there are key issues at stake that affect them with or without their votes.

Sonam Sonam, a St. Clair College student who has been in Windsor for four months, points to grocery costs and bus expenses as key issues that impact her, but she's hopeful the election will have a positive impact on her life.

"In election, if we choose a good person, then I think [it will play] a great role to handle all the things," she said.

Her friend and fellow St. Clair College student Manpreet Kaur echoes that, and also points to issues around housing and jobs.

"Here is too much difficult," she said about paying rent, adding that finding work has been difficult for both of them.

"We don't have any employment."



Sonam Sonam, left, and Manpreet Kaur are St. Clair College students in Windsor, Ont., who aren't eligible to vote, but have a stake in the outcome of the Ontario election. (Katerina Georgieva/CBC)

Navin Kumar, an immigrant and former University of Windsor master's student in civil engineering, has been living in Windsor for three years and is looking for work.

He said he's noticed significant changes to his quality of life since he arrived in Canada in 2019.

"That time, the prices were really low for the affordability, even for the gas prices and even cost for homes," he said.

"But now ... I've witnessed a huge hike for the prices, so that is quite concern for us, like, for everybody, and we want definitely, government should do something about that."

He hopes that soon he can participate in the electoral process so his voice can have a say.

"I am here, I am paying taxes, I am a part of this community so I want to be eligible for voting, but the policies are policies. Soon I will be able to. So definitely, at that time I will be definitely part of this democracy."

# Local roundup: Kucera wins Saints' award

Basketball player Jana Kucera of Chatham is St. Clair College's graduating female athlete of the year.

Chatham Daily News May 12, 2022



Jana Kucera of Chatham, Ont., plays for the St. Clair Saints. (Photo courtesy of St. Clair Saints)

Basketball player Jana Kucera of Chatham is St. Clair College's graduating female athlete of the year.

Kucera won the Mason MacDonald Award after helping the Saints win three consecutive silver medals at the Ontario Colleges Athletic Association championships.

"Looking back at four years, they were successful," Kucera said to the Windsor Star.

This season, she was an OCAA West Division first-team all-star, an OCAA championship all-star, and an all-academic at the conference and national levels. In her career, she was a three-time OCAA all-star and three-time OCAA championship all-star.

"I can't imagine what it's going to be like without her," Ron Seguin, St. Clair's vice-president of international relations, campus development and student services, said to the Star. "She was that dominant and central of a figure here. What an amazing career."

Her twin sister, Logan Kucera was also nominated for the Mason MacDonald Award after a career that included two West Division first-team all-star honours and two OCAA championship all-star nods.

Both sisters were also nominated for the Al Hoffman Award as female athlete of the year.



# Making outdoor leisure accessible for all

Vancouver Island University - May 12, 2022

## VIU graduate student Hannah Dudney shares her story

Exploring the issue of crowding in public parks and how it specifically affects people with mobility-related disabilities is at the centre of VIU [Master of Arts in Sustainable Leisure Management](#) (MASLM) student Hannah Dudney's research.

She recently received a scholarship from the [Social Sciences and Humanities Research Council](#) (SSHRC) to continue her work.

"I'm really lucky and honoured to receive the SSHRC scholarship," she says. "This will help fund the research I am working on during my master's degree here at VIU."

For her thesis, Hannah is exploring experiences of park crowding for people with mobility-related disabilities. Taking what she calls a phenomenological approach, she is identifying and cataloguing lived experiences. Her research process will include conducting interviews with participants in parks around Vancouver Island (chosen by the participants themselves) and additional questions will focus on practical management solutions to park crowding.

She views crowding as an additional barrier to park enjoyment and accessibility, "especially with the boom of park visitation during and after the COVID-19 pandemic and the growing desire to escape the hustle and bustle of the world's concrete jungles."

Hannah hopes that findings from her study will help her "devise some suggestions for managing crowding at popular parks that receive seasonal crowding and fill a gap in park crowding literature."

Thus far, much of the literature she's found that combines topics of disability and nature/outdoor recreation suggests that this field is still under-researched.

"This is problematic because people with disabilities have been historically unwelcome in public outdoor spaces, both socially and physically," she says.

Her work stems out of her combined love for health and wellness, nature, travel and the desire to help all people "live a long and happy life."

Hannah found the MASLM program at VIU after completing her Bachelor of Arts in Sociology at the University of Western Ontario in 2019, with a focus on population, aging and health. While deciding what her next steps would be, she volunteered for the Alzheimer's Society, Best Buddies, Thames Valley District School Board and the London, Ontario, Big Brothers Big Sisters. She also worked for the YMCA and a recreation centre called Life After Fifty.

"Through my own love for nature and travelling, I decided to pursue a diploma in tourism and travel at St. Clair College in Windsor, Ontario," she recalls.

And while Hannah briefly considered teacher's college, she decided that what she was really looking for was an opportunity to further her education in a way that aligned with her desire to create opportunities for people to live sustainable, happy, healthy lives.

"The MASLM program at VIU was exactly what I was looking for and is the perfect fit for me," she says.

This month, Hannah had the opportunity to present her ideas and compete against 16 other graduate students in a national competition known as the [Three-Minute Thesis](#), hosted by the University of Winnipeg.

“I thought it would be excellent practice to improve my knowledge mobilization skills,” she says.

And while she didn’t win, Hannah is grateful for the opportunity.

“It was such a fantastic experience with such awesome camaraderie between contestants,” she says. “Meeting friendly scholars who have done or plan to do such important research was an experience of a lifetime. I learned so much about research in fields far outside of my own which was so valuable. The whole experience – although nerve wracking for us all – was positive, uplifting and such a great growing experience for someone like myself who struggles to perform under pressure.”

She’s also grateful to VIU’s Dr. Farhad Moghimehfar and Dr. Garret Stone for being her “sounding boards” when it came to her various ideas for a thesis.

“I had many ideas, but I followed this path because it was the most important to me and I believed it filled a really important gap in the park management realm and park crowding literature.”

Looking ahead academically and career-wise, Hannah says for now, she’s leaving her options open, although she hopes to either continue on to complete her PhD in recreation and leisure or find employment in provincial or municipal protected area management or in recreation program management.

Overall, she says, “my goal is to continue to make outdoor leisure accessible – physically, socially and financially – for all.”

# Science Fair winners head to nationals

Windsor Star - May 13, 2022



Assumption College Catholic High School student Sohila Sidu is shown with her science project on Friday, May 13, 2022.

Science fairs are no longer the sacred domain of potato clocks and erupting volcanos.

Sohila Sidhu and the five other winners at the recent Windsor Regional Science, Technology and Engineering Fair (WRSTEF) have taken their projects light years beyond the reaction between baking soda and vinegar.

Sidhu, a 15-year-old Assumption College High School student, won the UWindsor's Faculty of Science Award for building a prototype of an artificial pancreas to help people living with diabetes.

"It works on sensors," she said. "When it senses high blood glucose levels it allows the pump to administer insulin and when the sensors detect normal glucose levels it stops delivering insulin."

Sidhu used tubing, a pump, wiring and an Arduino circuit board to make her prototype accessible using a Smartphone.

She started working on her project last October and she presented it virtually to the judges of the 59th annual regional science fair last month. Sidhu will make another virtual presentation Monday at the Canada-Wide Science Fair, which is being hosted by Fredericton, NB.

Judges will review her project outline and video presentation and then she has to handle any follow-up questions.

Her inspiration hit close to home. Sidhu's mother had gestational diabetes while pregnant with a younger sibling.

"I watched her take insulin injections and that was a very scary thing to see as a child," said Sidhu, who plans on a career in medicine as a pediatrician one day. "I don't want someone else to have to go through that."

Even after nationals, Sidhu has plans to enhance her prototype by making it biocompatible and nano scaled "so it can be ready for real-life applications."

Massey's Tesko Chaganti won the GECDSD Award for a project on the secrets of healthy aging.

Talbot Trail's Jad Menkara won the UWindsor Faculty of Engineering Award for a robotic arm.

Northwood's Mohamed Saleh won the St. Clair College Award for a project titled Pumpkin Plastic and Abdul-Rahman Dannaway and Abdul Majeed Al Riahi from Al Hijra Academy won the WRSTEF Alumni Award for their smart cane for visually impaired people.

The Canada-Wide Science Fair runs Monday through Friday next week.

Full Board Minutes:  
May 24, 2022

Media Report  
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# St. Clair women's basketball team lands feisty guard Overeem

Windsor Star - May 17, 2022



Guard Lauren Overeem, left, has signed on to play for the St. Clair Saints and head coach Andy Kiss.

Brantford's Lauren Overeem was not planning to attend St. Clair College.

"I had a school I wanted to go to, but after touring it, I decided not to go," the 18-year-old Overeem said without revealing the school. "I toured St. Clair the same day and fell in love with it.

"It suited me better than the other school and I fell in love with it."

And with the decision, St. Clair women's basketball coach Andy Kiss also landed another solid 2022-23 recruit for his team, which is reloading after losing several veterans to graduation.

"For a coach, she's a dream," Kiss said. "She's a fantastic defender and an elite teammate. For her, it's all about the team.

"She's a great character person and for any team she's ever played for, she's the one that leads in hustle plays. She'll take a charge and dives on the floor. I think she'll impact the game without having to put up 15 or 20 points. Not that she can't score, but her forte is that old throwback hustle style player."

A 5-foot-6 guard, Overeem was named most valuable player in both basketball and soccer at Brantford's St. John's College high school. She helped St. John's to three-straight CWOSSA titles and also competes at the club level with the Tri-County Soldiers.

"Basketball is probably one of my big passions," Overeem said. "I just love it. I can play both (guard spots), but I'm more of a point guard. I think I'm a better point guard than shooter because I like helping out."

A central defender in soccer, Kiss is looking forward to the mindset Overeem will bring to the court.

“We’re thrilled to pick her up,” Kiss said. “You win with players like that. They want to play defence and put their body on the line and she is a very high IQ player.”

An honour roll student and Ontario Scholar, Overeem will be studying in the veterinary technician program.

“I was looking at the school first before sports,” Overeem said. “I wanted my education and playing sports is a bonus.”

But she’s not unfamiliar with the Saints, who have secured a silver medal in the last three conference championship tournaments. She also played for the same club basketball team as Saints’ forward Jessica Paolini.

“I know a lot of their players are really good and I’m coming into a winning atmosphere,” Overeem said. “I’m looking forward to coming to a new team where I haven’t played before and I won’t be the oldest player anymore. I think it’s really cool.”



# ST. CLAIR

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C O L L E G E

**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: JUNE 28, 2022**

**RE: DRAFT 2022 – 2023 MEETING AND EVENT SCHEDULE**

**SECTOR: PRESIDENT**

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**AIM:**

To provide the Board of Governors with the draft 2022 – 2023 Meeting and Event Schedule.

**BACKGROUND:**

In order to keep the Board informed of the schedule of meetings and College events, a meeting and event schedule is prepared annually and presented to the Board. The draft 2022 – 2023 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 2022 – 2023 Meeting and Event Schedule for information.

### Meetings

TBD	New Board Member Orientation
September 13, 2022*	Committee of the Whole
September 27, 2022	Full Board Meeting – Windsor
October 11, 2022*	Committee of the Whole
October 25, 2022	Full Board Meeting – SCCCA
November 8, 2022 *	Committee of the Whole
November 22, 2022	Full Board Meeting – Windsor
January 10, 2023 *	Committee of the Whole
January 24, 2023	Full Board Meeting – Windsor
February 14, 2023 *	Committee of the Whole
February 28, 2023	Full Board Meeting – Windsor
March 14, 2023 *	Committee of the Whole
March 28, 2023	Full Board Meeting – Windsor
April 11, 2023 *	Committee of the Whole
April 25, 2023	Full Board Meeting – Chatham
May 9, 2023 *	Committee of the Whole
May 23, 2023	Full Board Meeting – Windsor
June 13, 2023 *	Committee of the Whole
June 27, 2023	Full Board Meeting - Windsor

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

**Events**

Wednesday, October 5, 2022	Fall Academic Awards Banquet SCCCA (Windsor & Chatham)
Tuesday, October 4, 2022	Fall Convocation, Windsor (WFCU)
Thursday, October 6, 2022	Fall Convocation, Chatham (Health Plex)
November 26 – November 27, 2022	Higher Education Summit
November 28, 2022	Premier's Awards
Tuesday, December 6, 2022 (Tentative)	Holiday Social
TBD	Board Planning Session/Retreat
Thursday, February 23, 2023	Winter Convocation, Windsor (WFCU)
TBD	Chatham Scholarship & Bursaries (Club Lentinas)
Monday, March 20, 2023	Windsor Scholarship & Bursaries (SCCCA)
Monday, March 27, 2023	
Friday, April 28, 2023	Alumni of Distinction (SCCCA)
Thursday, April 13, 2023	Saints Student Athletic Awards Banquet
Friday, April 21, 2023	SRC Changeover Banquet
TBD	TSI Changeover Banquet
TBD	CiCan Annual Conference
Thursday, June 1, 2023	Windsor Academic Awards Banquet
TBD	Chatham Academic Awards Banquet
Tuesday, June 6, 2023	Spring Convocation, Windsor (WFCU)
Wednesday, June 7, 2023	
Thursday, June 8, 2023	Spring Convocation (Chatham Health Plex)

**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: JUNE 28, 2022**

**RE: CAMPUS FREE SPEECH ANNUAL REPORT**

**SECTOR: COLLEGE COMMUNICATIONS & COMMUNITY RELATIONS**  
**JOHN FAIRLEY, 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, 2021 to July 31, 2022. Any complaints received between June 29, 2022 and July 31, 2022, will be communicated immediately to the Board of Governors Executive Committee.

**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.

**2022 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

**September 1, 2022**

### **Section A: Institutional Policy**

Has your institution amended its free speech policy (or policy framework) since the time of your 2021 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 2021 report.

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  
Vice President, College Communications and Community Relations  
[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 Senior Operations Group for review and discussion. Any requirements regarding security would also be discussed with the Associate VP, Safety, Security and Facilities Management. A review of security needs and costs for an 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, 2021** and **July 31, 2022**, did any member of the institutional community (or guests) make an official complaint about free speech on campus? If yes, please describe.

The College did not receive any official complaints about free speech on campus between August 1, 2021 and July 31, 2022.

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, 2021 and July 31, 2022**. 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 50 non-curricular events that were hosted by our student groups. There are three student groups between the campuses:  
Student Representative Council (SRC) – Windsor and Toronto Campuses.  
Saints Student Athletic Association (SSAA) – Varsity and Intramural Athletics.  
Thames Students Inc. – Chatham Campus.

Institutional Comments (if any).

For the most part, the College was closed to public events in accordance with Windsor-Essex and Chatham-Kent Health Units and provincial guidelines for COVID-19. In September 2021, the College resumed in-class learning and lab teaching.

The College implemented and followed COVID-19 protocols in accordance with local and provincial public health directives, which were in place until May 1, 2022 and included proof of vaccination, individual testing and masking inside of all campus buildings.

## 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 Section:</b>	<b>HUMAN RESOURCES</b>	
<b>Effective Date:</b>	<b>2019 01 01</b>	<b>Policy No: 5.22</b>
<b>Supersedes:</b>	<b>NEW</b>	<b>Page: 1 of 2</b>
<b>Mandatory Revision Date:</b>	<b>2024 01 01</b>	<b>Last Review Date: 2019 01 01</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. 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.

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 comes into effect on January 1, 2019 and applies to all college faculty, students, staff, management, guests and others who are present at the college.



**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: JUNE 28, 2022**

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

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

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**AIM:**

To provide the Board with an update on Year 2 (2021-2022) of the 2020-2025 Strategic Mandate Agreement 3 (SMA3).

**BACKGROUND:**

With the College's SMA3 Year 2 annual evaluation completed, the following is Administration's update to the Board:

**A. SMA3 Results from the Year 2 Annual Evaluation (2021-2022)**

Metric	Allowable Performance Target	Actual Result	Target Achievement
Graduate employment rate in a related field	61.66%	61.63%	99.95%
Institutional strength and focus	27.93%	32.03%	114.66%
Graduation rate	67.47%	70.51%	104.52%
Community and local impact	4.90%	5.28%	107.66%
Economic impact	\$38,438,400	\$137,519,200	357.77%
Graduate employment earnings	\$32,048	\$35,541	110.90%
Experiential learning	65.73%	69.10%	105.12%
Revenue attracted from private sector	\$5,145,397	\$9,529,809	185.21%

The College succeeded in meeting seven (7) out of the eight (8) active metrics for 2021-2022. Due to the Ministry's delay to the start of performance-based funding for three years (2020-2021, 2021-2022, 2022-2023), there was no funding impact to the College. Had the performance-based funding delay not existed, the College's funding would have been reduced by \$358.

## B. SMA3 Metric Weightings for Years 3 to 5

Metric	Weighting		
	Year 3 (2022-23)	Year 4 (2023-24)	Year 5 (2024-25)
Graduate employment rate in a related field	5%	5%	5%
Institutional strength and focus	20%	20%	20%
Graduation rate	5%	5%	5%
Community and local impact	15%	15%	15%
Economic impact	15%	15%	15%
Graduate employment earnings	5%	5%	5%
Experiential learning	5%	5%	5%
Revenue attracted from the private sector	20%	20%	20%
Apprenticeship-related	5%	5%	5%
Skills and competencies	5%	5%	5%
Total	100%	100%	100%

Administration did not adjust its weightings from those established when the SMA3 Agreement was submitted to the Ministry in August 2020.

## C. SMA3 Year 3 (2022-2023) Targets

Metric	Allowable Performance Target
Graduate employment rate in a related field	59.76%
Institutional strength and focus	27.59%
Graduation rate	69.13%
Community and local impact	5.82%
Economic impact	\$119,688,657
Graduate employment earnings	\$33,550
Experiential learning	63.38%
Revenue attracted from the private sector	\$5,953,319
Apprenticeship-related	73

One (1) additional metric becomes active at SMA3 Year 3, Apprenticeship-related. Due to the Ministry's delay to the start of performance-based funding for three years (2020-2021, 2021-2022, 2022-2023), there will be no funding impact to the College because of the Year 3 annual evaluation process. During Year 3, the Ministry will assess the sector's readiness for performance-based funding activation starting in Year 4 (2023-2024) at a planned system-wide proportion of 10 per cent, increasing to 25 per cent in Year 5 (2024-2025).

## D. Potential Performance-Based Funding Model Change

It is the College's understanding through Colleges Ontario, that the Ministry may be considering a change to the performance-based funding model. This change could lead to a reduction in the amount of funding that is tied to outcomes. Should this occur, it is

likely that the risk of reduced funding from not meeting outcomes will be reduced.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive this update on Year 2 (2021-2022) of the 2020-2025 Strategic Mandate Agreement 3 (SMA3), as information.



# ST. CLAIR

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C O L L E G E

**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: JUNE 28, 2022**

**RE: COLLEGE ENERGY REDUCTION PROJECTS**

**SECTOR: HUMAN RESOURCES, SAFETY, SECURITY AND FACILITIES  
MANAGEMENT  
JOSEPH SIRIANNI, VICE PRESIDENT**

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**AIM:**

To provide the Board of Governors with an update as it pertains to the College's energy conservation initiatives and achievements. The report will highlight the initiatives that the College has undertaken since 2016, up until the 2021-2022 fiscal year.

**BACKGROUND:**

As per Ontario Regulation (O. Reg.) 507/18 of the Electricity Act, 1998, every post-secondary educational institution is required to prepare, publish, make available to the public and implement Energy Conservation and Demand Management Plans (ECDMP). An ECDMP is composed of two parts:

1. A summary of the public agency's annual energy consumption and Greenhouse Gas emissions for its operations.
2. A description of previous, current and proposed measures for conserving and otherwise reducing the amount of energy consumed by operations and for managing its demand for energy.

The ECDMP acts as a guide for energy conservation. While the ECDMP is only required to be updated every five years, the College is revising the current ECDMP for July 2022. In addition, the College reports its Greenhouse Gas Emissions through the Broader Public Sector portal annually on July 1.

This report will outline the College's energy conservation initiatives and highlight the energy and Greenhouse Gas (GHG) reduction achievements. This report will also demonstrate the importance of continuing to fund these conservation projects to mitigate the ever-increasing energy costs.

## Energy Conservation Projects

### LED Lighting Retrofits

Since 2016, the College has successfully implemented 27 separate projects to replace interior lighting across all Campuses and six projects to replace exterior road and parking lot lights. These projects have collectively saved:

- 1,526,000 kWh of electricity annually.
- \$270,000 in electricity costs annually.
- \$100,000 in maintenance costs annually.

Projects to date have included:

- The Ford Center for Excellence in Manufacturing (FCEM).
- Windsor Campus hallways and washrooms of the main building.
- Chatham Campus hallways and washrooms.
- St. Clair College Center for the Arts (SCCCA) hallways.
- All exterior roadway and parking lot lights.
- Exterior wall packs on most buildings.

An additional benefit that is realized from these projects is the increased safety for pedestrians and vehicles and the higher quality light in interior spaces, such as offices.

Additional Information:

1. Old parking lot lights consumed 4000kW per pole, enough to power a 1500 square foot home for an entire day. The new parking lot lights consume only 530W per pole.
2. The Return on Investment (ROI) for multiple types of LED lights typically range between one and three years.
3. The SaveOnEnergy Incentives have amounted to \$110,000 since 2016. This program through the Independent Electrical System Operator (IESO) incentivizes businesses to invest in energy conservation projects by providing an incentive (percentage of project) back to the company if they move forward with the project. The percentage varies based on the project.

### HVAC Retrofits/Upgrades

In this category, the College has been aligning the deferred maintenance replacement requirements with energy and GHG reduction initiatives. We accomplish this through careful planning on replacements to include variable frequency drives (VFD)'s, updated controls and higher efficiency equipment. The updating of our extensive HVAC portfolio across all campuses is an ongoing project.



One particular success story is the duct sealing project that was completed in March 2022. One of the larger HVAC systems was targeted for this project and netted the following results:

- Increased airflow of 25%.
- Annual energy savings of \$60,902.
- Annual GHG reduction of 145.38 tonnes.
- Simple Payback of 3.6 years.
- Extend lifespan of ductwork.

Other project examples include:

- New roof top units (3-4 per year) and updated air handling units.
- Conversion from continuous air volume boxes in the distribution system to variable air volume boxes.
- Boiler upgrades and installation of a condensing unit.
- New electronic HVAC controls with each upgrade.
- Installation of variable frequency drives with each new upgrade.
- Commissioning of equipment – ensuring that the equipment is operating according to the design criteria and in the most efficient manner.

#### Energy Conservation Highlights Summary

Energy Savings Estimated (2016-2021):

- \$169,000 incentives received.
- \$450,000 annual electricity savings.
- 882 tonnes GHG emission reduction.

Current Period (2022):

- \$122,000 incentives estimated.
- \$300,000 annual electricity savings.
- 141 tonnes GHG emission reduction.

Future Initiatives:

- Classroom and Office LED lighting updates across all campuses.
- Ongoing HVAC system updates and optimization.
- Duct sealing expansion.
- External building boiler updates
- Alternative energy sources, programs and efficiencies are being reviewed.

Attachments:

- 2016-2022 Energy Conservation Projects
- Cleaner Air for Campuses Report – Duct Sealing Story

#### **RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive the attached Energy Conservation Initiatives and Achievements Report.



**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: JUNE 28, 2022**

**RE: STRATEGIC DIRECTION UPDATE (2021-2022): FINANCIAL HEALTH AND SUSTAINABILITY – COLLEGE SUSTAINABILITY**

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

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**AIM:**

To provide the Board with an update on Strategic Directions (2021 – 2022). 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 2022

**BACKGROUND:**

The following table summarizes the financial sustainability reserve balance as of March 31, 2022:

Line Item	Amount
March 31, 2022 Balance	\$67,935,599
Consists of:	
Principal	\$65,000,000
Interest	\$2,935,599

At the March 22, 2022 Board of Governors meeting, Administration presented the 2022-2023 budget which was approved. This approved budget notified the Board that Administration was not proceeding with the March 31, 2022 planned allocation of \$5,000,000 to the financial sustainability reserve as was approved in the original budget on March 23, 2021.

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 on Strategic Direction #6 – Financial Health and Sustainability, regarding an increase to the sustainability fund, as information.



**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: JUNE 28, 2022**

**RE: FALL 2022 ADMISSIONS UPDATE**

**SECTOR: ACADEMIC**  
**MICHAEL SILVAGGI, VICE PRESIDENT AND REGISTRAR**

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**AIM:**

To provide the Board with an update on post-secondary programs that will be offered during the Fall 2022 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 that was provided in June 2021.

**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 the June 1, tuition deposit deadline for the Fall 2022 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 be aligned 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), College Administration had suspended the intake of six programs for Fall 2022 due to extremely low student applications and anticipated confirmations. The programs identified are: General Arts and Science, Electronics Engineering Technology-Industrial Automation, and Power Engineering Techniques at the Windsor Campus, as well as Business-Accounting, Office Administration-Executive, and Protection, Security, and Investigations (PSI) at the Chatham Campus.

**SUMMARY:**

The following outlines those post-secondary programs whose Year One domestic student intake for the Fall 2022 semester will likely not be suspended, and as of June 15, 2022, 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 1 curriculum or offer pre-defined exit points for graduation.
- Table 3: Windsor programs that are either oversubscribed or the expected enrolment is at capacity due to placements or accreditation.
- Table 4: Windsor programs whose planned enrolment is focused on international students.
- Table 5: Chatham programs that either share a common Year 1 curriculum, planned enrolment is focused on international students, or is 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 likely run in the Fall 2022 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 2021 Expected Intake	Fall 2021 Planned Intake	Fall 2021 Day 10 Enrolment	Fall 2022 Expected Intake	Fall 2022 Planned Intake
A887	Music Theatre - Performance	17	40	17	11	20
B603	Community & Justice Services	20	25	24	20	25
B699	Bachelor of Business Admin Info. Comm. Tech.	14	40	19	20	20
B791	Public Relations	13	20	19	8	20
B802	Human Resources Management	10	25	12	11	-
B826	Tourism - Travel	14	60	27	25	30
B877	Fashion Design Technician	13	20	22	10	20
B895	Social Service Worker - Gerontology	22	40	41	26	30
B904	Sport & Recreation Management	19	55	26	31	45
B906	Esports Admin and Entrepreneurship	23	50	33	37	35
B908	Event Management	6	15	5	-	5
B935	Autism & Behavioural Science	17	20	21	13	30
B950	Web Development and Internet Applications	15	30	19	22	20
B990	Mobile Applications Development	-	-	-	22	48
C365	Community Integration Coop Education	22	40	26	25	25
C623	Liberal Arts	23	22	38	28	37
C999	Bachelor of Applied Arts in Social Justice	19	32	24	26	32
H879	Fitness and Health Promotion	21	40	22	26	25
T036	Construction Engineering Technician	13	20	13	14	20
T046	Construction Project Management	-	-	-	2	25
T154	Civil Engineering Technology	19	45	34	26	45
T167	Motive Power Technician	23	20	25	24	20
T805	Woodworking Technician	23	30	31	29	40
T826	Mech. Engineering Technology - Auto Product Design	24	45	43	31	45
T836	Chemical Laboratory Technology	13	30	16	28	36
T866	Landscape Horticulture	13	20	26	22	30
T974	Electromechanical Engineering Technician	13	40	14	18	24
T993	Animation - 2D/3D	21	35	31	26	35

**Table 2 Windsor Programs that Share a Common Year 1 Curriculum or Offer Pre-Defined Exits Points for Graduation**

Code	Program	Fall 2021 Expected Intake	Fall 2021 Planned Intake	Fall 2021 Day 10 Enrolment	Fall 2022 Expected Intake	Fall 2022 Planned Intake
B009	Business Administration-Marketing	21	30	32	36	30
B010	Business - Accounting	20	30	34	27	30
B012	Business - Marketing	13	25	34	20	25
B897	Paralegal	22	30	28	30	30
B959	Paralegal	14	30	23	22	30
T855	Mechanical Engineering Technician - Industrial	16	20	18	14	25
T867	Mechanical Technician - CAD/CAM	6	25	10	13	25
T923	Mechanical Techniques - Precision Metal Cutting	2	10	8	11	10
T941	Power Engineering Technology - Mechanical	15	25	21	22	24
T942	Power Engineering Technician	6	-	5	7	-

**Table 3 Windsor Programs that are Oversubscribed or Expected Enrolment is at Capacity due to Placements of Accreditation**

Code	Program	Fall 2021 Expected Intake	Fall 2021 Planned Intake	Fall 2021 Day 10 Enrolment	Fall 2022 Expected Intake	Fall 2022 Planned Intake
H795	Respiratory Therapy	23	30	29	30	30
H796	Diagnostic Medical Sonography	18	20	20	20	20
H797	Diagnostic Cardiac Sonography	24	24	24	18	24
H912	Advanced Med Esthetics Practitioner	18	48	23	37	48

**Table 4 Windsor Programs with Planned Enrolment Focused on International Students**

Code	Program	Fall 2021 Expected Intake	Fall 2021 Planned Intake	Fall 2021 Day 10 Enrolment	Fall 2022 Expected Intake	Fall 2022 Planned Intake
B882	Media Convergence	-	-	-	4	17
B940	Hospitality - Hotel and Restaurant Management	10	-	14	8	-
T860	Computer Systems Technician -Networking	11	-	38	13	-

**Table 5 Chatham Programs that Share a Common Year 1 Curriculum, Planned Enrolment is Focused on International Students, or is Experiencing Enrolment Decline relative to the Enrolment Plan**

Code	Program	Fall 2021 Expected Intake	Fall 2021 Planned Intake	Fall 2021 Day 10 Enrolment	Fall 2022 Expected Intake	Fall 2022 Planned Intake
K150	Business Accounting	4	13	8	-	-
K200	Developmental Services Worker	21	47	23	20	25
K231	Office Admin - Executive	12	20	18	-	-
K238	Office Administration-Health Services	22	20	25	15	20
K600	Business	4	7	6	13	7
K788	Electrical Engineering Technician	16	20	21	13	20
K824	Developmental Services Worker	2	6	3	3	6
K893	Occupational Therapist Asst./Phsysioth.	-	-	-	21	36
K919	Police Foundations	21	25	19	26	25
K933	Personal Support Worker	20	50	23	11	30
K967	Border Services	10	17	15	13	17
K994	Child and Youth Care	-	-	-	16	24

Note: Highlighted programs have a strong international student interest.

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

Highlighted programs have exceeded or achieved domestic enrolment targets of 25 or greater.



**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: JUNE 28, 2022**

**RE: FINANCIAL MONITORING REPORT  
FINANCIAL RESULTS FOR THE FISCAL YEAR ENDED MARCH 31, 2022**

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

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**AIM:**

To provide the Board with the following:

1. A report on the financial results for the fiscal year ended March 31, 2022.
2. An update on Strategic Directions (2021 – 2022). This update pertains to Strategic Direction #6 – Financial Health and Sustainability.

Goal	Objective	Measure	Target
Financial Sustainability.	Balanced budgets.	Achieve balanced budgets annually.	June 2022
	Maintaining financial sustainability in accordance with MCU financial metrics.	Meeting or exceeding Ministry defined benchmarks.	June 2022

**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, 2022, College Administration was successful in surpassing the goal of a balanced budget by achieving a surplus of over \$30 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, 2022 as information.



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

The net surplus at March 31, 2022 of \$31,577,164 is a significant increase of \$10,746,123 from the net surplus budget of \$20,831,041. The variance is primarily due to the following:

- Increase in funding related to nursing enrolment expansion and other one-time funding.
- Decrease in the International Student Recovery program.
- Decrease in expenditures related to salary and benefits.
- Decrease in agent commissions to recruit international students due to lower enrolment relative to budget.
- Decrease in non-salary expenditures due to conservative budget requests.

## **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 \$1,872,381 or 4.5% due to the following:
  - Increase in Nursing Enrolment Expansion funding of \$759,243.
  - Decrease in the International Student Recovery program of \$747,022.
- Contract Income is lower than budget at \$1,601,201 or 8.9% due to the following:
  - Lower stipends flowed across various Ministry of Labour funded programs because of lower job placements due to COVID-19.
  - Lower Apprenticeship funding because of delayed programming due to COVID-19.
- Total Tuition revenue is lower than budget at \$3,129,416 or 2.1%, mostly across Post Secondary – International and Post Secondary – PCPP. This is due to the following:
  - Lower Winter 2022 semester intake relative to budget because of COVID-19 and its travel restrictions.
  - Anticipated tuition refunds because of opt-ins and visa denials.
  - Higher revenue deferral for the Winter 2022 semester.

- Total Other income is higher than budget at \$2,070,501 or 4.1%. When fiscal year-end accounting adjustments related to the Foundation (\$554,076), Bursaries and Scholarships (\$110,518), and Capital Support Grants (\$289,367) are removed, the resulting Other income is higher than budget at \$1,116,540 or 2.2% due to the following:
  - Increase in Investment Income of \$475,193 due to higher cash balances than forecasted due to higher volume of payments being made by students for future semesters.
  - Increase in PCPP Fee-for-Service revenue of \$419,768 due to higher Day 10 enrolment than planned for the Winter 2022 semester.

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

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

- Total Salaries & Benefits are lower than budget projection at \$1,147,854 or 1.2% due to the following:
  - Decrease in Part-Time Faculty due to actual teaching hours being lower than budget.
  - Decrease in Part-Time Support due to conservative budget requests.
  - Decrease in Fringe Benefits because of the overall lower salary and benefit costs.
- Total Non-Salary expenditures are lower than budget at \$11,001,396 or 7.6%. When fiscal year-end accounting adjustments related to the Foundation (\$554,076), Bursaries and Scholarships (\$102,518), and Capital Support Grants (\$263,302) are removed, the resulting Non-Salary expenditure is lower than budget at \$11,921,292 or 8.3% due to the following:
  - Decrease in Contracted Educational Services due to anticipated tuition refunds and a higher prepaid expense for the Winter 2022 semester, as a result of students attending the Toronto Campuses and flowing the applicable funds to Ace Acumen.
  - Decrease in Contracted Services Other due to lower agent commissions to recruit international students because of lower enrolment relative to budget.
  - Decrease in Equipment Maintenance & Repairs due to lower I.T. software licensing requirements than planned.
  - Decrease in Insurance due to lower participation of international students in health and dental coverage than planned.
  - Decrease in Stipends and Allowances due to lower participation in the

Personal Support Worker – Accelerated program than planned.

- Realized COVID-19 expenditures are lower than budgeted.
- Decrease in non-salary expenditures due to conservative budget requests.

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

- Overall, the Ancillary Operations deficit of \$1,291,930 was \$615,392 higher than the budget deficit of \$676,538 due to the Residence, St. Clair College Centre for the Arts and Varsity Sports.

**SCHEDULE 1**

**ST. CLAIR COLLEGE  
SUMMARY OF REVENUES AND EXPENDITURES  
FOR THE FISCAL YEAR ENDED MARCH 31, 2022**

	<b>A</b>	<b>B</b>	<b>B - A</b>
	<b>MCU INTERIM</b>		
	<b>BUDGET</b>	<b>ACTUAL</b>	<b>VARIANCE</b>
	<b><u>(12 months)</u></b>	<b><u>(12 months)</u></b>	<b><u>(12 months)</u></b>
<b><u>REVENUE</u></b>			
MCU Operating Grants	41,974,027	43,846,408	1,872,381
Contract Income	17,970,416	16,369,215	(1,601,201)
Tuition	148,188,092	145,058,676	(3,129,416)
Other	50,332,830	52,403,331	2,070,501
Total Operating	258,465,365	257,677,630	(787,735)
Total Ancillary	7,138,767	6,417,776	(720,991)
<b>TOTAL REVENUE</b>	<b>265,604,132</b>	<b>264,095,406</b>	<b>(1,508,726)</b>
<b><u>EXPENDITURES</u></b>			
Salary & Benefits	93,263,632	92,115,778	(1,147,854)
Non-Salary	143,694,154	132,692,758	(11,001,396)
Ancillary	7,815,305	7,709,706	(105,599)
<b>TOTAL EXPENDITURES</b>	<b>244,773,091</b>	<b>232,518,242</b>	<b>(12,254,849)</b>
<b>Total Net Surplus / (Deficit)</b>	<b>20,831,041</b>	<b>\$31,577,164</b>	<b>\$10,746,123</b>

**SCHEDULE 2**

**ST. CLAIR COLLEGE  
REVENUES  
FOR THE FISCAL YEAR ENDED MARCH 31, 2022**

	<b>A</b>	<b>B</b>	<b>B - A</b>
	<b>MCU INTERIM</b>		
	<b>BUDGET</b>	<b>ACTUAL</b>	<b>VARIANCE</b>
	<b><u>(12 months)</u></b>	<b><u>(12 months)</u></b>	<b><u>(12 months)</u></b>
<b><u>REVENUE</u></b>			
Enrolment Based Envelope: see note 1	25,993,959	25,958,469	(35,490)
Differentiation Envelope: see note 2	18,649,371	18,675,215	25,844
Special Purpose / Other Grants: see note 3	(2,669,303)	(787,276)	1,882,027
<b><i>Total MCU Operating Grants</i></b>	<b>41,974,027</b>	<b>43,846,408</b>	<b>1,872,381</b>
Apprenticeship	3,634,046	3,225,789	(408,257)
Canada Ontario Jobs Grant	507,216	378,034	(129,182)
Employment Ontario	3,056,813	2,901,510	(155,303)
Youth Job Connection	1,337,400	755,949	(581,451)
Literacy & Basic Skills	1,386,172	1,255,796	(130,376)
School College Work Initiative	1,671,242	1,498,349	(172,893)
Second Career	450,000	363,465	(86,535)
Other: see note 4	5,927,527	5,990,323	62,797
<b><i>Total Contract Income</i></b>	<b>17,970,416</b>	<b>16,369,215</b>	<b>(1,601,201)</b>
Post Secondary - Domestic	23,853,043	24,052,069	199,026
Post Secondary - International	66,983,601	64,712,832	(2,270,769)
Post Secondary - PCPP	56,662,348	55,457,390	(1,204,958)
Continuing Education	689,100	836,385	147,285
<b><i>Total Tuition</i></b>	<b>148,188,092</b>	<b>145,058,676</b>	<b>(3,129,416)</b>
Investment Income	4,700,000	5,175,193	475,193
Contract Training	185,000	349,701	164,701
International Projects	195,000	237,989	42,989
PCPP Fee-for-Service	19,864,107	20,283,875	419,768
Other: see note 5	1,678,999	2,454,719	775,720
Divisional Income	17,769,123	17,566,106	(203,017)
Amortization DCC & Capital Support Grants	5,940,601	6,335,748	395,147
<b><i>Total Other</i></b>	<b>50,332,830</b>	<b>52,403,331</b>	<b>2,070,501</b>
<b><i>Total Revenue Before Ancillary</i></b>	<b>258,465,365</b>	<b>257,677,630</b>	<b>(787,735)</b>
Ancillary Revenue (Schedule 4)	7,138,767	6,417,776	(720,991)
<b>Total Revenues</b>	<b>\$265,604,132</b>	<b>\$264,095,406</b>	<b>(\$1,508,726)</b>

**SCHEDULE 3**

**ST. CLAIR COLLEGE  
EXPENDITURES  
FOR THE FISCAL YEAR ENDED MARCH 31, 2022**

	<b>A</b>	<b>B</b>	<b>B - A</b>
	<b>MCU INTERIM</b>		
	<b>BUDGET</b>	<b>ACTUAL</b>	<b>VARIANCE</b>
	<b><u>(12 months)</u></b>	<b><u>(12 months)</u></b>	<b><u>(12 months)</u></b>
<b><u>SALARY &amp; BENEFITS</u></b>			
Administrative : Full-Time	8,128,473	8,429,949	301,476
Administrative : Part-Time	1,778,107	1,839,053	60,946
Faculty: Full-Time	32,821,739	32,752,500	(69,239)
Faculty : Part-Time	14,109,569	13,675,186	(434,383)
Support : Full-Time	15,082,924	15,063,892	(19,032)
Support : Part-Time	4,671,517	3,936,227	(735,290)
Fringe Benefits	16,671,303	16,418,971	(252,332)
<b>Total Salary &amp; Benefits</b>	<b>93,263,632</b>	<b>92,115,778</b>	<b>(1,147,854)</b>
<b><u>NON-SALARY</u></b>			
Advertising	2,239,891	2,452,627	212,736
Contracted Cleaning Services	3,149,300	3,038,300	(111,000)
Contracted Educational Services	59,751,673	58,357,320	(1,394,353)
Contracted Services Other	17,751,149	14,847,771	(2,903,378)
Equipment Maintenance & Repairs	3,671,512	2,237,313	(1,434,199)
Equipment Rentals	2,700,700	2,450,891	(249,809)
Instructional Supplies	5,269,183	4,872,436	(396,747)
Insurance	7,378,996	5,057,296	(2,321,700)
Janitorial & Maintenance Supplies	567,550	616,629	49,079
Memberships & Dues	615,279	631,167	15,888
Municipal Taxes	740,454	820,215	79,761
Office Supplies	1,163,317	1,340,547	177,230
Premise Rental	4,052,941	3,894,982	(157,959)
Professional Development	583,538	284,478	(299,060)
Security Services	2,971,500	3,470,370	498,870
Stipends & Allowances	6,787,937	4,035,992	(2,751,945)
Student Assistance 30% Tuition	2,032,250	1,798,251	(233,999)
Travel	689,115	281,036	(408,079)
Utilities	4,938,300	3,598,676	(1,339,624)
Other: see note 6	5,642,002	6,833,872	1,191,870
Amortization & Capital Support Grants	10,997,567	11,772,589	775,022
<b>Total Non-Salary</b>	<b>143,694,154</b>	<b>132,692,758</b>	<b>(11,001,396)</b>
<b>Total Operating Expenses</b>	<b>236,957,786</b>	<b>224,808,536</b>	<b>(12,149,250)</b>
Ancillary Expenses (Schedule 4)	7,815,305	7,709,706	(105,599)
<b>Total Expenditures</b>	<b>\$244,773,091</b>	<b>\$232,518,242</b>	<b>(\$12,254,849)</b>

**SCHEDULE 4**

**ST. CLAIR COLLEGE  
ANCILLARY OPERATIONS  
FOR THE FISCAL YEAR ENDED MARCH 31, 2022**

	<b>A</b>	<b>B</b>	<b>B - A</b>
	<b>MCU INTERIM</b>		
	<b>BUDGET</b>	<b>ACTUAL</b>	<b>VARIANCE</b>
	<b><u>(12 months)</u></b>	<b><u>(12 months)</u></b>	<b><u>(12 months)</u></b>
<b><u>Revenue</u></b>			
Beverage & Cafeteria	20,000	22,755	2,755
Bookstore - Windsor & Chatham	175,000	224,051	49,051
IRCDSS Special Events & Projects	119,500	120,324	824
Lockers Administration	48,000	27,765	(20,235)
Parking Lots	1,250,000	1,227,806	(22,194)
Residence - Windsor	2,829,878	2,219,129	(610,749)
Green Giants	2,000	750	(1,250)
St Clair College Centre for the Arts	694,389	834,730	140,341
Varsity Sports	1,400,000	1,203,484	(196,516)
Sports Park	200,000	124,375	(75,625)
Woodland Hills Golf Course	400,000	412,607	12,607
	<u>7,138,767</u>	<u>6,417,776</u>	<u>(720,991)</u>
<b><u>Expenditures</u></b>			
IRCDSS Special Events & Projects	110,000	101,766	(8,234)
Lockers Administration	-	5,213	5,213
Parking Lots	1,579,150	1,401,189	(177,961)
Residence - Windsor	2,224,150	1,849,866	(374,284)
Residence - Chatham	95,000	153,737	58,737
Green Giants	-	2,834	2,834
St Clair College Centre for the Arts	1,883,234	2,157,353	274,119
Varsity Sports	1,425,621	1,484,407	58,786
Sports Park	200,000	122,890	(77,110)
Woodland Hills Golf Course	298,150	430,451	132,301
	<u>7,815,305</u>	<u>7,709,706</u>	<u>(105,599)</u>
<b>Total Net Surplus / (Deficit)</b>	<b><u>(\$676,538)</u></b>	<b><u>(\$1,291,930)</u></b>	<b><u>(\$615,392)</u></b>

**ST. CLAIR COLLEGE**  
**ANCILLARY OPERATIONS: SURPLUS / (DEFICIT)**  
**FOR THE FISCAL YEAR ENDED MARCH 31, 2022**

**SCHEDULE 4B**

	<b>MCU INTERIM</b>	
	<b>BUDGET</b>	<b>ACTUAL</b>
	<b><u>(12 months)</u></b>	<b><u>(12 months)</u></b>
Beverage Supplier: Revenue	20,000	22,755
Bookstore - Windsor & Chatham: Revenue	175,000	224,051
Lockers Administration: Revenue	48,000	27,765
Lockers Administration: Expenditures	-	5,213
	48,000	22,552
IRCDSS Special Events & Projects: Revenue	119,500	120,324
IRCDSS Special Events & Projects: Expenditures	110,000	101,766
	9,500	18,558
Parking Lots: Revenue	1,250,000	1,227,806
Parking Lots: Expenditures	1,579,150	1,401,189
	(329,150)	(173,383)
Residence - Windsor: Revenue	2,829,878	2,219,129
Residence - Windsor: Expenditures	2,224,150	1,849,866
	605,728	369,263
Residence - Chatham: Expenditures	95,000	153,737
Green Giants: Revenue	2,000	750
Green Giants: Expenditures	-	2,834
	2,000	(2,084)
St. Clair College Centre for the Arts: Revenue	694,389	834,730
St. Clair College Centre for the Arts: Expenditures	1,883,234	2,157,353
	(1,188,845)	(1,322,623)
Varsity Sports: Revenue	1,400,000	1,203,484
Varsity Sports: Expenditures	1,425,621	1,484,407
	(25,621)	(280,923)
Sports Park: Revenue	200,000	124,375
Sports Park: Expenditures	200,000	122,890
	-	1,485
Woodland Hills Golf Course: Revenue	400,000	412,607
Woodland Hills Golf Course: Expenditures	298,150	430,451
	101,850	(17,844)
Total Revenue	7,138,767	6,417,776
Total Expenditures	7,815,305	7,709,706
Total Net Surplus / (Deficit)	(\$676,538)	(\$1,291,930)



## 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  
Clinical Education / Nursing Enrolment Expansion  
Collaborative Nursing  
COVID-19 Support  
International Student Recovery  
Mental Health Worker and Services  
Municipal Taxes

**Note 4**     **REVENUE: Other**

Campus Safety  
Career Ready Fund  
Credit Transfer Institutional Grant  
Indigenous Student Success Fund  
Indigenous Targeted Initiatives Fund  
Interpreters  
Personal Support Worker - Accelerated  
Reporting Entities  
Summer Experience  
WSIB

**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  
Student Scholarships Other  
Telephone  
Vehicle Expenses  
Foundation  
Bursaries and Scholarships

## Financial Sustainability Metrics

<u>Metric</u>	<u>Benchmark</u>	<u>3/31/2022</u>	<u>3/31/2021</u>	<u>3/31/2020</u>	<u>3/31/2019</u>	<u>3/31/2018</u>	<u>3/31/2017</u>	<u>3/31/2016</u>
Annual Surplus / Deficit	greater than \$0	\$ 31,577,164	\$ 39,208,200	\$ 31,083,010	\$ 40,237,770	\$ 13,305,511	\$ 7,877,057	\$ 1,048,214
Accumulated Surplus / Deficit	greater than \$0	\$ 192,109,628	\$ 160,080,458	\$ 123,372,258	\$ 92,289,248	\$ 52,051,478	\$ 38,745,967	\$ 30,868,910
Quick Ratio	greater than 1	4.95	5.31	4.72	6.49	3.92	2.61	1.77
Debt to Asset Ratio	less than 35%	14.66%	13.98%	11.52%	11.46%	14.72%	17.25%	19.84%
Debt Servicing Ratio	less than 3%	0.54%	0.56%	0.56%	0.90%	1.59%	1.69%	1.15%
Net Assets to Expense Ratio	greater than 60%	137.52%	144.59%	126.52%	137.43%	132.54%	124.34%	113.45%
Net Income to Revenue Ratio	greater than 1.5%	11.96%	16.48%	13.59%	20.30%	9.24%	5.94%	0.81%

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

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: JUNE 28, 2022**

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

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

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**AIM:**

To provide the Board with a “Business Plan Accrual Budget Template – Ministry of Colleges and Universities Format” (Pro-Forma Financial Statements) for the period ending March 31, 2023.

**BACKGROUND:**

The intent is to provide the readers of the submission with an indication of our projected financial position as at March 31, 2023. The submission is derived from the 2022-2023 Financial Plan Report approved by the Board of Governors on March 22, 2022. 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 Projection**  
(\$ in 000's)

	6/28/2022	3/31/2022
	Budget	Actual
	2022-23	2021-22
<b>4 Revenue</b>	<b>296,829</b>	<b>264,095</b>
<b>41 Grant Revenue</b>	<b>55,590</b>	<b>63,170</b>
411 Grant Revenue	49,888	57,124
414 Amortization of Deferred Capital Contributions	5,702	6,046
<b>43 Tuition Fees</b>	<b>116,944</b>	<b>94,379</b>
431 Tuition Fee - Domestic	27,012	28,199
433 Tuition Fee - International	88,806	64,713
434 Apprenticeship Classroom Fee	476	450
439 Student Ancillary Fees	650	1,017
<b>45 Educational and Other Fees for Services</b>	<b>90,573</b>	<b>81,160</b>
451 Educational Services - Contractual	420	714
452 Other Fee-for-Services	-	-
453 Private Partnerships Revenue	90,153	80,446
<b>46 Ancillary Revenue</b>	<b>11,047</b>	<b>6,418</b>
<b>49 Other Revenue</b>	<b>22,675</b>	<b>18,968</b>
<b>5 Expenses</b>	<b>263,920</b>	<b>232,518</b>
<b>51 Salaries &amp; Wages</b>	<b>81,605</b>	<b>75,869</b>
511 Salaries - Full Time & Partial Load Academic	37,860	36,993
512 Salaries - Part Time & Sessional Academic	10,947	9,434
513 Salaries - Support Staff	22,092	19,193
514 Salaries - Administrative Staff	10,706	10,249
<b>52 Employee Benefits</b>	<b>17,296</b>	<b>16,341</b>
521 Benefits - Full Time & Partial Load Academic	4,013	3,965
522 Benefits - Part Time & Sessional Academic	1,427	1,230
523 Benefits - Support Staff	2,916	2,536
524 Benefits - Administrative Staff	1,012	949
525 Pension Plans	7,753	7,595
526 Postemployment Benefits & Compensated Absences	174	65
<b>53 Transportation &amp; Communication</b>	<b>1,661</b>	<b>855</b>
<b>54 Services</b>	<b>119,492</b>	<b>101,112</b>
541 Services	31,935	24,930
542 Utilities & Maintenance	13,923	10,963
543 Rental Expenditures	6,524	6,346
544 Private Partnerships Expense	67,110	58,874
<b>55 Supplies &amp; Minor Equipment</b>	<b>7,484</b>	<b>6,939</b>
<b>56 Ancillary Services - Expenditures</b>	<b>9,806</b>	<b>7,710</b>
<b>57 Amortization Expense</b>	<b>13,116</b>	<b>11,509</b>
<b>59 Other Expenditures</b>	<b>13,461</b>	<b>12,183</b>
591 Interest & Insurance Expenses	6,742	4,043
599 Other Expenses	6,719	8,140
<b>SURPLUS/(DEFICIT)</b>	<b>32,908</b>	<b>31,577</b>

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

	6/28/2022	3/31/2022
	Budget	Actual
	2022-23	2021-22
<b>1 Assets</b>	<b>627,074</b>	<b>586,955</b>
<b>11 Cash and Cash Equivalents</b>	<b>136,250</b>	<b>111,217</b>
<b>12 Accounts Receivable</b>	<b>11,555</b>	<b>11,555</b>
<b>14 Other Current Assets</b>	<b>243,774</b>	<b>240,329</b>
<b>15 CIP</b>	<b>1,077</b>	<b>23,248</b>
<b>16 Tangible Capital Assets</b>	<b>414,280</b>	<b>372,353</b>
161 Land	6,086	6,086
162 Site Improvements	23,593	19,918
163 Building	278,230	246,453
164 Furniture and Equipment	100,352	93,878
165 IT	-	-
169 Other TCA	6,018	6,018
<b>17 Tangible Capital Asset Accumulated Amortization</b>	<b>(196,567)</b>	<b>(183,451)</b>
172 AA Site Improvements	(11,972)	(10,246)
173 AA Building	(92,976)	(86,644)
174 AA Furniture and Equipment	(86,594)	(82,322)
179 AA Other TCA	(5,025)	(4,239)
<b>18 Long Term Receivable</b>	<b>-</b>	<b>-</b>
<b>19 Investments and Other Long Term Assets</b>	<b>16,705</b>	<b>11,705</b>
<b>2 Liabilities</b>	<b>384,834</b>	<b>384,870</b>
<b>21 Bank Indebtedness</b>	<b>-</b>	<b>-</b>
<b>22 Accounts Payable and Accrued Liabilities</b>	<b>61,890</b>	<b>73,260</b>
221 Accounts Payable and Accrued Liabilities	59,787	59,787
222 Accrued Interest	-	-
223 Current Portion of Long term liabilities	2,102	13,472
<b>23 Deferred Revenue</b>	<b>170,684</b>	<b>170,684</b>
231 Deferred Revenue	6,276	6,276
232 Deferred Tuition Revenue	164,408	164,408
<b>24 Restricted Contribution</b>	<b>2,113</b>	<b>2,113</b>
<b>25 Deferred Capital Contributions</b>	<b>126,607</b>	<b>127,657</b>
<b>26 Capital Lease</b>	<b>-</b>	<b>-</b>
<b>27 Debt</b>	<b>19,908</b>	<b>7,525</b>
<b>29 Other Long Term Liabilities</b>	<b>3,632</b>	<b>3,632</b>
<b>3 Net Assets</b>	<b>242,240</b>	<b>202,085</b>
<b>31 Unrestricted Net Assets</b>	<b>12,425</b>	<b>36,101</b>
<b>32 Internally Restricted Net Assets</b>	<b>134,010</b>	<b>92,512</b>
<b>33 Investment in Capital Assets</b>	<b>80,829</b>	<b>63,496</b>
<b>36 Restricted Contributions</b>	<b>-</b>	<b>-</b>
<b>37 Endowments</b>	<b>14,976</b>	<b>9,976</b>
<b>38 Accumulated Re-measurement Gain &amp; Losses</b>	<b>-</b>	<b>-</b>
<b>Assets - Liabilities - Net Assets</b>	<b>-</b>	<b>-</b>



ST. CLAIR  
COLLEGE

# 2021-2022 ANNUAL REPORT



RISE ABOVE THE ORDINARY

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# 1.0 EXECUTIVE SUMMARY

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It is with great pleasure—and a certain amount of relief, and a degree of triumph too—that St. Clair College's administration and Board of Governors present the school's Annual Report this year.

As our communities, the province and the nation slowly emerged from the COVID-19 pandemic, St. Clair was one of the few postsecondary institutions in all of Canada that chose to resume predominantly in-person instruction during the 2021-2022 academic year.

Yes, our versatile and ingenious faculty (and I.T. team) had been able to convert the bulk of curriculum to online delivery during 2021-2022. Our students had adapted to that remote learning method in conscientious fashion.

Nevertheless, we retained our contention that the teaching/learning process is most effective when it is presented in an in-person manner. Furthermore, that was what our students both wanted and deserved. It was, therefore, our priority to resume face-to-face classes as soon and as fully as we possibly could.

Our decision to resume face-to-face instruction for September 2021 was challenging. We also had to implement rigorous policies and procedures to ensure the health and safety of students and staff in compliance with provincial and local public health requirements. Our vaccination policy allowed the choice of vaccination or regular testing, and such mandatory requirements as mask-wearing, social distancing, cafeteria seating restrictions, daily active screening supervised entry to campuses and formalized seating plans in each class. It was an exceedingly complicated process for everyone involved. Frankly, it might have been easier to have just maintained the online delivery for another year; but, again, our belief in the effectiveness of in-person education overrode our reticence.

The mid-year outbreak of the Omicron variant required a delayed start for the Winter semester by one week, and followed by one week of online instruction before the resumption of in-person classes for the remainder of the semester. Aside from that "blip", St. Clair very successfully staged the 2021-2022 academic year in a manner that, for the most part, resembled pre-pandemic normality. There were some programs that were kept online from September to April (because their enrolment was chiefly composed of travel restricted international students); St. Clair was a "live and in-person" postsecondary educational institution during the year.

Live—and lively. As this report will demonstrate, it was a phenomenally busy year of activities and achievements for students. Varsity sports teams and esports players recorded a 70-plus-percent victory rate, including a number of provincial and national championships. There was a reputation-building win by a team of our students over squads from the University of Windsor in a Business design contest. A successful fundraising effort for the local Goodfellows charity was led by our Police Foundations and Protection, Security and Investigation programs. Creativity-on-display returned in the form of our year-end shows by Fashion

Design and Music Theatre Performance students. The social life of the College resumed, with in-person games, contests, concerts and awareness events staged by our student organizations.

The pent-up energy of the previous year of off-campus isolation was joyfully released in 2021-2022. Students reveled in their return to the College, pursuing both their academic responsibilities and their extracurricular pastimes with reinvigorated enthusiasm.

The year saw the completion (and occupancy) of the new GEM Residence at Windsor's South Campus, and the opening of much-needed classroom space on the second and third floors of the new Academic Tower of the Zekelman School of Business and Information and Technology. At the writing of this report, the final stages of constructing and equipping the first floor for an enlarged Student Centre and state-of-the-art esports arena were wrapping up.

Other major matters affecting the College during the year included two important announcements by the provincial government. Apprenticeship training is provided under the Ministry of Labour, Training and Skills Development (MLTSD). In order to enhance a graduate's future opportunity to achieve a higher level of college credentials, the Ministry of Colleges and Universities (MCU) has requested all colleges provide equivalency for apprenticeship to an Ontario College Credential.

St. Clair College played an integral advocacy role for colleges in Ontario to be authorized to grant three-year degrees.

Our spirit of partnership with business and industry was re-emphasized by our latest involvement in research-and-development, as a key component of the region's new Automobility Hub – a project which, over the coming years, will revolutionize this area's (and Canada's) manufacturing technology and economy.

St. Clair College remained extremely well positioned with stable enrolment (yes, even in the midst of an ongoing pandemic), coupled with another healthy financial surplus.

It was, in short, a year of renewal, and renewed optimism.

Still, given the renewed warnings by some public health authorities of new variants which may arise in the coming year, no one is suggesting that the pandemic is a thing of the past.

Nevertheless, the past two years have demonstrated to us, and reassured us, that, come what may, we can – as educators, as students, as administrators, as an institution – cope with, survive, and even thrive during what appear to be near-catastrophic circumstances. The otherwise paralyzing pandemic was no match for our ingenuity and our dedication to the value of postsecondary education. First online and, this past year, in-person, St. Clair conquered COVID-19. This Annual Report is the documented proof of that, and a tribute to the spirit of the employees and students who made 2021-2022 such a wonderfully rejuvenating year.







## 2.0 MESSAGE FROM THE BOARD CHAIR

On behalf of the St. Clair College Board of Governors, I am very pleased to present St. Clair College's Annual Report for 2021–2022.

This year's report reflects the College's efforts to emerge from the pandemic and online learning to an in-person school experience for our students in September 2021. St. Clair succeeded to be the only college in our system to begin the Fall semester with face-to-face learning while following all required COVID-19 mandates from local and provincial public health authorities.

The ability to pivot back to normal delivery for our students in an on-campus environment took months of planning by the administrative team, faculty, and staff. Despite our plans to provide students with the full college experience, some of our international students encountered travel restrictions and received their learning online from their home countries.

For the seventh consecutive year, the College achieved a budget surplus while continuing to surpass all financial metrics.

The College's Research and Development department continued to develop partnerships, apply for grants and supported the Windsor-Essex community.

As a result of COVID-19 restrictions, campus life activities had only been offered virtually. This year, events have begun to return to in-person as we work to enhance the student life experience. We are thankful to have engaged student governments such as the Student Representative Council (SRC) at our Windsor and Toronto campuses and the Thames Students Inc. (TSI) at our Chatham campus.

Saints Athletics demonstrated new energy to the school and our community with 13 medals earned at the provincial or national level. This equals the highest medal count in our Saints Athletics history and occurred in a year when practices were sporadic, as a result of provincial guidelines and protocols. October saw the first home game of the St. Clair Fratmen Football team in its inaugural season at Acumen Stadium, before a sellout crowd. This was exactly what the school and our community needed in the waning months of the pandemic, to gather and cheer on our Fratmen.

The GEM Residence for international students was opened for the Fall semester and the College expanded the Downtown campus by leasing additional space at 333 Riverside Drive. Other new buildings and projects have continued to progress and are expected to be finished this coming year, including the Zekelman Centre of Business and IT, Cabana Road Plaza, pool restoration and other campus beautification projects.

The work of our Staff Engagement and Staff Wellness committees was critical this past year. These Committees offered both virtual and face-to-face events, meetings and surveys that engaged staff for their participation.

The College continues to build its brand as a destination College where staff provide a student-centered, postsecondary education that creates job readiness upon graduation and strengthens them as individuals on their path to a successful career.

**Egidio (Gid) Sovran,**  
Chair, Board of Governors



## 3.0 MESSAGE FROM THE PRESIDENT

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The Executive Summary of this Annual Report “hits the nail on the head” the major achievement of 2021-2022 from St. Clair College’s perspective was that the school was able to return, for the most part, to the ideal educational format of in-person instruction, as the COVID-19 pandemic still ran its course.

While the year was filled with dozens of academic and extracurricular highlights, they all paled in comparison to the fundamental fact that we were able to resume the delivery of the full “St. Clair Experience”, made up of the irreplaceable, face-to-face relationship between teachers and learners, and the special social atmosphere that makes going to college such a unique and rewarding life experience.

The resumption of in-person education was not just a major achievement; it was a rather miraculous one. It could not have occurred without the conscientious cooperation of all staff and students with respect to the health-maintenance safeguards that had to be implemented and abided by. The year – this return to quasi-normality – was successful because we all dedicated ourselves to make it so.

One other topic, not cited in the Executive Summary, made 2021-2022 special in my mind: the glowing results of the College’s provincially administered Quality Assurance Audit.

As I told the Board of Governors, faculty and staff when the unqualified, exemplary report was received, that “analytical snapshot” demonstrated that “Excellence In All We Do” is not just a fancy-sounding phrase of institutional lip-service. No, it is the vision that everyone at St. Clair – staff and students – pursues every single day and, in the case of this Quality Audit’s findings, we may well have achieved excellence.

But, as I also told my colleagues at the time, the well-deserved celebration would be a brief one, and there would be no time to rest. The pursuit of “Excellence In All We Do” is a continuously practiced, permanent quest; and its driven mindset is at the root of every single task, activity and action occurring at St. Clair.

That remarkable St. Clair spirit will be evident throughout the following pages, as we reflect upon our 2021-2022 year.

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





## 4.0 VISION, MISSION AND VALUES

### VISION

Excellence in all we do.

### MISSION

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

### VALUES

Accessibility	Integrity
Accountability	Quality
Collaboration	Respect
Diversity	Sustainability
Inclusivity	Transparency

## 5.0 STRATEGIC DIRECTIONS

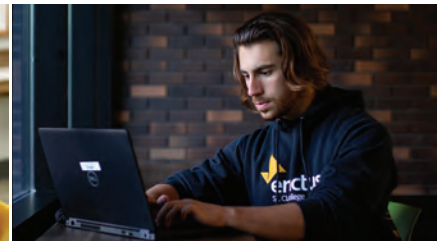
### 5.1 ACADEMIC

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 achieved success in its focus to increase the total number of online courses and delivered 86 high-demand courses through eCampus, achieving a 69% increase from the 2019-2020 baseline year.

The College continues to expedite its strategic objective and build internal capacity to incorporate innovative approaches to online delivery through additional initiatives.



GOAL	OBJECTIVE	MEASURE
Academic	Review of program sustainability and rationalization metrics.	Implementation of a new Program Costing Model.

### REPORT ON PREVIOUS YEAR'S GOALS

A revised approach to program costing was required due to the following:

- Corridor funding.
- A new Strategic Mandate Agreement (SMA3) and performance-based funding.
- Growth in international student enrolment.
- Operational cost pressures.

The new Program Costing Model was implemented in May 2020 and its results have been incorporated into the College's Annual Program Review process for the past two years. The new program costing reports provide enhanced accuracy and alignment between academic delivery and its financial results.

As new academic programs do not bring new funding, an additional 'College-Level Net Difference' analysis has been incorporated into the model.

This template will be utilized when new programs are presented to the Board for approval.



5.1

ACADEMIC CONT'D

GOAL	OBJECTIVE	MEASURE
Research and 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.
	Document and increase the number of students participating in research.	Implement and maintain a database regarding internal research projects.
	Increase awareness of St. Clair College research.	Increase communication and showcase College research internally and externally.

## REPORT ON PREVIOUS YEAR'S GOALS

St. Clair College partners with local businesses and organizations to address their specific innovation needs through the research, development, testing and implementation of new products, services, processes and technologies. The innovations are then implemented through research and development investment, commercialization activities and enhanced student and employee training.

The following outlines a few of the Applied Research and Development initiatives during 2021–2022:

- WE-SPARK, the local health institute comprised of St. Clair College, University of Windsor, Windsor Regional Hospital and Hotel Dieu-Grace Healthcare, offers grant opportunities for the partners. St. Clair College received an award for faculty in the Social Justice and Legal Studies degree program to address LGBTQ2S+ homelessness. The Nursing BScN program received an award to educate nursing students on addressing poverty through the profession.
- St. Clair College hosted a regional announcement on November 24, 2021, for the Canadian Automobility Hub and the investment of Automobility Enterprises Inc. into the region. The Hub serves as an innovation centre and ramp-up factory for startups, Small Medium Enterprises (SMEs), Original Equipment Manufacturers (OEMs), and research institutions to bring ideas and know-how that will position the Windsor-Essex region and Canada as leaders in the development and production of zero-emission vehicles.

Research initiatives were highlighted in the following Windsor Star articles:

- St. Clair student researchers working on automated pepper packaging, April 9, 2021.
- Region's talent, infrastructure key components to growing automobility hub, September 22, 2021.
- Researchers focused on bolstering early childhood literacy with new study, October 22, 2021.
- New manufacturing firm part of Canadian Automobility Hub, November 24, 2021.
- Automobility Enterprises offering new manufacturing pathway to innovators and startups, November 25, 2021.
- College teams with Geopogo to create virtual reality model of city and equip students with new skills, December 20, 2021.





Student researcher uses Virtual Reality equipment in a project that involved building a 3D model of Windsor.



A student researcher is part of a team working on a project to automate sweet pepper packaging for a Leamington greenhouse.



Student researchers work on the Baja Electric Vehicle project.



St. Clair College is a key partner in the Canadian Automobility Hub, providing the critical bridge between industry and research needed to establish an automobility ecosystem in Windsor.



## 5.1

## ACADEMIC CONT'D

GOAL	OBJECTIVE	MEASURE
Student Pathways	Continue to create academic pathways for students (college to college, college to university, and 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

New pathways by school, include the following:

### ***Zekelman School of Business and Information Technology***

A pathway was established with the University of Windsor to support graduates of the Sport and Recreation Management program. A student may enter the Bachelor of Human Kinetics (Sport Management and Leadership major) program at the University of Windsor after completing the three-year advanced diploma in Sport and Recreation Management with a cumulative average equivalent to 70% or better. Students must have successfully completed each of their required College courses with a grade equivalent of B or better and must successfully complete 20 courses at the University in order to earn their degree.

### ***School of Health Sciences***

St. Clair College successfully signed an agreement with St. Matthew's University, located in the Cayman Islands. The School of Veterinary Medicine at St. Matthew's University will accept all qualified graduates of the Veterinary Technician program into its Doctor of Veterinary Medicine degree program, provided that students obtain an overall GPA of 2.7 or higher, have no unremediated "F" or "D" grades in any core courses, and receive a recommendation for admission by a St. Matthew's University Admissions interviewer.

### ***School of Media, Art and Design***

Graduates of the three-year Music Theatre Performance program with a cumulative GPA of a B (3.0 or 75%), are eligible for admission into the Honours Bachelor of Arts in Dramatic Art program through this degree completion pathway with the University of Windsor. This pathway is commonly referred to as a "3 + 2" arrangement, where students complete three years at St. Clair College, followed by an additional two years at University of Windsor.

### ***School of Nursing***

St. Clair College and the University of Windsor published a joint pathway for Practical Nursing graduates to earn their Bachelor of Science, Nursing degree. The Practical Nursing to Bachelor of Science, the Nursing pathway provides an opportunity for Registered Practical Nurses to complete their BScN degree in three years rather than the traditional four. Successful applicants will receive advanced standing for 12 courses in the undergraduate BScN program, allowing them to enter the program in Year Two.





## 5.2 STUDENTS *(Retention, Graduation Rate and Success)*

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 offered virtual workshops and classroom presentations that assisted students with resumes, interview preparation and job search supports.

#### Summary of services offered:

YEAR 2021-2022	CAREER SERVICES	CLASS PRESENTATION / WORKSHOPS	JOB SEARCH SUPPORT	RESUME CRITIQUES	INTERVIEW PREP/MOCK INTERVIEWS	EMPLOYER JOB POSTINGS
April 2021 - To date	Virtual Services	422	170	235	85	1,277
Sept 2021 - To date	In Person	274	25	86	3	
Total	April 2021 - To date	696	195	321	88	





5.2

**STUDENTS** *CONT'D (Retention, Graduation Rate and Success)*

GOAL	OBJECTIVE	MEASURE
Support Student Success	Increase student success.	Development of a Student Retention and Student Success Report to support student success.

## REPORT ON PREVIOUS YEAR'S GOALS

A strategic organizational re-alignment was implemented in August 2021 to create the Student Retention and Academic Advising Office (SRAA). The SRAA department will focused on three major areas:

1. Academic advising to dismissed and interrupted students between semesters.
2. Predictive and proactive interaction to academically vulnerable students at the beginning of each semester.
3. Connecting with students after the mid-term progress reports have been issued to ensure St. Clair students understand and utilize the resources available to them to support success.

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 adding 3 new events per year.

## REPORT ON PREVIOUS YEAR'S GOALS

As we commenced the second school year amid the COVID-19 pandemic while following public health directives, the College and its student groups embraced the return of face-to-face learning in September 2021. Although there continued to be virtual events, the focus became the "live" events that enhanced campus life during the 2021-2022 school year.

### SRC

SRC was able to provide some great supports and activities to enhance student life on campus with virtual and in-person events. In partnership with Ontario Colleges, the SRC welcomed several guest speakers who spoke on the topic of Mental Health including, Andre DeGrasse (Olympic medalist) and Arlene Dickinson. Other examples of SRC activities included Mack Flash Trivia, SRC Career Workshops, Games Night with the Board and Wheel of Fortune to name a few.



Students celebrating Holi – the Festival of Colours.



The SRC-managed esports team had a phenomenal 2021-2022 season as they made 16 final appearances, won three tournaments, captured four conference championships, and hoisted two national championships.

## TSI

### 1. Food Truck Frenzy

TSI hosted an event where local food trucks set up in front of the College and offered a variety of great food for our students. Chatham Campus students received a voucher, allowing them to receive five free meals for one week! This event was well attended and left students asking for another Food Truck Frenzy to be hosted on campus. The event allowed students to form new connections with the community and some great local businesses.



Students enjoy Food Truck Frenzy.



TSI supporting the Chatham-Kent Health Alliance Oncology Unit.

### 2. Giveaway Boxes

Each month of the academic year, TSI released online themed boxes. Students were allowed to register online for the giveaways. These giveaways were a huge success with the students. The goal was to frame each month's box around what students would find relevant according to season and academic dates. Each box had a wide variety of items that would be beneficial for students and many of the items were also locally sourced which helped local artisans.

### 3. Outdoor Farmers Market

In the Fall semester, TSI had several local vendors set up on the path into the College. This gave students the opportunity to get to know more about the Chatham-Kent community and a wide variety of local artisans were able to share their creations with our students. There was a wide variety of vendors who sold homemade cookies, snacks and candles. TSI invited and highlighted local farmers who sold fresh fruits and vegetables to our students at a very low cost.





## 5.2

## STUDENTS *CONT'D (Retention, Graduation Rate and Success)*

### SSAA

St. Clair has plenty to celebrate with one of the most successful seasons in program history that included ten provincial medals and three national podium finishes.

This past year St. Clair College played host to four provincial championship events with the OCAA Men's Soccer and Women's Basketball Final Four, the OCAA Women's Softball Championship tournament and the Ontario Football Conference Championship game.

St. Clair College also garnered national attention when the Saints hosted the CCAA Golf Championship at Ambassador Golf Club.

The Saints Men's Baseball team captured its 6th Gold Medal in eight OCAA years at the provincial tournament in Oshawa after a 12-2 pennant-winning regular season. The Women's Softball team won two Silver Medals, one at the OCAA Championships and one at the CCSA National Championships that were held in Kelowna, BC.

Men's Golf added another Division II Championship with the Women's Golf team winning an OCAA Silver Medal.

Cross Country produced three silver medals for St. Clair College at the OCAA Championships with both Men's and Women's teams garnering medals.

The Basketball programs each went to the title game and settled for OCAA Provincial Silver with the Men's team concluding a miracle run that resulted in the first-ever CCAA National Silver Medal.

Women's Indoor Soccer concluded a whirlwind season with an OCAA Bronze Medal.

### Highlights:

- 13 Medals (ten provincial & three national) equals the highest medal total in Saints Athletics History which was last accomplished in the 1979-1980 season.
- Four All-Canadian performances (three Cross Country and one Men's Basketball) which is a College program first in one season.
- St. Clair played host to four Provincial Championship events and one National Championship.



### ST. CLAIR COLLEGE

1. The new Sports Park was the focus for sports and student engagement during the Fall semester. The community guidelines allowed varsity sports to be reinstated and spectators were allowed in the stands.
  - Fall 2021 was the inaugural season of the St. Clair College Fratmen Football team, which was successful in reaching the provincial championship game, hosted at Acumen stadium.
  - Men's and Women's Varsity Soccer were successful in their first season playing at the Sports Park.
  - Women's Softball played its Fall season at the new softball park located in the Sports Park and hosted the OCAA finals.
  - The Zekelman Indoor Tennis Centre was able to start marketing their facility and services to students.
2. The College sponsored one of the light features at the City of Windsor's "Bright Lights" from December 2, 2021, to January 16, 2022. This free community event has become a holiday tradition at Jackson Park. This holiday season, it was estimated that more than 100,000 people enjoyed the lights, displays and holiday cheer of the 2021 "Windsor Wonderland," which was on par with the impressive attendance from pre-pandemic years.
3. In Chatham, the College and Alumni Association partnered for "The Armoury in Lights", a community-based event presented in the Municipality of Chatham-Kent. The event combines live performances at Christmas with stunning light shows on the historic Chatham Armoury, using projection mapping technology.
4. Two community events were held in Chatham during the Halloween and Christmas seasons featuring live performances and lighting shows. Students and staff were provided tickets to watch the lights and listen to music from the comfort of their vehicles, drive-in style.



5.2

**STUDENTS** *CONT'D (Retention, Graduation Rate and Success)*

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. Department 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.

PERFORMANCE INDICATOR	2021-2022	2020-2021	2019-2020
1. Varsity Grade Point Average	2.84	3.09	2.73
2. Scholarship Achievement Rate	83%	85%	80%
3. Departmental Win/Loss Record	66-23-1	No Season	104-56-3
4. Provincial/National Recognition	P34 / N14	No Season	P66 / N28
5. Revenue	\$1,179,219	\$1,144,307	\$921,969

\*Given the cancellation of varsity sport in 2020-2021, a 3-year analysis is provided for comparative purposes.

GOAL	OBJECTIVE	MEASURE
Increase Enrolment	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 Windsor and Chatham campuses.

WINDSOR CHATHAM	
Day 10 International Enrolment	
2018 Winter	2,315 Students
2019 Winter	4,475 Students
2020 Winter	4,870 Students
2021 Winter	4,684 Students
2022 Winter	4,517 Students



GOAL	OBJECTIVE	MEASURE
Increase Enrolment	International Enrolment.	Increase PCPP enrolment by 40% by adding additional campuses.

## REPORT ON PREVIOUS YEAR'S GOALS

St. Clair College's Public College Private Partner (PCPP) – Ace Acumen Academy has experienced significant enrolment growth from Fall 2019 to Fall 2021. Since Fall 2019, PCPP enrolment has grown by 180.78%.

PCPP ENROLMENT 2019-2021	
Semester	Full Time Students International
Fall 2019 (baseline)	1,077
Fall 2020	2,699
Fall 2021	3,024

GOAL	OBJECTIVE	MEASURE
Increase Enrolment	Maintain domestic enrolment.	Maintain postsecondary 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
2021-2022	10,595.77	9,567.06	9,844.87



5.2

**STUDENTS** *CONT'D (Retention, Graduation Rate and Success)*



The new GEM residence that houses 512 students is located at the Windsor Campus.

GOAL	OBJECTIVE	MEASURE
Enhance Student Life	Completion and occupancy of the third-party student residence.	Student residence built and student occupancy commenced.

## REPORT ON PREVIOUS YEAR'S GOALS

Building and construction for the Residence commenced in February 2019 and student occupancy commenced on September 8, 2021.





### 5.3

## COMMUNITY ENGAGEMENT *(Leadership, Communication and Partnership)*

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

## REPORT ON PREVIOUS YEAR'S GOALS

This past year marked the second year that the COVID-19 pandemic minimized the ability of the College, student groups and Alumni to engage in community events.

The College, Student Representative Council (SRC), Thames Students Incorporated (TSI), Alumni Association and Saints Student Athletic Association (SSAA) have supported more than 50 events in the community. These include acting as a vaccination centre for COVID-19 vaccines, collaboration with community groups to distribute food baskets and meals at the Downtown Mission, and sponsorships of community events such as the Windsor International Film Festival and S'Aints Sleighing Hunger Concert, and fundraising events such as the Polar Plunge in support of the Special Olympics and Ride to Survive for Transition to Betterness.

Staff, students and faculty volunteered with more than 140 organizations and assisted in planning and executing a number of events.





5.3

**COMMUNITY ENGAGEMENT** *CONT'D (Leadership, Communication and Partnership)*

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

As COVID-19 restrictions continued, additional virtual events were hosted for the 2021-2022 recruitment season. The marketing and recruitment team scheduled high school presentations, province-wide college fairs, as well as individual and group tours that included the following:

- College Mondays (Colleges Ontario virtual events replacing College Information Program (CIP) fairs across the province).
- Virtual Wednesdays (general recruitment opportunities by recruitment staff for prospective students).
- Program specific in-class high school presentations by Program Coordinators.
- Virtual presentations to every high school in Windsor-Essex and Chatham-Kent.
- General College information virtual tours.
- On-campus face-to-face tours.
- Updating and adding program videos for the College website.

The ongoing pandemic and extended lockdowns resulted in a significant shift in media behaviours, leading to adjusted online advertising that saw more dollars spent on Connected TV, Social Media platforms and Google (Text, Display, and YouTube).

Our long-standing slogans have continued: "Start Here Go Anywhere" and "Rise Above the Ordinary". Other campaign taglines and themes that were used throughout the recruitment cycle included: Take Flight, Saints Nation, Saints Strong and The World Needs You - See Beyond Today.

Other branding initiatives that were completed this fiscal year include:

- New main entrance signage in Chatham, including pole banners.
- Entrance signage at 333 Riverside Drive West on the pedestrian bridge that crosses Pitt Street and connects to the St. Clair College Centre for the Arts.
- Front page banners in the Windsor Star and Chatham Daily News.
- Social Media hashtags #saintsnation #stclaircollege #riseabovetheordinary.
- Increase followers on all social platforms in the past year: TikTok account with a following of over 6,000 (one of the highest of Ontario-based postsecondary institutions); Instagram with over 21,000 followers; Facebook with over 29,000 and Twitter with over 21,000 followers.
- Working with the Alumni Association to use funding to support cross-promotion.
- Branding in Alumni Association monthly newsletters and Alumni Social Media accounts on Facebook, Instagram and Twitter.
- Saints Nation integration.
- Community Event Partnerships and Sponsorships (Ruthven Apple Festival, Chatham Armouries Light Festival, Chamber of Commerce BEA sponsorships in Windsor and Chatham).
- Partnerships with our student groups SSAA, SRC and TSI.
- Branding signage walls at One Riverside Drive and 333 Riverside Drive.
- Various branding signage throughout the College.

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

## REPORT ON PREVIOUS YEAR'S GOALS

With the onset of the COVID-19 pandemic, many Corporate Training projects had to be cancelled due to travel restrictions.

The Corporate Training division has transitioned to offering virtual training wherever possible.

St. Clair College has delivered customized Corporate and Professional Training for several key local and global businesses including Windsor Regional Hospital, City of Windsor, Ford Motor Company, Stellantis, Greater Essex County District School Board, as well as a number of Tier 1 and 2 suppliers to Original Equipment Manufacturers (OEMs).

YEAR	REVENUE	CHANGE
2015-2016	\$625,489	Base Year
2016-2017	\$840,458	34% Increase from Base Year
2017-2018	\$950,260	52% Increase from Base Year
2018-2019	\$887,178	42% Increase from Base Year
2019-2020	\$775,913	24% Increase from Base Year
2020-2021	\$429,763	31% Decrease from Base Year
2021-2022	\$476,044	24% Decrease from Base Year



Juan Malvestitti, Director of Sales and Marketing at Nerva Energy Group Inc., explains St. Clair's participation in Cleaner Air for Schools program.



5.3

**COMMUNITY ENGAGEMENT** *CONT'D (Leadership, Communication and Partnership)*

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 engaged EMSI to perform an economic value study. 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 study reports on two main measures: economic impact and return on investment. The College's 2021 study showed the following results on the report's metrics:

MEASURE	2021	2020	2019
Operations Spending Impact	\$123.0 M	\$133.1 M	\$123.6 M
Student Spending Impact	\$8.2 M	\$25.6 M	\$16.5 M
Alumni Spending Impact	\$653.2M	\$647.9 M	\$630.8 M
Total Jobs Supported	8,859	9,381	7,414
Investment - Students Gain Benefit - Cost Ratio	2.2	2.1	2.4
Investment - Taxpayers Gain Benefit - Cost Ratio	8.6	7.6	5.9
Investment - Society Gain Benefit - Cost Ratio	8.7	7.2	7.7

The above investment results show that an investment in St. Clair College is worthwhile as the benefits outweigh the costs. Students realize higher future earnings, taxpayers fully recover their investment and education is statistically correlated with a variety of lifestyle changes that generate social savings.

The decline from 2020 to 2021 in three metrics is due to COVID-19.

- Operations Spending: The College significantly reduced its part-time staffing resources and discretionary expenditures to minimize the financial impact of the pandemic.
- Student Spending: Significant international students were taught online from their home country instead of in our region.
- Total Jobs Supported: Due to the decline in the operations and student spending, the College's total economic impact on the region was reduced which reduced the number of jobs supported.



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

GOAL	OBJECTIVE	MEASURE
Development of Human Resources	Staff development.	<ol style="list-style-type: none"> <li>Continuation of staff orientation (part-time/full-time academic and non-academic) and appropriate orientation material.</li> <li>1% of budget allocated for staff development.</li> </ol>

### REPORT ON PREVIOUS YEAR'S GOALS

Human Resources holds monthly employee onboarding sessions (orientation) for all new employees to the College. The orientation gatherings introduce new employees to St. Clair College's Vision, Mission, Values and Culture.

Other training initiatives (orientation) include:

- Teaching and Learning** – Through the Centre for Academic Excellence (CAE), an orientation in Teaching and Learning (T&L) is provided for new part-time and full-time faculty.
- College Educators' Development Program** - The College Educators' Development Program (CEDP) is a faculty training program offered jointly by the six Western Ontario colleges for newly hired full-time faculty. Participants obtain a thorough grounding in Outcome-Based Education, Ministry of Colleges and Universities (MCU) standards, course and lesson planning, classroom management, integration of teaching with technology, effective assessment practices and professional development strategies.
- Mentoring** - All new full-time faculty participate in a formal mentoring program. The mentoring program is open to all faculty who request it.
- Instructional Skills Workshop** - To support part-time faculty, the CAE in conjunction with the Continuing Education Department, offers the Instructional Skills Workshop (ISW) program, an intensive three-day nationally recognized professional development activity that enhances the teaching effectiveness of both new and experienced educators.
- 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.
  - Developing Assertiveness for Dealing with Toxic/High Conflict People.
  - Conflict Resolution for (almost) all Situations.
  - Communicating for Impact: Organizing Ourselves to be Understood.
  - Listening for Impact: Organizing Ourselves to Understand.
  - Personality-Based Time, Attention and Energy Management.
  - The Psychology of Electronic Communications.
  - CCDI - Diversity and Inclusion.
  - CCDI - Unconscious Bias.

Existing staff are eligible to participate annually in professional development opportunities to achieve personal growth and advancement. Such training has taken the form of participation in individual workshops, seminars, College initiated training and courses to pursue their personal educational interests. The College traditionally experiences high participation and utilization in Professional Development opportunities. The Professional Development budget for 2021-2022 was \$583,538 (1% of budget), however during COVID-19, the College experienced a decline with a utilization rate of 68.5% of the budget allocation for 2021-2022. This was a 26% increase from the 2020-2021 year. In addition to the professional development training, the College also offers numerous training and development initiatives such as tuition reimbursement, in-house service training, legislative training, coordinators training, strategic credential upgrading (PHD & Masters) and Blackboard training.



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.

## REPORT ON PREVIOUS YEAR'S GOALS

The College, recognizing that staff wellness is crucial to the well-being of employees, created both the Staff Engagement and Staff Wellness Committees. Both committees are comprised of representatives from faculty, support staff and administration.

- On numerous occasions, in lieu of annual celebrations food gift cards and branded merchandise were provided as a "thank you" to our staff.
- On September 3, 2021, during the President's Town Hall meetings, staff contributions, work ethic and enduring support of the College goals and vision were acknowledged and praised as the College received the amazing results from the Ontario College Quality Assurance Service (OCQAS) Quality Audit. These results were a testament to the persistent effort to put into action the College's vision of "Excellence in All We Do". Staff received a gift in appreciation for all of their concerted efforts.
- Staff received a gift card for Griffin Gifts to choose College branded merchandise, as well as their choice of an on-campus food vendor gift card, in lieu of the traditional President's Holiday Brunch celebration.

### **Equity, Diversity and Inclusion**

An Equity, Diversity and Inclusion Committee was established to support the dignity and uniqueness of each individual and to provide an inclusive and supportive environment for all members of the College community. The committee is comprised of students, administration, support staff and faculty.

### **Staff Wellness Committee**

The Staff Wellness Committee developed monthly themes emphasizing wellness. Each month, for six months, emails were circulated with information to create awareness and promote the monthly theme. In addition, activities throughout the month were structured for continued promotion. These monthly themes included:

- Emotional Wellness
- Intellectual Wellness
- Environmental Wellness
- Physical Wellness
- Social Wellness
- Spiritual Wellness

### **Other initiatives included:**

- Virtual yoga (monthly).
- Chair yoga and guided meditation sessions (monthly). The creation of an indoor walk path/map as part of the iMove initiative.
- Choose to Improve Program led 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.
- Wellness SCC Strong Survey.
- Monthly Wellness email distribution on the 6 Dimensions of Wellness.
- Lunch voucher giveaways for participation in Lunch and Learns.
- Weekly health tips communicating COVID-19 hygiene protocols and other related information.
- Bell "Let's Talk" video promotion on mental health and mental health resources.
- Vaccination program offered on campus through the Health Centre.
- Rapid antigen testing pilot program (during summer months) for the Dental, Medical Esthetician and Esthetician students.
- On-site rapid testing availability and the provision of rapid test kits for at-home testing.
- Created a Wellness Terms of Reference to guide the actions of the committee.
- Work from home ergonomic resources.
- Earth Day communication and resources.



### Healthy Workplace Award

The Windsor-Essex County Health Unit's Working Toward Wellness (WTW) Workplace Wellness Committee recognized St. Clair College as a healthy workplace.

St. Clair College garnered two gold awards for Health and Safety and Mental Health Promotion and an Organizational Social Responsibility award.

The Healthy Workplace Awards recognize local employers that provide comprehensive workplace wellness programming. Award recipients must demonstrate a strong commitment to improving health by promoting and supporting a comprehensive approach to wellness programming for employees, ideally, family members and retirees.



GOAL	OBJECTIVE	MEASURE
Development of Human Resources	Staff wellness.	Monitor institutional WSIB lost sick time.

### REPORT ON PREVIOUS YEAR'S GOALS

St. Clair College saw an increase in WSIB lost sick time, however, we are on track to have the lowest number of recordable injuries (an injury that has resulted in an accident report being filed) in 2021.

WSIB lost sick time outcomes include:

#### Date WSIB Lost Sick Time

2018-2019 Lost sick time – 9 days

2019-2020 Lost sick time – 1 day

2020-2021 Lost sick time - 7 days



## 5.5 FINANCIAL *(Health and Sustainability)*

GOAL	OBJECTIVE	MEASURE
Financial Efficiency	Review possibility of centralized budgeting.	Review and analyze the impact of a "Centralized Expense" allocation and monitoring to achieve more realistic financial results.

### REPORT ON PREVIOUS YEAR'S GOALS

The Finance department has implemented a number of enhancements to the budget process, which includes:

- PeopleSoft module was implemented for budget data entry and reporting to increase accuracy and lessen reliance on manual spreadsheets.
- Aligned the College's enrolment plan with the tuition revenue budget and Public College Private Partner (PCPP) revenue and expense budget by utilizing program academic achievement level enrolment, tuition rates and attrition.
- Provided budget holders with a Committed Expenditure report to assist with refining non-salary budget estimates given the report displays unpaid liabilities and actual spending relative to budget.
- Provided budget holders with a Return on Investment (ROI) calculator to assist with their capital budget requests.
- Provided academic budget holders with a material / kit fee calculator to assist with developing their academic program divisional revenue budget.
- Program costing within the Academic Interface is another tool that provides the Academic Sector with greater insights into their revenue and cost drivers to assist with budget estimates and decision making related to full-time staffing requests and part-time faculty resources. Program Costing is a mandatory component of the Annual Program Review.



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 22, 2022: 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. This money cannot be used without Board approvals.

LINE ITEM	AMOUNT
March 22, 2022 Balance	\$66,361,216
Consists of:	
Principal	\$65,000,000
Interest	\$1,361,216

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

## REPORT ON PREVIOUS YEAR'S GOALS

Ontario's postsecondary education sector continues to change: Ministry funding, new legislation, policy changes and new directives/frameworks, enrolment, etc. With this continuous change and the pandemic transitioning to an endemic, St. Clair College responded appropriately to these changing market conditions with a return to face-to-face teaching and learning for the Fall 2021 semester, which was key to our success in 2021-2022. We realized a fourth 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 \$68 million and \$24 million into a financial sustainability reserve and deferred maintenance reserve respectively.

GOAL	OBJECTIVE	MEASURE
Financial Sustainability	Maintaining financial sustainability in accordance with the MCU financial metrics.	Meeting or exceeding Ministry defined benchmarks.

## REPORT ON PREVIOUS YEAR'S GOALS

For 2021-2022, St. Clair College was able to surpass each of the seven MCU financial metrics while achieving no flags.





5.5

**FINANCIAL** *CONT'D (Health and Sustainability)*

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

During the 2021-2022 fiscal year, the Board of Governors received the following financial reports:

- **June 21, 2021:** Audited Consolidated Financial Statements for year end March 31, 2021.
- Business Plan Budget Accrual Template (MCU format).
- **September 21, 2021:** Quarterly Financial update.
- **October 21, 2021:** Financial update (actual to budget).
- **November 21, 2021:** Mid-year review.
- Business Plan Budget Accrual Template (MCU format).
- **February 22, 2022:** Financial monitoring report.
- **March 22, 2022:** 2022-2023 Budget presentations completed.



## 5.6 FACILITIES ENHANCEMENT

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

### REPORT ON PREVIOUS YEAR'S GOALS

The College looked at in-house solutions to expand parking availability to meet the growing demand. The strategy took a phased-in approach (short, mid and long-term phases) over three fiscal years. The College completed Phase 1 and Phase 3 of the parking plan. The College gained 92 more spots under Phase 1 than originally planned.

ENHANCED PARKING PLAN		
PHASE	DESCRIPTION	# OF SPOTS PROPOSED
1	East Road replacement, main road replacement, Lot D expansion, Lot V expansion, miscellaneous changes within existing lots.	220
	Chatham Parking Lot M renovation (construction & engineering).	80
2	Lot C replacement and deck 2022-23.	250**
3	Lot expansion 2021-2022.	135*
<b>Total</b>		<b>685</b>

\*\*A significant increase in the cost estimate is due to unpredictable construction climate and increases in material and labour costs.

\* Net gain estimate.

### ST. CLAIR COLLEGE FIRE SERVICES TRAINING FACILITY

Repairs have been completed to the recently acquired Fire Hall on Cabana Road. Signage was installed on the front façade to brand the facility as the St. Clair College Fire Services Training Facility.





5.6

**FACILITIES ENHANCEMENT** *CONT'D (Health and Sustainability)*

GOAL	OBJECTIVE	MEASURE
Campus Beautification	Continue to beautify the College campus 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 experiences 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.



The front entrance of the Windsor Campus was rebuilt and redesigned with flag poles, furniture, concrete and fountain restoration.



The new wall signage facing east on Riverside Drive was installed at the St. Clair College Centre for the Arts.



New entrance signage at our Chatham campus.



Indigenous Sculptures – Windsor and Chatham Campuses. In collaboration with the Indigenous Education Committee, the College commissioned an original sculpture installed at the entrance of the Sports Park in Windsor and the HealthPlex in Chatham. This artwork, created by Jessica Rachel Cook, a Bkejwanong First Nations artist, was inspired by a belief of First Nations Peoples that "everyone is welcome" regardless of age or abilities, based on the teachings of the Four Directions of Medicine Wheel.

## 6.0 ANALYSIS OF FINANCIAL PERFORMANCE

St. Clair College ended fiscal year 2021-2022 with an Excess of Revenue over Expenses of \$31,577,164 (see Appendix A: Consolidated Audited Financial Statements). Revenue increased approximately \$26.1 million. Expenses increased approximately \$33.8 million.

	2021-2022	2020-2021
Revenues	\$264,095,406	\$237,955,135
Expenses	\$232,518,242	\$198,746,935
Excess of Revenue over Expenses	\$31,577,164	\$39,208,200

### REVENUES

#### Government (MCU) Operating Grants:

Increased by \$0.55 million compared to 2020-2021. The increase was mainly attributable to a decrease in the International Student Recovery Program.

#### Contract Income:

Increased by \$6.8 million compared to 2020-2021 due to additional Ministry one-time grant funding.

#### Tuition Revenue:

Decreased by \$2.8 million compared to 2020-2021. The decrease in revenue was due to lower student enrolment.

#### Public College Private Partnership Revenue:

Increased by \$14.8 million compared to 2020-2021. The increase in revenue was due to higher international student enrolment.

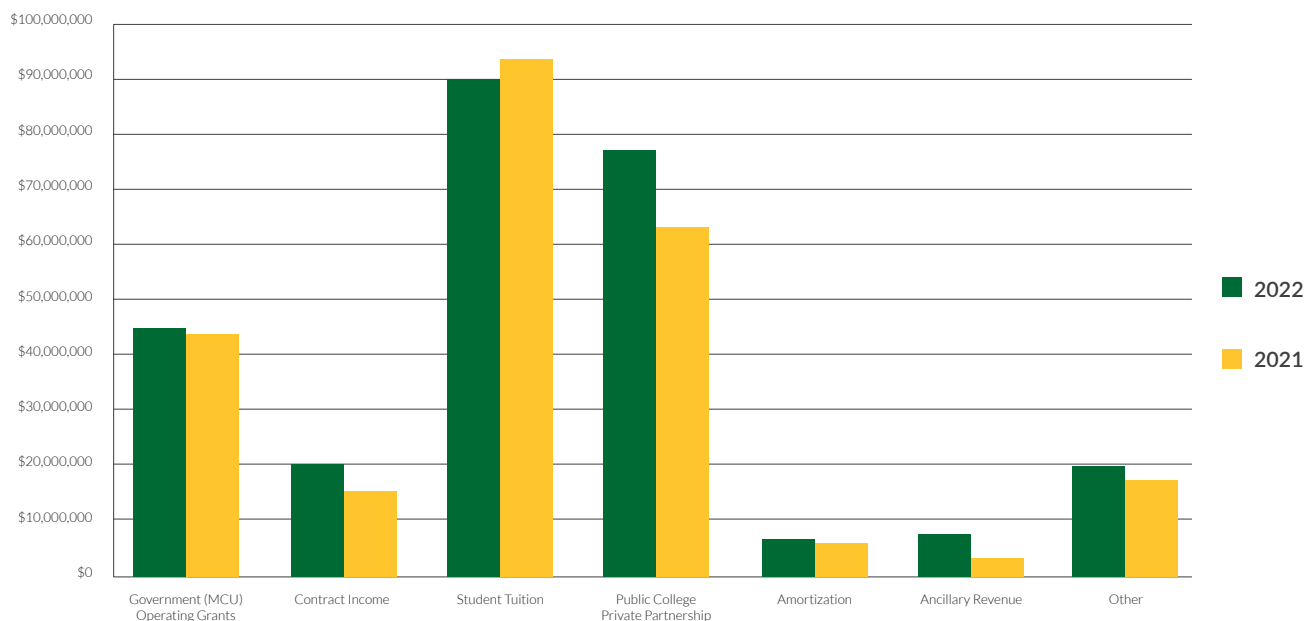
#### Ancillary Revenue:

Increased by \$3.7 million. The increase was attributable to COVID-19 having a lessened impact on the revenue generating ability of the College's Parking, Residence and St. Clair College Centre for the Arts operations.

#### Other Income:

Increased by \$3.6 million which was mainly attributable to interest, income, application fees and health insurance fees.

### REVENUES



6.0

ANALYSIS OF FINANCIAL PERFORMANCE CONT'D



ACE Acumen Academy Toronto Campus.

## EXPENDITURES

### Salaries and Benefits:

Increased by \$8.4 million due to the College increasing its resources at a level to support its 2021-2022 student enrolment.

### Operating:

Increased by \$10.3 million due to increased costs as a result of returning to face-to-face teaching and learning.

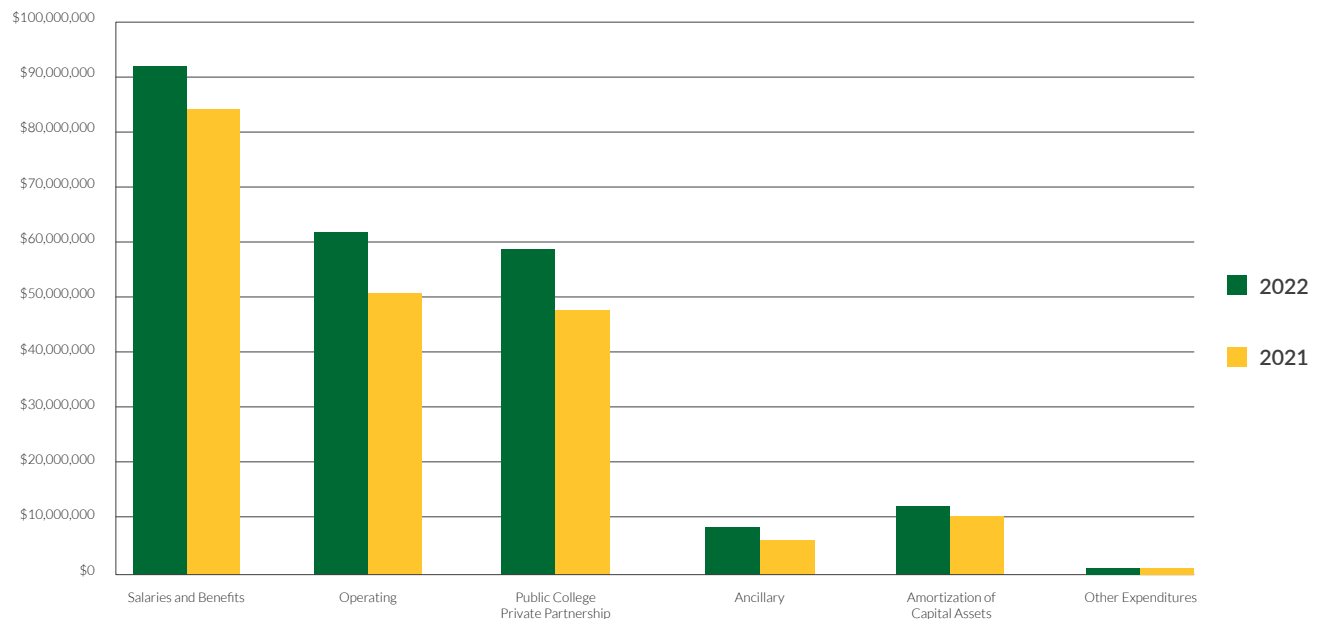
### Public College Private Partnership:

Increased by \$12.0 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.

## EXPENDITURES





## 7.0 ST. CLAIR COLLEGE FOUNDATION

On November 30, 2021, the St. Clair College Foundation launched its inaugural Giving Tuesday campaign. We harnessed the philanthropic spirit of our community to make a collective difference in the lives of students. New and existing donors stepped up and contributed more than \$18,000 during the month of November to ensure quality education is accessible to all our students. Together we made a difference, and helped to build a foundation for the next generation of leaders in Windsor-Essex and Chatham-Kent.



### ***New Annual Scholarships:***

- SCC Retiree Association Scholarship
- Bill Klein / Norma Slevison-Klein Scholarship
- Canadian Caps and Gowns Scholarship
- CINA Radio Group Scholarship
- Douglas Marketing Group Scholarship
- Enbridge Inc. Scholarship
- Ethel Dodman Scholarship
- Giving Tuesday Scholarship
- James H. Allen Memorial Scholarship
- Jo-Anne Mancini Scholarship
- Keith Lauzon Memorial Scholarship
- Rick Muldoon Memorial Scholarship
- Roger Duchene Architectural Technology Scholarship
- Teresa Toohey Memorial Scholarship

### ***New Endowment Scholarships:***

- Burstyn Scholarship
- Henry and Henrietta Pickthall Memorial Scholarship
- Michael Gauthier Scholarship for Leadership in Digital Animation

As of March 31, 2022, the total endowment portfolio was \$11,906,617.

In 2022, 712 scholarships were awarded totaling \$553,576.



## 8.0 PRESIDENT'S COMMUNITY ENGAGEMENT

### PRESIDENT'S COMMUNITY ENGAGEMENT CALENDAR

Throughout the 2021-2022 year, President Patti France represented the College by attending many virtual and in-person events as an attending guest or guest speaker throughout Windsor-Essex and Chatham-Kent. President France had the opportunity to meet with various community partners, organizations, as well as municipal, provincial and federal politicians at the College.



March 8, 2022 - The College welcomed Andy Faas, a long-time supporter and donor of the college, who arrived in town for a visit. The visit marked the 50th anniversary of Andy Faas' graduation from St. Clair College in 1972. Faas also met with several administrators, including President France.



May 19, 2021 - The Chatham-Kent Chamber of Commerce held a virtual Mayor's Address. St. Clair College was the lead sponsor of the event and President France introduced Mayor Darrin Canniff. The President pledged to both Mayor Canniff and the Chamber that St. Clair will be an eager and energetic partner in post-pandemic recovery and development efforts.



May 20, 2021 - The 2021 Business Excellence Awards (BEAs) were held in a virtual format, and it was a unique experience for everyone involved. The 30th Anniversary celebration was aired on live on YourTV YouTube channel and also to local Cogeco television subscribers of YourTV. President France announced the winner of the Large Company of the Year award, which was sponsored by St. Clair College and awarded to Cavalier Tools.



June 24, 2021 - St. Clair College awarded its inaugural Community Partnership Award to Bruce Krauter, Chief of the Essex-Windsor Emergency Medical Service.



July 20, 2021 - Jill Dunlop, Ontario's Minister of Colleges and Universities (MCU), made her first visit to the College.



July 21, 2021 - Windsor Regional Hospital (WRH) offered tremendous thanks and appreciation as it returned the keys of the St. Clair College SportsPlex back to President France. The SportsPlex was the site of a COVID-19 field hospital, drive-thru testing location and vaccination centre since the beginning of the pandemic.



September 29, 2021 - The President met with the new intake of WEST Pre-Apprentice Millwright students.



September 30, 2021 - St. Clair College participated in Orange Shirt Day, which was the 8th annual day in recognition of the damage done by the Residential School system.



## 8.0

## PRESIDENT'S COMMUNITY ENGAGEMENT CALENDAR CONT'D



November 2, 2021 - President France joined Windsor Mayor Drew Dilkens at Windsor City Hall to greet winners of the WEVax to Win contest.



November 8, 2021 - President France meets with Windsor Police Chief Pam Mizuno and Waseem Habash, Vice President Academic during Coffee with a Cop Event that allowed students in Police Foundations and Protection, Security & Investigation to meet Windsor Police Officers.



November 15, 2021 - The Senior College administration met with representatives from Windsor's Sikh and Hindu communities and the New Canadians Centre of Excellence.



November 24, 2021 - President France and other officials stand next to an Electric Vehicle prototype during an announcement by Invest WindsorEssex (IWE) launching Canada's first Automobility Hub at St. Clair College.



November 2021 - St. Clair College raised the purple flag in recognition of two campaigns by Hiatus House to raise awareness about domestic abuse. November was Woman Abuse Prevention Month throughout Ontario.



December 2, 2021 - President France congratulates students from the Zekelman School of Business on their winning presentation that earned them \$10,000 in prize money in the Odette-Peddie Amherstburg Case Challenge against the University of Windsor's Odette School of Business.





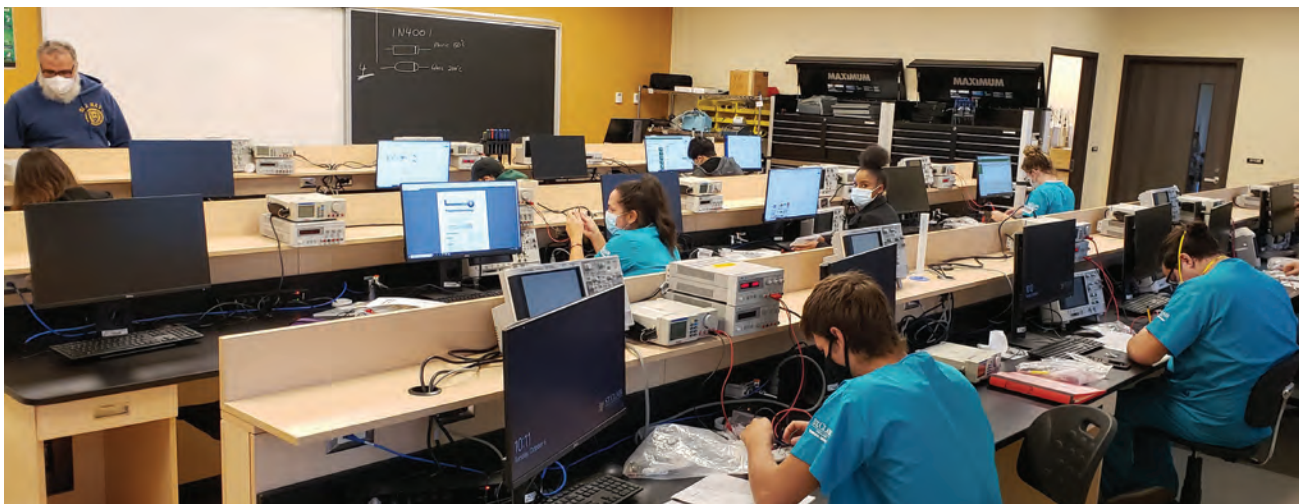
## 9.0 ANALYSIS OF COLLEGE'S OPERATIONAL PERFORMANCE

### 9.1 OCQAS QUALITY AUDIT

#### OCQAS QUALITY AUDIT

- The College's Self-Study for the Ontario College Quality Assurance Service (OCQAS) was finalized and submitted to the Auditors on April 1, 2021. The 154-page Self-Study contained in excess of 1,000 evidence documents.
- A virtual Site Visit took place between June 15 – 17, 2021.
- The College received the final report on September 24, 2021.
- The report concluded the most intensive and extensive, microscopically detailed review of our programs ever conducted, covering every aspect of curriculum content, delivery, viability and relevance. The end-result: **MATURE EFFORT**. The College received an absolutely glowing report, containing no substantial criticisms of - or recommendations for changes to any facet of our operations.

STANDARDS	RESULTS		
	MET	PARTIALLY MET	NOT MET
Standard 1 - PROGRAM QUALITY MANAGEMENT SYSTEM	X		
Standard 2 - PROGRAM DEVELOPMENT	X		
Standard 3 - CONFORMITY WITH GOVERNMENT REQUIREMENTS	X		
Standard 4 - PROGRAM DELIVERY AND STUDENT ASSESSMENT	X		
Standard 5 - EXISTENCE, MONITORING AND COMMUNICATION OF ACADEMIC	X		
Standard 6 - AVAILABILITY AND ALLOCATION OF COLLEGE-WIDE RESOURCES	X		







## 9.2 COVID-19 SAFETY PROTOCOL

On August 31, 2021, the Ministry released the Postsecondary Education (PSE) Health Measures Framework for Fall 2021 to support the continued health and safety of students, faculty and staff. The framework required all PSE institutions, with the exception of Indigenous Institutes, to have mandatory COVID-19 vaccination policies in place effective September 7, 2021. Amendments were made to remove the physical distancing and capacity limit requirements for indoor instructional spaces (e.g. classrooms, labs, etc.) at PSE institutions.

The College ensured compliance with all local provincial and federal public health requirements.

The safety of all students and staff was our top priority.

In preparation for the start of the Fall 2021 semester, and the in-person learning, St. Clair College followed all Public Health and Ministry of Health Regulations and Guidelines to keep our campuses safe. Safety protocols were mandatory for all staff, students, visitors, and contractors.

Staff and students were asked to provide proof of vaccination to attend campus. Those who chose not to be vaccinated or attest to their vaccination status were provided rapid test kits on an ongoing basis and they were required to test every 72 hours. Staff and students were also required to complete a daily COVID-19 questionnaire to attend campus.

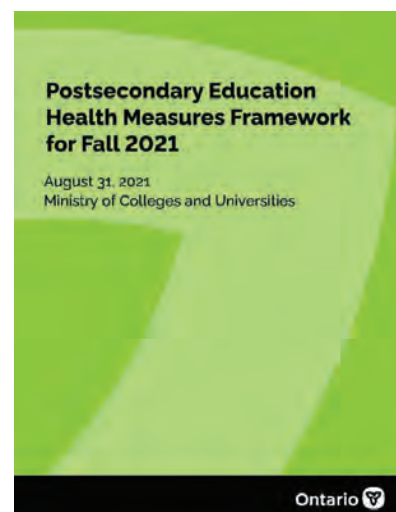
Enhanced health and safety protocols were implemented to help reduce the risk of transmitting COVID-19 such as:

- Cleaning and disinfecting protocols, hand washing, sanitizing.
- Use of designated entrances/exits.
- Social distancing requirements 6 metres/2 feet.
- Following directional signs and markers.
- No physical contact or sharing items, unless needed for learning outcomes.
- Eating and drinking in designated areas only.
- Illness reporting and case management.
- Use of Personal Protective Equipment (PPE).
- Capacity limits as dictated by regulations.
- Formalized assigned seating plans in each classroom.
- Emergency alternate delivery plans for all programs were posted on the College's website.

St. Clair College continued with a mask mandate until the end of the Winter 2022 Semester. The safety of all students and

staff was our top priority and this mandate helped to ensure the successful completion of the semester. Additionally, effective

March 21, 2022, St. Clair College moved from active to passive screening. This meant that the daily questionnaire no longer needed to be formally completed.





## VACCINATION STATISTICS

94% of all students and staff were full vaccinated.

St. Clair College offered staff and students the opportunity to be vaccinated on campus.

Clinics were offered in the Campus Health Centre for first, second, and booster doses of mRNA vaccines for eligible staff and students.

Total Doses Given Main Campus	1,131
Total Doses Chatham	31
Pop-up clinic St. Clair College Centre for the Arts	51
<b>Total All Campuses</b>	<b>1,213</b>



## INTERNATIONAL ARRIVAL PROTOCOL

In conjunction with local public health authorities the College developed and implemented robust procedures and protocols for international student arrivals. Between April 1, 2021 and March 31, 2022 a total of 1,682 international students were received following the international arrival protocol. A total of 96 cases received positive results for COVID-19. This equates to a positive rate of 5.71%.



# ST. CLAIR COLLEGE APPENDICES



Consolidated Financial Statements

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

Year ended March 31, 2022



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**APPENDIX A** *(Management Report)*

## **MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING**

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 Committee.

The Audit 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 Committee reports its findings to the Board for consideration when approving the consolidated financial statements. The Audit 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 Committee.



Patricia France  
President



Marc Jones  
Vice-President Finance & Chief Financial Officer

May 24, 2022



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**APPENDIX A** (*Management Report*)



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

**INDEPENDENT AUDITORS' REPORT**

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

***Opinion***

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

- the consolidated statement of financial position as at March 31, 2022
- the consolidated statement of operations for the year then ended
- the consolidated statement changes in net assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the financial statements 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, 2022, and its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

***Basis for Opinion***

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

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

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

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.



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**APPENDIX A** *(Management Report)*



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

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

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

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

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

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

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

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

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

We also:

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

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

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APPENDIX A (Management Report)



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

A handwritten signature in black ink that reads "KPMG LLP". The signature is written in a cursive, stylized font and is underlined with a single horizontal stroke.

Chartered Professional Accountants, Licensed Public Accountants

Windsor, Canada  
May 24, 2022



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**APPENDIX A** (Summary Consolidated Financial Statement)

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

Consolidated Statement of Financial Position

March 31, 2022, with comparative information for 2021

	2022	2021
<b>Assets</b>		
Current assets:		
Cash	\$ 111,216,984	\$ 109,418,763
Accounts receivable (note 18)	11,554,546	10,514,596
Temporary investments (note 2)	230,658,810	147,006,808
Prepaid expenses	9,669,933	8,328,502
	<u>363,100,273</u>	<u>275,268,669</u>
Long-term investments (note 2)	11,704,870	11,065,362
Construction in progress (note 5)	23,248,025	7,272,006
Capital assets (note 6)	<u>188,901,869</u>	<u>177,801,568</u>
	<u>\$ 586,955,037</u>	<u>\$ 471,407,605</u>
<b>Liabilities and Net Assets</b>		
Liabilities:		
Accounts payable and accrued liabilities	\$ 53,678,983	\$ 44,236,881
Deferred revenue (note 7)	170,683,903	108,204,908
Vacation pay	6,108,516	6,153,539
Current portion of long-term debt (note 8)	<u>13,472,031</u>	<u>1,368,484</u>
	<u>243,943,433</u>	<u>159,963,812</u>
Long-term debt (note 8)	7,524,688	8,969,542
Post-employment benefits and compensated absences (note 9)	3,632,000	3,687,000
Deferred contributions (note 10)	2,112,808	1,968,115
Deferred capital contributions (note 11)	118,759,610	120,100,248
Deferred capital contributions relating to construction in progress (note 12)	<u>8,897,250</u>	<u>7,196,074</u>
	<u>384,869,789</u>	<u>301,884,791</u>
Net assets:		
Unrestricted:		
Operating	45,841,676	40,738,968
Post-employment benefits and compensated absences	(3,632,000)	(3,687,000)
Vacation pay	<u>(6,108,516)</u>	<u>(6,153,539)</u>
	<u>36,101,160</u>	<u>30,898,429</u>
Invested in capital assets (note 13)	63,496,315	47,439,226
Externally restricted (note 14)	9,975,626	9,442,356
Internally restricted (note 15)	<u>92,512,147</u>	<u>81,742,803</u>
	<u>202,085,248</u>	<u>169,522,814</u>
Commitments (note 16)		
Contingent liabilities (note 17)		
	<u>\$ 586,955,037</u>	<u>\$ 471,407,605</u>

See accompanying notes to consolidated financial statements.

Approved by the Board of Governors

 Director  Director

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**APPENDIX A** *(Summary Consolidated Financial Statement)*

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Consolidated Statement of Operations

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Revenue:		
Grants and reimbursements	\$ 43,620,800	\$ 43,064,116
Capital support grants	289,367	143,267
Tuition revenue	90,548,360	93,367,308
Public college private partnership (note 20)	77,391,572	62,528,728
Contract training	20,363,267	13,525,836
Amortization of deferred capital contributions	6,046,381	5,711,259
Other income	18,991,661	15,326,863
Donations	110,518	129,898
Foundation	554,076	533,466
Ancillary operations	6,417,775	2,648,352
(Loss) gain on disposal of capital assets	(238,371)	976,042
	264,095,406	237,955,135
Expenses:		
Salaries and benefits	92,170,777	83,748,716
Operating expenditures	61,389,420	51,066,830
Public college private partnership (note 20)	58,874,154	46,866,349
Post employment and compensated absences	(55,000)	53,000
Foundation	554,076	533,466
Bursaries and scholarships	102,518	121,898
Amortization of capital assets	11,509,287	10,498,828
Other expenditures out of capital support grants	263,302	182,262
Ancillary operations	7,709,708	5,675,586
	232,518,242	198,746,935
Excess of revenue over expenses	\$ 31,577,164	\$ 39,208,200

See accompanying notes to consolidated financial statements.



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**APPENDIX A** *(Summary Consolidated Financial Statement)*

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

Consolidated Statement of Changes in Net Assets

Year ended March 31, 2022, with comparative information for 2021

	Unrestricted	Invested in capital assets (note 13)	Externally restricted (note 14)	Internally restricted (note 15)	2022 Total	2021 Total
Balance, beginning of year	\$ 30,898,429	47,439,226	9,442,356	81,742,803	\$ 169,522,814	\$ 132,663,640
Endowments received during the year	-	-	506,638	-	506,638	150,974
Excess (deficiency) of revenues over expenses	37,278,441	(5,701,277)	-	-	31,577,164	39,208,200
Transfer to St. Clair College Foundation			26,632		26,632	-
Transfer of unrestricted to internally restricted	(10,769,344)	-	-	10,769,344	-	-
Net change in investment in capital assets (note 4g and 13b)	(21,306,366)	21,758,366		-	452,000	(2,500,000)
Balance, end of year	\$ 36,101,160	\$ 63,496,315	\$ 9,975,626	\$ 92,512,147	\$ 202,085,248	\$ 169,522,814

See accompanying notes to consolidated financial statements.

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**APPENDIX A** *(Summary Consolidated Financial Statement)*

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Consolidated Statement of Cash Flows

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by (used in):		
Operations:		
Excess of revenue over expenses	\$ 31,577,164	\$ 39,208,200
Items not involving cash:		
Amortization of capital assets	11,509,287	10,498,828
Amortization of deferred capital contributions	(6,046,381)	(5,711,259)
Accrual for post-employment benefits and compensated absences	(55,000)	53,000
Deferred contributions recognized as revenue in the year	(554,076)	(533,466)
Unrealized gain on long-term investments	(56,471)	(1,389,761)
Loss (gain) on disposal of capital assets	238,371	(976,042)
	36,612,894	41,149,500
Changes in non-cash operating working capital:		
Accounts receivable	(1,039,950)	656,372
Prepaid expenses	(1,341,431)	(2,785,732)
Accounts payable and accrued liabilities	9,442,102	18,475,215
Accrual for vacation pay	(45,023)	(316,966)
Deferred revenue	62,478,995	15,378,123
	106,107,587	72,556,512
Financing activities:		
Deferred contributions	698,769	1,796,796
Proceeds on long-term debt	12,027,177	-
Repayment of long-term debt	(1,368,484)	(1,296,657)
Endowment and annual contributions	533,270	150,974
	11,890,732	651,113
Capital activities:		
Contributions received for capital purposes	4,705,743	4,242,800
Contributions received for construction in progress	1,701,176	2,120,311
Proceeds on disposal of capital assets	(14,797)	294,443
Purchase of capital assets and construction in process, net of contribution of land of \$452,000	(38,357,181)	(14,875,489)
	(31,965,059)	(8,217,935)
Investing activities:		
Purchase of long-term investments	(583,037)	-
Disposal of long-term investments	-	60,585,796
Purchase of temporary investments	(83,652,002)	(84,141,164)
	(84,235,039)	(23,555,368)
Increase in cash	1,798,221	41,434,322
Cash, beginning of year	109,418,763	67,984,441
Cash, end of year	\$ 111,216,984	\$ 109,418,763

See accompanying notes to financial statements.





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**APPENDIX A** *(Summary Consolidated Financial Statement)*

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements

Year ended March 31, 2022

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

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

## 1. Significant accounting policies:

### (a) Basis of presentation:

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

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

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

### (b) Revenue recognition:

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

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**APPENDIX A** *(Summary Consolidated Financial Statement)*

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

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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 \$460,000 (2021 - \$550,000) which have not been recorded in the accompanying financial statements.



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**APPENDIX A** *(Summary Consolidated Financial Statement)*

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

## 1. Significant accounting policies (continued):

### (c) Capital assets:

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

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

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

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

### (d) Vacation pay:

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

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**APPENDIX A** *(Summary Consolidated Financial Statement)*

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

---

**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.



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**APPENDIX A** *(Summary Consolidated Financial Statement)*

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

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**1. Significant accounting policies (continued):**

(f) Financial instruments (continued):

(i) Fair value (continued):

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

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

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

(ii) Amortized cost:

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

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

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

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**APPENDIX A** *(Summary Consolidated Financial Statement)*

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

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**1. Significant accounting policies (continued):**

(g) Management estimates:

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



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**APPENDIX A** (Summary Consolidated Financial Statement)

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

## 2. Financial instrument classification:

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

2022	Fair value	Amortization at cost	Total
Cash	\$111,216,984	\$ -	\$111,216,984
Accounts receivable	-	11,554,546	11,554,546
Temporary investments	230,658,810	-	230,658,810
Long-term investments	11,704,870	-	11,704,870
Accounts payable and accrued liabilities	-	53,678,983	53,678,983
Long-term debt	-	20,996,719	20,996,719
	<b>\$353,580,664</b>	<b>\$ 86,230,248</b>	<b>\$439,810,912</b>

2021	Fair value	Amortization at cost	Total
Cash	\$109,418,763	\$ -	\$109,418,763
Accounts receivable	-	10,514,596	10,514,596
Temporary investments	147,006,808	-	147,006,808
Long-term investments	11,065,362	-	11,065,362
Accounts payable and accrued liabilities	-	44,436,881	44,236,881
Long-term debt	-	10,338,026	10,338,026
	<b>\$267,490,933</b>	<b>\$ 65,089,503</b>	<b>\$332,580,436</b>

Temporary investments consist of highly liquid investments, including cashable guaranteed investment certificates with maturities of less than one year when purchased. Long-term investments consist of equity instruments in Canadian public companies, government of Canada bonds and term deposits. Long-term investments include \$11,704,870 (2021 - \$11,065,362) of investments externally restricted for endowment purposes (see note 14).



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**APPENDIX A** (Summary Consolidated Financial Statement)

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

## 2. Financial instrument classification (continued):

Long-term investments consist of the following:

	2022	2021
Fair value:		
Corporate and government bonds	6,061,205	5,007,996
Shares in public companies and mutual funds	5,643,665	6,057,366
	<b>\$ 11,704,870</b>	<b>\$ 11,065,362</b>

	2022	2021
Cost:		
Corporate and government bonds	6,220,432	4,903,329
Shares in public companies and mutual funds	4,216,325	4,950,391
	<b>\$ 10,436,757</b>	<b>\$ 9,853,720</b>

Maturity profile of bonds held is as follows:

2022	Within 1 year	1 to 5 years	6 to 10 years	Over 10 years	Total
Carrying value \$	702,696	\$ 3,446,534	\$1,629,592	\$ 282,383	\$ 6,061,205
Percent of total	11%	57%	27%	5%	100%

2021	Within 1 year	1 to 5 years	6 to 10 years	Over 10 years	Total
Carrying value \$	732,190	\$ 2,918,980	\$1,051,302	\$ 305,524	\$ 5,007,996
Percent of total	15%	58%	21%	6%	100%



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**APPENDIX A** *(Summary Consolidated Financial Statement)*

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

## 2. Financial instrument classification (continued):

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

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

2022	Level 1	Level 2	Level 3	Total
Cash	\$111,216,984	\$ -	\$ -	\$111,216,984
Temporary investments	230,658,810	-	-	230,658,810
Long-term investments	11,704,870	-	-	11,704,870
<b>Total</b>	<b>\$353,580,664</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$353,580,664</b>

2021	Level 1	Level 2	Level 3	Total
Cash	\$109,418,763	\$ -	\$ -	\$109,418,763
Temporary investments	147,006,808	-	-	147,006,808
Long-term investments	11,065,362	-	-	11,065,362
<b>Total</b>	<b>\$267,490,933</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$267,490,933</b>

There were no transfers between Level 1 and Level 2 for the years ended March 31, 2022 and 2021. There were also no transfers in or out of Level 3.

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**APPENDIX A** *(Summary Consolidated Financial Statement)*

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

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## **3. Acquisition of Cleary International Centre:**

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

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

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



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**APPENDIX A** *(Summary Consolidated Financial Statement)*

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

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## **4. Contributed land and building:**

### **(a) 275 Victoria Avenue:**

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

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

### **(b) 3860 Lauzon Road:**

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

On September 25, 2020, the land and residential building of 3860 Lauzon Road was transferred for \$nil consideration to The Corporation of the City of Windsor. The fair value of the property was determined upon an appraisal completed by an independent, certified appraiser with a value of \$2,500,000. In accordance with Canadian public sector accounting standards, the College has recorded a gain on disposal net of costs of disposal of \$678,730.

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**APPENDIX A** *(Summary Consolidated Financial Statement)*

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

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(c) 305 Victoria Avenue:

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

(d) Wood Lot:

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

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



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**APPENDIX A** *(Summary Consolidated Financial Statement)*

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

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

### **(e) Student Life Centre:**

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

### **(f) Thames Campus Addition:**

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

### **(g) 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.

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**APPENDIX A** *(Summary Consolidated Financial Statement)*

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

**5. Construction in progress:**

Construction in progress represents costs incurred on certain building and equipment which was not available for use. Once the building and equipment is put in service, the total costs will be reclassified to capital assets and amortization will commence. As at March 31, 2022, construction in progress amounted to \$23,248,025 (2021 - \$7,272,006).

**6. Capital assets:**

2022	Cost	Accumulated amortization	Net book value
Land	\$ 6,086,284	\$ -	\$ 6,086,284
Buildings	246,452,785	86,643,907	159,808,878
Site improvement	19,922,364	10,246,240	9,676,124
Equipment	91,673,044	80,714,399	10,958,645
Computer equipment	2,200,055	1,607,605	592,450
Leasehold improvements	6,018,475	4,238,987	1,779,488
	<b>\$ 372,353,007</b>	<b>\$ 183,451,138</b>	<b>\$ 188,901,869</b>

2021	Cost	Accumulated amortization	Net book value
Land	\$ 5,634,284	\$ -	\$ 5,634,284
Buildings	233,683,557	81,227,622	152,455,935
Site improvement	16,195,843	9,022,824	7,173,019
Equipment	86,471,013	77,460,742	9,010,271
Computer equipment	1,828,580	1,029,749	798,831
Leasehold improvements	6,018,475	3,289,247	2,729,228
	<b>\$ 349,831,752</b>	<b>\$ 172,030,184</b>	<b>\$ 177,801,568</b>

Amortization expense for the year is \$11,509,287 (2021 - \$10,498,828).





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**APPENDIX A** (Summary Consolidated Financial Statement)

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

**7. Deferred revenue:**

	2022	2021
Advanced tuition fees	\$164,407,799	\$ 99,800,398
Unearned grants	5,187,337	7,529,961
Unearned rent	261,802	125,082
Other	826,965	749,467
	<b>\$170,683,903</b>	<b>\$108,204,908</b>

**8. Long-term debt:**

The College has a \$5,000,000 operating line of credit. No amount has been drawn upon this operating line of credit as at March 31, 2022 (2021 - \$nil). The other long-term debt outstanding at year-end consists of:

	2022	2021
6.63% debt, payable \$128,585 monthly including interest, due March 28, 2028	\$ 7,621,234	\$ 8,622,638
2.147% debt, payable \$200,975 semi-annually including interest, due May 14, 2025	1,348,308	1,715,388
Three-month Ontario Treasury Bill Rate plus 0.533% compounded quarterly, payable including interest on August 31, 2022	12,027,177	-
	<b>20,996,719</b>	<b>10,338,026</b>
Current portion of long-term debt	(13,472,031)	(1,368,484)
	<b>\$ 7,524,688</b>	<b>\$ 8,969,542</b>

The loan payable on August 31, 2022 will be converted to a 20-year term loan including additional advances and interest up to August 31, 2022 at an annual rate equal to the Province of Ontario's 20-year amortizing bond plus 0.533%, compounded semi-annually, payable semi-annually including interest, due August 31, 2042.

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**APPENDIX A** *(Summary Consolidated Financial Statement)*

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

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

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

2023	\$ 13,472,031
2024	1,526,076
2025	1,612,468
2026	1,503,407
2027	1,393,737
Thereafter	1,489,000
	<u>\$ 20,996,719</u>

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

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



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**APPENDIX A** (Summary Consolidated Financial Statement)

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

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

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

2022	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
Accrued employee future benefits obligations	\$ 835,000	\$ 3,104,000	\$ 153,000	\$ 4,092,000
Value of plan assets	(220,000)	-	-	(220,000)
Unamortized actuarial gains (losses)	140,000	(463,000)	83,000	(240,000)
<b>Total liability</b>	<b>\$ 755,000</b>	<b>\$ 2,641,000</b>	<b>\$ 236,000</b>	<b>\$ 3,632,000</b>

2021	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
Accrued employee future benefits obligations	\$ 875,000	\$ 3,433,000	\$ 195,000	\$ 4,503,000
Value of plan assets	(201,000)	-	-	(201,000)
Unamortized actuarial gains (losses)	147,000	(847,000)	85,000	(615,000)
<b>Total liability</b>	<b>\$ 821,000</b>	<b>\$ 2,586,000</b>	<b>\$ 280,000</b>	<b>\$ 3,687,000</b>

2022	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expense
Current year benefit cost	\$ (49,000)	\$ 279,000	\$ 6,000	\$ 236,000
Interest on accrued benefit obligation	1,000	61,000	3,000	65,000
Amortized actuarial gains (losses)	(12,000)	83,000	(6,000)	65,000
<b>Total expense</b>	<b>\$ (60,000)</b>	<b>\$ 423,000</b>	<b>\$ 3,000</b>	<b>\$ 366,000</b>

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**APPENDIX A** *(Summary Consolidated Financial Statement)*

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

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

2021	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expense
Current year benefit cost	\$ 17,000	\$ 362,000	\$ 6,000	\$ 385,000
Interest on accrued benefit obligation	1,000	56,000	4,000	61,000
Amortized actuarial losses	(10,000)	80,000	(13,000)	57,000
<b>Total expense</b>	<b>\$ 8,000</b>	<b>\$ 498,000</b>	<b>\$ (3,000)</b>	<b>\$ 503,000</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, 2022, indicated an actuarial surplus of \$4.4 billion. The College made contributions to the Plan and its associated retirement compensation arrangement of \$7,595,169 (2021 - \$7,243,438), which has been included in the statement of operations.



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**APPENDIX A** *(Summary Consolidated Financial Statement)*

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

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

**(b) Post-employment benefits:**

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

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

**(i) Discount rate:**

The present value as at March 31, 2022 of the future benefits was determined using a discount rate of 2.9% (2021 – 1.7%).

**(ii) Medical premium:**

Medical premium increases were assumed to increase at 6.29% per annum in 2022 (2021 – 6.42%) and decrease proportionately thereafter to an ultimate rate of 4.0% in 2040.

**(iii) Dental costs:**

Dental costs were assumed to increase at 4% per annum in 2022 (2021 – 4.0%).

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**APPENDIX A** *(Summary Consolidated Financial Statement)*

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

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

### (c) Compensated absences:

#### (i) Vesting sick leave:

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

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

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

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

	2022	2021
Wage and salary escalation:		
Academic	1.0%	1.0%
Support	1.25%	2.0%
Discount rate	2.9%	1.7%

The probability that the employee will use more sick days than the annual accrual and the excess number of sick days used are within ranges of 0% to 26.2% and 0 to 51 respectively for age groups ranging from 20 and under to 65 and over in bands of 5 years.



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**APPENDIX A** *(Summary Consolidated Financial Statement)*

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

## 10. Deferred contributions:

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

	2022	2021
Balance, beginning of year	\$ 1,968,115	\$ 704,785
Less bursaries awarded in the year	(554,076)	(533,466)
Add: amounts received in the year	237,959	166,407
Add: unrealized gain (loss) on long-term investments	56,438	1,389,761
Add: investment income received in the year	404,372	240,628
Balance, end of year	\$ 2,112,808	\$ 1,968,115

Deferred contributions are comprised of:

	2022	2021
Scholarships and bursaries	\$ 1,961,808	\$ 1,817,115
Joint employment stability reserve	151,000	151,000
	\$ 2,112,808	\$ 1,968,115



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**APPENDIX A** *(Summary Consolidated Financial Statement)*

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

## 11. Deferred capital contributions:

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

	2022	2021
Balance, beginning of year	\$120,100,248	\$ 121,568,707
Less: amortization of deferred capital contributions	(6,046,381)	(5,711,259)
Add: contributions received for capital purposes	4,705,743	4,242,800
Balance, end of year	\$118,759,610	\$ 120,100,248

As at March 31, 2022 there were \$nil (2021 - \$1,436,870) of deferred capital contributions received which were not spent.

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

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

	2022	2021
Balance, beginning of year	\$ 7,196,074	\$ 5,075,763
Less: amounts transferred to assets in the year	(347,380)	-
Add: contributions received for capital purposes	2,048,556	2,120,311
Balance, end of year	\$ 8,897,250	\$ 7,196,074



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**APPENDIX A** (Summary Consolidated Financial Statement)

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

## 13. Investment in capital assets:

(a) Investment in capital assets represents the following:

	2022	2021
Capital assets	\$188,901,869	\$ 177,801,568
Construction in progress	23,248,025	7,272,006
Less amounts financed by:		
Long-term debt (note 8)	(20,996,719)	(10,338,026)
Deferred capital contributions (note 11)	(118,759,610)	(120,100,248)
Deferred capital contributions – construction (note 12)	(8,897,250)	(7,196,074)
Balance, end of year	\$ 63,496,315	\$ 47,439,226

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

	2022	2021
Deficiency of revenues over expenditures:		
Amortization of deferred capital contributions related to capital assets	\$ 6,046,381	\$ 5,711,259
Amortization of capital assets	(11,509,287)	(10,498,828)
(Loss) gain on disposal of assets	(238,371)	976,042
	\$ (5,701,277)	\$ (3,811,527)
Net change in investment in capital assets:		
Purchase and contribution of capital assets and transfers from construction in progress	\$ 38,809,181	\$ 14,875,489
Disposal of capital assets	(223,574)	(1,818,401)
Amounts funded by deferred capital contributions	(4,705,743)	(4,242,800)
Amounts funded by deferred capital contributions – CIP	(1,701,176)	(2,120,311)
(Loss) proceeds on disposal of capital assets, net of expenses	238,371	(976,042)
Proceeds on long-term debt	(12,027,177)	-
Repayment of long-term debt	1,368,484	1,296,657
	\$ 21,758,366	\$ 7,014,592

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**APPENDIX A** *(Summary Consolidated Financial Statement)*

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

## 14. Externally restricted net assets:

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

Investment income on externally restricted endowments that was disbursed during the year has been recorded in the statement of operations since this income is available for disbursement as scholarships and bursaries and the donors' conditions have been met. The unspent portion of investment income is recorded in deferred contributions. Investment income on endowed assets recognized and deferred was \$359,500 and \$640,763 respectively (2021 - \$345,200 and \$595,891).

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

## 15. Internally restricted net assets:

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

	Financial Sustainability	Deferred Maintenance	Total
Balance, beginning of year	\$ 61,361,217	\$ 20,381,586	\$ 81,742,803
Add: contributions	6,574,382	11,699,537	18,273,919
Less: transfer for spend	-	(7,504,575)	(7,504,575)
Balance, end of year	\$ 67,935,599	\$ 24,576,548	\$ 92,512,147



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**APPENDIX A** *(Summary Consolidated Financial Statement)*

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

## 16. Commitments:

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

2023	\$ 4,430,137
2024	2,828,104
2025	1,170,142
2026	663,232
2027	6,522
Thereafter	2,174

## 17. Contingent liabilities:

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

## 18. Risk management:

### (a) Credit risk:

Credit risk is the risk of financial loss to the College if a debtor fails to make payments of interest and principal when due. The College is exposed to the risk relating to its cash, debt holdings in its investment portfolio, and accounts receivable. The College holds its cash accounts with federally regulated chartered banks and a provincially regulated credit union which are protected by the Canadian Deposit Insurance Corporation and Deposit Insurance Corporation of Ontario respectively. In the event of default, the College's cash accounts and term deposits are insured up to \$100,000 (2021 - \$100,000). In addition, equity investments are held with an investment firm that is protected by the Canadian Investor Protection Fund ("CIPF"). In the event of CIPF member default, the equity investments are insured up to \$1,000,000 (2021 - \$1,000,000).

**A**

**APPENDIX A** (Summary Consolidated Financial Statement)

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

## 18. Risk management continued:

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

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

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

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

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

	Total	Current	Past due			
			1 - 30 days	31 - 60 days	61 - 90 days	91 - 120 days
Government receivables	\$ 4,872,190	\$ 4,872,190	\$ -	\$ -	\$ -	\$ -
Student receivables	3,988,992	5,210	1,936	982	1,039	3,979,825
Other receivables	3,802,051	3,364,876	30,183	155,281	29,738	221,973
Gross receivables	12,663,233	8,242,276	32,119	156,263	30,777	4,201,798
Less: impairment allowance	(1,108,687)	-	-	-	-	(1,108,687)
Net receivables	\$ 11,554,546	\$ 8,242,276	\$ 32,119	\$ 156,263	\$ 30,777	\$ 3,093,111

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.



**A**

**APPENDIX A** *(Summary Consolidated Financial Statement)*

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

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## **18. Risk management (continued):**

### **(b) Market risk:**

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

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

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

### **(c) Currency risk:**

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

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

At March 31, 2022, 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 \$15,052 (2021 - \$15,342).

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.

**A**

**APPENDIX A** *(Summary Consolidated Financial Statement)*

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

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## **18. Risk management (continued):**

### **(d) Interest rate risk:**

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

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

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

The College's bond portfolio has interest rates ranging from 1.4% to 9% (2021 – 0.5% to 9%) with maturities ranging from June 2, 2022 to May 18, 2077 (2021 – May 10, 2021 to May 18, 2077).

At March 31, 2022, a 1% fluctuation in interest rates, with all other variables held constant, would have an estimated impact on the fair value of bonds of \$268,456 loss and \$268,456 gain respectively (2021 - \$254,852 loss and \$254,852 gain). The College's bank loans as described in note 8 would not be impacted as the rate of the loans is fixed.

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

### **(e) Equity risk:**

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets. The College is exposed to this risk through its equity holdings within its investment portfolio. At March 31, 2022, 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 \$468,767 (2021 - \$419,744).

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.





**A**

**APPENDIX A** *(Summary Consolidated Financial Statement)*

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

## 18. 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):

2022	Within 6 months	6 months to 1 year	1 – 5 years	> 5 years
Accounts payable	\$ 53,678,983	\$ -	\$ -	\$ -
Long-term debt	12,739,761	732,270	7,524,688	-
	\$ 66,418,744	\$ 732,270	\$ 7,524,688	\$ -

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

## 19. Related parties:

St. Clair College Foundation:

The St. Clair College Foundation (the “Foundation”) was established to raise funds for the use of the College. The Foundation is a registered charity and is classified as a public Foundation under the Income Tax Act and, as such, is exempt from tax. Resources of the Foundation are for the benefit of the College and are to be used for purposes agreed upon by the College and the Foundation. During the year, an amount of \$194,576 (2021 - \$188,266), including \$nil of in-kind donations (2021 - \$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.

**A**

**APPENDIX A** *(Summary Consolidated Financial Statement)*

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

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**19. Related parties (continued):**

St. Clair College Alumni:

The St. Clair College Alumni (the "Alumni") was established to promote and foster positive St. Clair alumni connections and fellowships within the St. Clair College community and the community at large. During the year, an amount of \$208,495 (2021 - \$205,515), was provided to the College to invest in a GIC. The College holds the investment in trust and accrues interest to the Alumni. The investment is included in the College's temporary investments.

**20. 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.

**21. Comparative figures:**

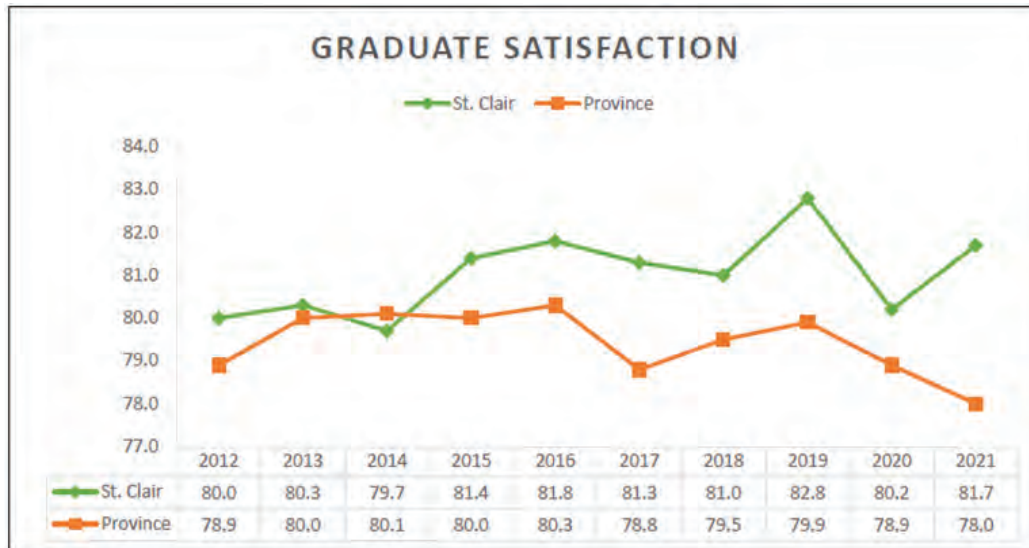
Certain prior year figures have been reclassified to conform with the current year's presentation. There was no impact to the College's excess of revenue over expenditures in the prior year.



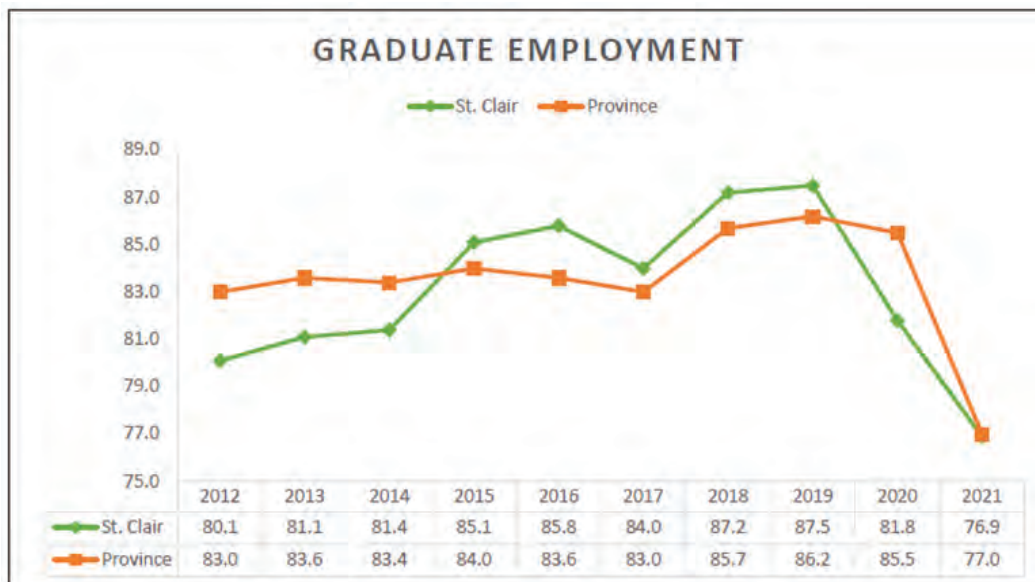
**B**

**APPENDIX B** (2020-2021 KPI Results)

The data references the graduating cohort from Spring 2019 through to Winter 2020. This cohort would have been seeking employment during the first year of COVID-19 restrictions.



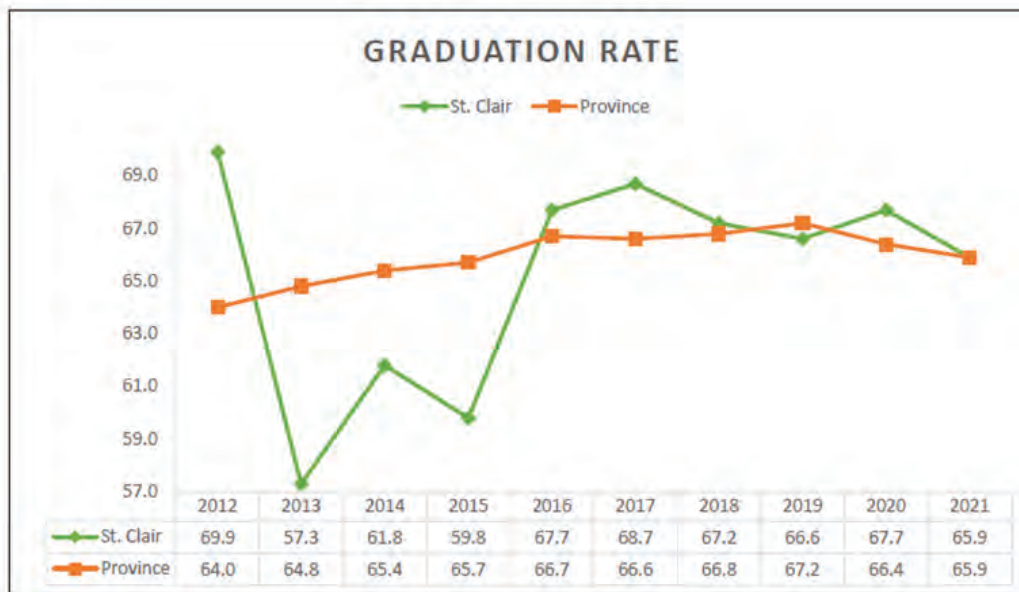
**QUESTION:** *How would you rate your satisfaction with the usefulness of your college education in achieving your goals after graduation?*



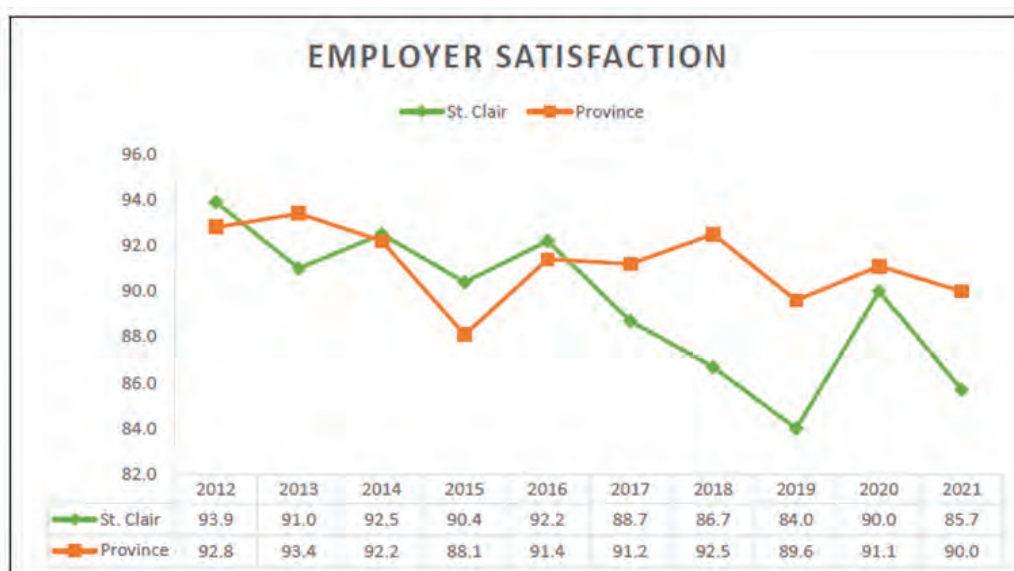
**CALCULATION:** *The percentage of graduates in the labour force who are working full-time.*

B

APPENDIX B (2020-2021 KPI Results)



**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? The sample size for this question included only 14 employers of St. Clair College graduates.*



C

**APPENDIX C** *(Summary of Advertising & Marketing Complaints)*

***Summary of Advertising & Marketing Complaints***

For the period April 1, 2021 – March 31, 2022, 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.

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

**D**

**APPENDIX D** *(Institutes of Technology and Advance Learning (ITAL) Report)*

**INSTITUTES OF TECHNOLOGY AND ADVANCE LEARNING (ITAL) REPORT**

This appendix is not required for St. Clair College.



**E**

**APPENDIX E** (2021-2022 Board of Governors)

***Board Members***

***Appointment Date***

Patti France, President

Egidio Sovran, Chair

September 2019–August 2022

Jean Piccinato  
*Vice Chair*

September 2021–August 2024

Al Provost

September 2022–August 2025

Al Teshuba

March 2021–August 2023

Navjeet Singh  
*Internal Student Representative*

September 2021–August 2022

Gary Rossi

September 2020–August 2023

Charlie Hotham

December 2021–August 2024

John Parent

September 2022–August 2025

Kevin Beaudoin

September 2020–August 2023

Melanie DeSchutter  
*Internal Administration Representative*

September 2019–August 2022

Michelle Watters

September 2019–August 2022

Renu Khosla

September 2020–August 2023

Robert Renaud

September 2020–August 2023

Teresa Bendo

September 2019–August 2022

Warren Beck  
*Internal Faculty Representative*

September 2019–August 2022

Tammy Wonsch  
*Internal Support Staff Representative*

September 2021–April 2022



F

**APPENDIX F** *(College Advisory Council Report)*



To: Patricia France, President

From: Melanie DeSchutter

Date: May 24, 2022

Re: Annual Review

The College Advisory Council (CAC) convened on June 25, 2021, and November 30, 2021, during the 2021-2022 Academic year, under the leadership of Ms. Melanie DeSchutter as Chair, CAC.

In our discussions this year, the CAC Terms of Reference were reviewed and updated. The Council reviewed policy amendments allowing for community feedback from all constituents, inclusive of student governments at both campuses.

In June 2021, the CAC received updates regarding the recent Quality Audit, changes being made to automate the transfer credit process, results of the KPI and SES surveys, and program offerings for Fall 2021.

During the November 2021 meeting, the CAC heard updates from the Centre for Academic Excellence regarding academic integrity and changes to the Code of Student Rights and Responsibilities. The CAC provided feedback to the Blackboard Committee regarding some issues students were experiencing. The CAC also heard updates regarding new and ongoing Research and Development, and new Thrives modules and training available to students. Student Retention & Academic Advising presented an update and statistics on the new Student Readmission process. Feedback and experiences were shared by both faculty and students.

The CAC will reconvene in the Spring 2022 semester.

Regards,



Melanie DeSchutter  
Associate Registrar



**ST. CLAIR**  
COLLEGE

WINDSOR & CHATHAM

**STCLAIRCOLLEGE.CA**





**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: JUNE 28, 2022**

**RE: REQUEST FOR NEW PROGRAM: COMPUTER PROGRAMMING,  
ONTARIO COLLEGE DIPLOMA**

**SECTOR: ACADEMIC  
WASEEM HABASH, SENIOR VICE PRESIDENT, ACADEMIC AND  
COLLEGE OPERATIONS**

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**AIM:**

To request approval to deliver a two-year Ontario College Diploma in Computer Programming, commencing in Fall 2023.

**BACKGROUND:**

St. Clair College has over 1,200 students in the Zekelman School of Information Technology. The Zekelman School of Information Technology offers prospective students the following programs:

Ontario College Diploma

- Computer Systems Technician – Networking.
- Web Development and Internet Applications.

Ontario Advanced Diploma:

- Computer Systems Technology – Networking.
- Mobile Applications Development.

Ontario Graduate Certificates

- Data Analytics for Business.
- Cybersecurity.

Ontario Four-Year Degree:

- Honours Bachelor of Business Administration (Information Communication Technology).

Demand for computer programmers and technicians is at an all-time high and it is forecasted to increase over the next five to ten years. In April 2022, St. Clair College strategically created the Zekelman School of Information Technology to focus on the growth of this sector.

Computer programmers are an integral part of many industries. From medicine, automotive and education, to entertainment, business and IT. Computer programmers support the technology that industries use by developing new applications to support the business operations or modify and support existing technology solutions. Students in the program will learn the core fundamental programming skills that will allow them to enter the workforce directly upon graduation or to remain at the College for additional postsecondary credentials such as degree completion. Students in the program focus on three main development streams – desktop application development, native mobile application development and web development. By focusing on these three streams, students will have a solid foundation to adapt to most industries that require their services.

Offering a two-year diploma in computer programming has several benefits. It will provide students who are looking for a shorter two-year program to develop fundamental programming skills, while also providing the flexibility to continuing their education at St. Clair College. Successful graduates of the two-year diploma will have the opportunity for the following pathways:

- Continue onto the Mobile Application Development program. This would allow students to successfully complete an Advanced Diploma and expose them to additional programming pathways such as Gaming and advanced Cross-Platform Mobile Development.
- Pursue future post-graduate certificates. Students who continue their education after completion of the two-year diploma will have the opportunity to enhance their skill sets to better prepare them for employment.

By offering a two-year diploma that could lead to a three-year advanced diploma and/or a degree, the College will now appeal to students looking to enter the computer programming/application development field at every level.

### **PROGRAM DESCRIPTION:**

This program is designed to appeal to prospective students interested in becoming computer application developers. Students will gain fundamental programming knowledge with a focus in the three development streams – desktop application development, native mobile application development for Android and iOS devices, and front-end and back-end web development. Students will also gain knowledge in database fundamentals, object-oriented analysis design and user interface design. Graduates of this program may find entry level positions in industries that write, modify, and integrate software - both web and native - for mobile application devices, internet-

based applications, and in other information technology and systems roles. Employment opportunities may be found in computer software and mobile applications development firms, information technology consulting firms, business environments, corporate training development organizations, and information technology units throughout the private and public sectors. This program will be an update to a computer programming course (T856) that was previously offered at St. Clair College.

### **ADMISSION REQUIREMENTS:**

Ontario Secondary School Diploma or equivalent; or mature student status

The majority of courses at the College (C), University (U), University/College (M) or Open (O) level.

### **MEETS ST. CLAIR COLLEGE'S STRATEGIC DIRECTIONS:**

This program concept is consistent with the following College Strategic Directions:

- (1) Increase enrolment – by growing the international and domestic enrolment.
- (2) Academic – by increasing the number of academic pathways for students (college to college, college to university).
- (3) Support and increase Student Success through experiential learning and graduate earnings.

### **MEETS ST. CLAIR COLLEGE'S STRATEGIC MANDATE AGREEMENT:**

Computer Programming programs fall under the MTCU 50503 code. This falls outside of the program area of institutional strength but provides increase in the areas of Graduation Rate, Community/Local Impact, Economic Impact, Graduate Earnings and Experiential Learning.

### **LABOUR MARKET RESEARCH:**

Computer programmers are utilized in a wide variety of sectors including computer system design and development, finance and insurance companies, software developers and publishers and public administration. Computer developers can also be employed in the various manufacturing sectors as well as education services. It is expected that the employment outlook will be good for computer programmers as there is an expected shortage of skilled workers over the period of 2019-2028.

### **STUDENT DEMAND RESEARCH:**

There are currently two colleges in our catchment area – Lambton College and Niagara College that offer a similar program. A review of the 2017-2021 applications for all colleges offering a similar program indicates a stable demand from domestic and international students.

### **ENROLMENT PROJECTIONS:**

The following table identifies the eight (8) year intake projections for domestic and international students:

<b>Intake</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>	<b>2027-2028</b>	<b>2028-2029</b>	<b>2029-2030</b>	<b>2030-2031</b>
<b>Domestic</b>	20	20	20	20	20	20	20	20
<b>International</b>	105	105	105	105	105	105	105	105
<b>Total:</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>125</b>

### **FINANCIAL IMPACT:**

A pro-forma budget was created to show the cost/revenue for the two-year program. Please see attached budget. The eight-year net present value for the program shows a net gain of \$1,832,372.

Beginning in 2020-21, the core operating grant will be determined based on an Enrollment + Performance model (SMA3). Under this model, a college's enrollment grant remains static as long as the college's weighted funding units (WFU) enrollment remains within the +3%/-7% range from the midpoint and a college's performance grant remain static as long as performance targets are achieved. This proposed program is expected to impact the performance-based portion of the grant.

### **ADHOC PROGRAM ADVISORY COMMITTEE RECOMMENDATION:**

The ADHOC Pre-Program Advisory Committee assembled from the appropriate industry stakeholders that would employ graduates of the proposed program APPROVED the proposal for a two-year Computer Programming Ontario College Diploma, commencing Fall 2023. Inclusive in this package is the ADHOC Program Advisory Committee Minutes, inclusive of the motion and approval.

### **RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board approves the request for a two-year Ontario College Diploma in Computer Programming, commencing in Fall 2023.

## Appendix A

### Program Budget Summary

Name of program: Computer Programming  
Academic School: Information Technology

Enrolment:	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028	FY 2028-2029	FY 2029-2030	FY 2030-2031
Domestic	37	67	67	67	67	67	67	67
International	126	354	354	354	354	354	354	354
<b>Total</b>	<b>163</b>	<b>421</b>	<b>421</b>	<b>421</b>	<b>421</b>	<b>421</b>	<b>421</b>	<b>421</b>

<b>Revenues:</b>								
Domestic Tuition	\$50,357	\$88,967	\$88,967	\$88,967	\$88,967	\$88,967	\$88,967	\$88,967
International Tuition	\$859,320	\$2,319,400	\$2,319,400	\$2,319,400	\$2,319,400	\$2,319,400	\$2,319,400	\$2,319,400
ISR	(\$47,250)	(\$132,750)	(\$132,750)	(\$132,750)	(\$132,750)	(\$132,750)	(\$132,750)	(\$132,750)
Enrolment Grant (EG)	\$0	\$0	\$8,813	\$24,716	\$40,586	\$47,669	\$47,669	\$47,669
Performance Grant (PG)	\$0	\$149,745	\$149,410	\$149,410	\$149,410	\$149,410	\$149,410	\$149,410
<b>Total Revenue</b>	<b>\$862,427</b>	<b>\$2,425,362</b>	<b>\$2,433,840</b>	<b>\$2,449,743</b>	<b>\$2,465,613</b>	<b>\$2,472,696</b>	<b>\$2,472,696</b>	<b>\$2,472,696</b>

<b>Expenditures:</b>								
FT Faculty Costs	\$336,707	\$422,435	\$443,325	\$447,837	\$452,395	\$457,001	\$461,655	\$466,356
PT Faculty Costs	\$31,685	\$226,511	\$231,041	\$235,662	\$240,375	\$245,182	\$250,086	\$255,088
FT Support Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PT Support Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Instructional Supplies	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Equipment Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Renovation Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Accreditation Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Professional Development & Curriculum Costs	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Recruitment Commission (20%)	\$171,864	\$463,880	\$463,880	\$463,880	\$463,880	\$463,880	\$463,880	\$463,880
School Overhead	\$7,109	\$18,894	\$18,987	\$19,133	\$19,278	\$19,360	\$19,391	\$19,422
<b>Total Expenditures</b>	<b>\$553,365</b>	<b>\$1,137,719</b>	<b>\$1,163,233</b>	<b>\$1,172,511</b>	<b>\$1,181,928</b>	<b>\$1,191,423</b>	<b>\$1,201,012</b>	<b>\$1,210,746</b>

Contribution Margin (40%)	\$344,971	\$970,145	\$973,536	\$979,897	\$986,245	\$989,078	\$989,078	\$989,078
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Expenditures & Contribution Margin	\$898,336	\$2,107,864	\$2,136,769	\$2,152,408	\$2,168,173	\$2,180,502	\$2,190,090	\$2,199,824
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Program Level Net Difference	(\$35,909)	\$317,498	\$297,071	\$297,335	\$297,440	\$292,194	\$282,606	\$272,872
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Program Level Net Present Value	\$1,832,372
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EG Recovery from Other Programs	\$0	(\$149,745)	(\$158,223)	(\$174,126)	(\$189,996)	(\$197,079)	(\$197,079)	(\$197,079)
PG Metric Recovery	\$0	(\$11,298)	(\$11,298)	(\$11,298)	(\$11,298)	(\$11,298)	(\$11,298)	(\$11,298)
<b>College Level Net Difference</b>	<b>(\$35,909)</b>	<b>\$156,455</b>	<b>\$127,550</b>	<b>\$111,911</b>	<b>\$96,146</b>	<b>\$83,817</b>	<b>\$74,229</b>	<b>\$64,495</b>

College Level Net Present Value	\$619,933
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Approved Year 1 Tuition	Domestic	\$2,722	International	\$13,640
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### Notes:

- Fall: 20 domestic, 25 international. Winter: 80 international. Winter intake merges with Fall intake in AAL3.
- Requested enrolment plan is not aligned with institutional diversification targets as it results in a 25% domestic / 75% international split.
- Full-time faculty costs represents reallocation of 3 FTE faculty from B949/950/990 who will be backfilled only with part-time replacements.
- Tuition based on Web Development 21/22 with no increase
- Proposed program is anticipated to cause capacity issues in general purpose computer labs. Enrolment planning and utilization analysis will need to be performed on B949/950/990 delivery to secure sufficient space to run the program without incurring construction or renovation costs.
- Program will have a negative impact on Institutional Strength portion of Performance Grant.
- The program's forecasted contribution margin over 8 years is 51%, 8 percentage point above the 40% benchmark.
- Under the corridor funding model, the combination of Enrolment and Performance Grants for the College are static. New programs do not bring net new grant funding. As a result, the grant funding noted in this program budget represents a reallocation from existing programs.





# ST. CLAIR

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C O L L E G E

**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: JUNE 28, 2022**

**RE: REQUEST FOR NEW PROGRAM  
ELECTRIC VEHICLE TECHNICIAN**

**SECTOR: ACADEMIC  
WASEEM HABASH, SENIOR VICE PRESIDENT, ACADEMIC AND  
COLLEGE OPERATIONS**

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**AIM:**

To request approval to deliver a two-year Ontario College Diploma in Electric Vehicle Technician, commencing in Fall 2023. This two-year diploma will also have an exit point after Year 1, where students will earn an Ontario College Certificate in Electric Vehicle Fundamentals.

**BACKGROUND:**

Electromobility now represents one of the most innovative and trailblazing areas of automotive technology. There is a notable shift from the internal combustion engine (ICE) to electric vehicles (EV). All vehicle manufacturers have committed to an electric vehicle platform, with some phasing out of fossil fuel burning vehicles completely. For example, Ford Motor Co. has revealed its commitment to electrification through the evolution of their Ford truck (F-150) platform, which has been the #1 selling truck for over 4 decades and has introduced an electric version which will have improved performance characteristics (i.e., power-to-weight ratio).

This shift towards electric vehicles has created a need to develop a graduate who is versed in digital electronics, network topology and module programming. As a result, students in this program will acquire new industry skill sets as they apply to service, repair and fault recognition problem solving.

## **PROGRAM DESCRIPTION:**

This diploma program will prepare a student for a career as an Electric Vehicle (EV) Technician within the maintenance, service and repair of EV (Electric Vehicle) - PHEV (Plug-in Hybrid Electric Vehicles) - HEV (Hybrid Electric Vehicles).

The first year of this program will introduce students to the aspects of EV theory and practical fundamentals. Upon completion of the first year, students will obtain a certificate in Electric Vehicle Fundamentals and may choose to seek employment in industry as a service maintenance assistant or enter into an apprenticeship program. The student will also have the opportunity to continue into the second year and obtain the Electric Vehicle Technician diploma. In the second year, the student's theoretical knowledge and practical skills will be enhanced with focus on topics such as: EV powertrain, energy storage systems, electric machines, power electronic modules, thermal management systems, power and digital electronics, electric vehicle sensors/actuators including control systems, electric vehicle LV (low voltage) – HV (high voltage) charging, and electric vehicle computer network communication. This understanding will enable the student to apply problem solving strategies associated with software, firmware and hardware used in automotive electric vehicle architecture.

Students will also be engaged in project-based learning and extensive hands-on experience and interpersonal skills' development through practical learning experiences in conjunction with local community partners. Students will also be engaged in a work placement component in the third semester of the program, and which the College has secured placement commitment letters from local employers for 50 students.

## **ADMISSION REQUIREMENTS:**

Ontario Secondary School Diploma or equivalent; or mature student status.

The majority of courses at the College (C), University (U), University/College (M) or Open (O) level, plus:

- Grade 11 Math (C) or (U).

## **MEETS ST. CLAIR COLLEGE'S STRATEGIC DIRECTIONS:**

This program concept is consistent with the following College Strategic Directions:

- (1) Increase enrolment – by growing the international and domestic enrolment;
- (2) Academic – by formalizing and documenting the types of Experiential Learning within all academic programs;
- (3) Community engagement – by strengthening the connection between the College and the community to reinforce the College brand and image through volunteerism and/or Experiential Learning.

### **MEETS ST. CLAIR COLLEGE'S STRATEGIC MANDATE AGREEMENT:**

Electric Vehicle Technician programs fall under the MTCU 56405 code. This falls outside of the program area of institutional strength but provides support in the areas of Graduation Rate, Community/Local Impact, Economic Impact, Graduate Earnings, maintaining domestic enrolment and Experiential Learning.

### **LABOUR MARKET RESEARCH:**

The automotive sector is moving towards a new generation of automotive design and manufacturing, driven forward by rapid technological change, government policies and consumer preferences. Connected, autonomous, shared, and electric vehicles will include cars, trucks, and commercial fleets that are equipped with hardware and software, giving them smart mobility features. Support for this evolution is evident through several leading industry associations, and provincial and federal policies and initiatives. This transition will result in a demand for technical skill sets associated with these new technologies.

Overall demand for automobility related roles has increased significantly in Ontario from 303 job postings in 2019 to 2,395 in 2021. Employers are expecting employees to have new skill sets related to the autonomous and electric vehicles. Graduates from the Electric Vehicle Technician program can expect to find employment opportunities in both the direct manufacturing sector, as well as the sales and service sectors associated with automobility.

In addition to the above, St. Clair College wishes to support the regional efforts. Windsor-Essex continues to position itself as a leader in the Electric Vehicle space with the recent announcement of the Stellantis/LG Energy Solutions joint venture (the planned \$4.9 billion Electric Vehicle battery plant).

### **EMPLOYMENT PROSPECTS:**

Some examples of employment opportunities for graduates from the two-year program will be in the areas of connected vehicles, the autonomous vehicle, cybersecurity, and electrified powertrains. Positions could be focused on: Service/Repair and testing EV systems and subsystems, local charging systems infrastructure implementation/repair, ICE to EV conversions, maintenance and repair of EV systems. Some examples of employers are PEM Motion, RIMAC, Etractive, Potential Motors, MTB Transit and major OEMs (Ford/GM/Stellantis/Honda/Toyota).

### **STUDENT DEMAND RESEARCH:**

There are currently no institutions in our region with programs with an emphasis on electric vehicles.

### **ENROLMENT PROJECTIONS:**

The following table identifies the eight (8) year enrolment projections for domestic and international students:

<b>Enrolment</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>	<b>2027-2028</b>	<b>2028-2029</b>	<b>2029-2030</b>	<b>2030-2031</b>
<b>Domestic</b>	40	40	40	40	40	40	40	40
<b>International</b>	22	22	22	22	22	22	22	22
<b>Total:</b>	<b>62</b>	<b>62</b>	<b>62</b>	<b>62</b>	<b>62</b>	<b>62</b>	<b>62</b>	<b>62</b>

### **FINANCIAL IMPACT:**

A pro-forma budget was created to show the cost/revenue for the two-year Electric Vehicle Technician program. Please see attached budget. The eight-year net present value for the program shows a net loss of \$1,705,310, primarily based on the required initial capital investment.

Beginning in 2020-21, the core operating grant will be determined based on an Enrolment + Performance model (SMA3). Under this model, a college's enrolment grant remains static as long as the college's weighted funding units (WFU) enrolment remains within the +3%/-7% range from the midpoint and a college's performance grant remains static as long as performance targets are achieved. This proposed program is expected to impact the performance-based portion of the grant.

### **ADHOC PROGRAM ADVISORY COMMITTEE RECOMMENDATION:**

The ADHOC Pre-Program Advisory Committee assembled from the appropriate industry stakeholders that would employ graduates of the proposed program APPROVED the proposal for a two-year Electric Vehicle Technician Ontario College Diploma, commencing Fall 2023. Inclusive in this package is the ADHOC Program Advisory Committee Minutes, inclusive of the motion and approval.

### **RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board approves the request for a two-year Ontario College Diploma in Electric Vehicle Technician, and a one-year exit point Ontario College Certificate in Electric Vehicle Fundamentals, commencing in Fall 2023.

## Appendix A

### Program Budget Summary

Name of program: Motive Power Technican - Electric Vehicles  
Academic School: Skilled Trades

Enrolment:	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028	FY 2028-2029	FY 2029-2030	FY 2030-2031
Domestic	74	136	136	136	136	136	136	136
International	41	75	75	75	75	75	75	75
<b>Total</b>	<b>115</b>	<b>211</b>	<b>211</b>	<b>211</b>	<b>211</b>	<b>211</b>	<b>211</b>	<b>211</b>
<b>Revenues:</b>								
Domestic Tuition	\$100,714	\$180,508	\$180,508	\$180,508	\$180,508	\$180,508	\$180,508	\$180,508
International Tuition	\$279,620	\$491,338	\$491,338	\$491,338	\$491,338	\$491,338	\$491,338	\$491,338
ISR	(\$15,375)	(\$28,125)	(\$28,125)	(\$28,125)	(\$28,125)	(\$28,125)	(\$28,125)	(\$28,125)
Enrolment Grant (EG)	\$0	\$0	\$28,301	\$79,971	\$131,182	\$154,453	\$154,453	\$154,453
Performance Grant (PG)	\$0	\$255,272	\$254,320	\$254,320	\$254,320	\$254,320	\$254,320	\$254,320
<b>Total Revenue</b>	<b>\$364,959</b>	<b>\$898,993</b>	<b>\$926,342</b>	<b>\$978,012</b>	<b>\$1,029,223</b>	<b>\$1,052,494</b>	<b>\$1,052,494</b>	<b>\$1,052,494</b>
<b>Expenditures:</b>								
FT Faculty Costs	\$101,597	\$126,197	\$132,276	\$138,653	\$145,345	\$152,367	\$153,974	\$155,599
PT Faculty Costs	\$107,453	\$168,618	\$171,991	\$175,430	\$178,939	\$182,518	\$186,168	\$189,892
FT Support Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PT Support Costs	\$33,075	\$51,944	\$52,982	\$54,042	\$55,123	\$56,225	\$57,350	\$58,497
Instructional Supplies	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Equipment Costs	\$1,270,500	\$385,100	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Renovation Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Accreditation Costs	\$30,000	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0
Professional Development & Curriculum Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Recruitment Commission (20%)	\$55,924	\$98,268	\$98,268	\$98,268	\$98,268	\$98,268	\$98,268	\$98,268
School Overhead	\$16,741	\$39,064	\$40,216	\$42,324	\$44,409	\$45,402	\$45,488	\$45,573
<b>Total Expenditures</b>	<b>\$1,640,290</b>	<b>\$894,191</b>	<b>\$570,732</b>	<b>\$583,717</b>	<b>\$617,084</b>	<b>\$609,780</b>	<b>\$616,248</b>	<b>\$622,828</b>
<b>Contribution Margin (40%)</b>	<b>\$145,984</b>	<b>\$359,597</b>	<b>\$370,537</b>	<b>\$391,205</b>	<b>\$411,689</b>	<b>\$420,998</b>	<b>\$420,998</b>	<b>\$420,998</b>
<b>Expenditures &amp; Contribution Margin</b>	<b>\$1,786,273</b>	<b>\$1,253,788</b>	<b>\$941,269</b>	<b>\$974,922</b>	<b>\$1,028,773</b>	<b>\$1,030,777</b>	<b>\$1,037,245</b>	<b>\$1,043,826</b>
<b>Program Level Net Difference</b>	<b>(\$1,421,314)</b>	<b>(\$354,795)</b>	<b>(\$14,927)</b>	<b>\$3,090</b>	<b>\$450</b>	<b>\$21,717</b>	<b>\$15,249</b>	<b>\$8,668</b>
<b>Program Level Net Present Value</b>	<b>(\$1,705,310)</b>							
EG Recovery from Other Programs	\$0	(\$255,272)	(\$282,621)	(\$334,291)	(\$385,502)	(\$408,773)	(\$408,773)	(\$408,773)
PG Metric Recovery	\$0	(\$18,104)	(\$18,104)	(\$18,104)	(\$18,104)	(\$18,104)	(\$18,104)	(\$18,104)
<b>College Level Net Difference</b>	<b>(\$1,421,314)</b>	<b>(\$628,170)</b>	<b>(\$315,652)</b>	<b>(\$349,305)</b>	<b>(\$403,156)</b>	<b>(\$405,160)</b>	<b>(\$411,628)</b>	<b>(\$418,208)</b>
<b>College Level Net Present Value</b>	<b>(\$4,057,577)</b>							
<b>Approved Year 1 Tuition</b>	<b>Domestic</b>	<b>\$2,722</b>		<b>International</b>	<b>\$13,640</b>			

### Notes:

- 22 international and 40 domestic students each Fall.
- Full-time faculty costs represents temporary reallocation of existing faculty in Year 1 and net new (unbudgeted) for Year 2 and beyond
- Tuition based on Motive Power 20/21 with no increase
- Program will have a negative impact on Institutional Strength portion of Performance Grant.
- Equipment costs include computers, machinery, and equipment needed to outfit dedicated lab space for program and are prorated by enrolment
- Renovation costs include reconfiguration of electrical outlets in dedicated lab space and are prorated by enrolment
- The program's forecasted contribution margin over 8 years is 14%, 26 percentage point below the 40% benchmark. As a result, other programs/operations of the College will potentially need to cover the program's forecasted shortfalls relative to its contribution to overhead target.
- Under the corridor funding model, the combination of Enrolment and Performance Grants for the College are static. New programs do not bring net new grant funding. As a result, the grant funding noted in this program budget represents a reallocation from existing programs.



## BOARD OF GOVENORS BY-LAWS

<b>Policy Title:</b>	<b>Board Officers</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 9</b>
<b>Effective Date:</b>	<b>May 22, 2018</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>September 25, 2012</b>	<b>Last Review Date: May 22, 2018</b>
<b>Mandatory Review Date:</b>		

### Board Officers

9.1 The Board shall have the following officers as elected or appointed by the Board:

- a) a Chair;
- b) a Vice Chair;
- c) a President;
- d) a Corporate Secretary;
- e) a Treasurer; and
- f) such other officers as the members of the Board may determine from time to time by Resolution as elected or appointed in accordance with this By-law.

## BOARD OF GOVERNORS BY-LAWS

<b>Policy Title:</b>	<b>Election of Chair and Vice Chair</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 10</b>
<b>Effective Date:</b>	<b>May 22, 2018</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>January 29, 2013</b>	<b>Last Review Date: May 22, 2018</b>
<b>Mandatory Review Date:</b>		

### Election of Chair and Vice Chair

- 10.1 Eligibility to serve as Chair or Vice Chair is open to external members.
- 10.2 Board elections of the Chair and Vice Chair shall take place annually at the Board meeting in June or as soon thereafter as possible. The vote shall be by secret ballot by all voting members of the Board in attendance.
- 10.3 The current Chair, if ineligible for re-election, shall act as Chairperson of the process to elect the officers. If the current Chair is standing for re-election, or in the Chair's absence, the Corporate Secretary shall act as Chairperson of the officer election process.
- 10.4 Officers shall serve a one-year term commencing annually on September 1. Officers are eligible for re-election, except that there shall be a limit of two (2) consecutive one-year terms of office for Chair.





## BOARD OF GOVERNORS BY-LAWS

<b>Policy Title:</b>	<b>Duties of the Chair</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 11</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: April 30, 2013</b>
<b>Mandatory Review Date:</b>		

### Duties of the Chair

The Chair shall:

- 11.1 Preside at meetings of the Board in accordance with the By-law;
- 11.2 Together with the Corporate Secretary, Treasurer or other Board officers appointed for the purpose, sign all By-laws of the College;
- 11.3 Sign such contracts, documents or instruments in writing as require the signature of the Chair;
- 11.4 Have such other powers and duties as may from time to time be assigned by the Board, or as are incidental to the office of the Chair;
- 11.5 Act generally as public spokesperson for the Board;
- 11.6 Shall be an ex-officio member of all standing committees; and
- 11.7 Ensure that Board governance is conducted in accordance with Board policies duly approved by the Board.



## BOARD OF GOVERNORS BY-LAWS

<b>Policy Title:</b>	<b>Duties of the Vice Chair</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 12</b>
<b>Effective Date:</b>	<b>May 28, 2013</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>November 24, 1998</b>	<b>Last Review Date: May 28, 2013</b>
<b>Mandatory Review Date:</b>		

### Duties of the Vice Chair

- 12.1 The Vice Chair shall have such powers and perform such duties as may be assigned by the Board;
- 12.2 The Vice Chair will act as Chair in the absence of the Chair with full power and authority; and
- 12.3 The Vice Chair shall be the Chair of the Naming Committee.



**POLICY AND  
PROCEDURE MANUAL**

<b>Policy Title:</b>	<b>Fiscal Condition</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Executive Limitations</b>	<b>Policy No: 2003-19</b>
<b>Effective Date:</b>	<b>May 26, 2009</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>May 31, 2003</b>	<b>Last Review Date: February 23, 2021</b>
<b>Mandatory Review Date:</b>	<b>February 24, 2026</b>	

With respect to the actual, ongoing condition of the organization's financial health, the President may not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board Ends priorities or fail to comply with legislation or regulations.

Accordingly, the President shall not:

1. Cause or allow any conflict of interest in awarding purchases or other contracts.
2. Allow policies or practices which are in conflict with generally accepted accounting principles.
3. Make purchases without due consideration to quality, after purchase service, value for dollar, and opportunity for fair competition.
4. Access the internally restricted reserves funds and related generated income without Board approval.
5. Contribute additional principal funds to the internally restricted reserves without Board approval.
65. Allow untimely handling of accounts payable and accounts receivable.

Accordingly, the President will provide, no less than three times a year, financial statements and commentary on the fiscal health of the College.



**POLICY AND  
PROCEDURE MANUAL**

<b>Policy Title:</b>	<b>Past Chair's Role</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Governance Process</b>	<b>Policy No: 2003-2.1</b>
<b>Effective Date:</b>	<b>June 28, 2022</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>NEW</b>	<b>Last Review Date: N/A</b>
<b>Mandatory Review Date:</b>	<b>June 28, 2027</b>	

To support succession planning of the Board, the immediate Past Chair will serve as an ex-officio non-voting member of St. Clair College Board of Governors. The Past Chair must have completed their Board term in order to be eligible for this role. The Past Chair will oversee special projects as delegated by the Board and performs other duties as assigned for a maximum of two years.

It is required that the Past Chair will comply with all Board Policies and Board By-laws.



## BOARD OF GOVERNORS BY-LAWS

<b>Policy Title:</b>	<b>Delegation of Duties of Board Officers</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 18</b>
<b>Effective Date:</b>	<b>June 28, 2022</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>November 24, 1998</b>	<b>Last Review Date: June 28, 2022</b>
<b>Mandatory Review Date:</b>	<b>June 28, 2027</b>	

### 1. Delegation of Duties of Board Officers

In the absence of or inability to act of the Chair, the Vice Chair or any other Board officer or for any other reason that the members of the Board may deem sufficient, the Board may delegate by resolution all or any of the powers of such officer to any other eligible person or to any member of the Board for such period of time that the Board deems appropriate.

### 2. Duties of the Past Chair

To support succession planning of the Board, the immediate Past Chair will serve as an ex-officio non-voting member of St. Clair College Board of Governors. The Past Chair must have completed their Board term in order to be eligible for this role. The Past Chair will oversee special projects as delegated by the Board and performs other duties as assigned for a maximum of two years.

It is required that the Past Chair will comply with all Board Policies and Board By-laws.



**POLICY AND  
PROCEDURE MANUAL**

<b>Policy Title:</b>	<b>Board Standards, Procedures and Self-Policing</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Governance Process</b>	<b>Policy No: 2003-9</b>
<b>Effective Date:</b>	<b>January 27, 2015</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>May 31, 2003</b>	<b>Last Review Date: November 26, 2019</b>
<b>Mandatory Review Date:</b>	<b>November 26, 2024</b>	

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

1. Governors ~~are required shall make every effort~~ to attend and participate in the Board meetings. Attendance guidelines for such Board business require a member to notify the Chair of the Board, through the Secretary, in advance of the meeting of his or her inability to attend. The Board may terminate a Governorship, based on attendance record, as prescribed in the Board of Governors Operating By-laws.
2. Governors are required to shall make every effort to attend at least ~~twefour (2)(4)~~ College functions such as Academic Awards, Alumni of Distinction, SRC/TSI Changeover Banquets or Student Leader Christmas Gathering and a minimum of six (6) convocation sessions during a twelve (12) month period.
- 2.3. Governors are required to attend the Higher Education Summit and the Premier's Award Banquet at least once during their first term of service.
- 3.4. Governors ~~are required shall make every effort~~ to attend Board linkage activities with the community, as apprised of such activities.
- 4.5. Governors shall, in all instances, speak with one voice on issues that concern the College. The Governors' sole voice shall be the Chair of the Board of Governors, or someone formally designated by the Chair who is authorized to speak on such issues.

## Board of Governors Commitment Attestation

**Name:**

The Board shall institute standards to govern with excellence. These standards, procedures and methods of self-policing shall apply to participation/attendance at meetings, College functions and activities with our community partners.

The Board of Governors Commitment Attestation Form is to **acknowledge the required commitment** from each Board of Governor to participate and attend events on behalf of St. Clair College, on an annual basis.

1. Annually, each Governor will attend:
  - Four (4) College functions such as the Academic Awards, Alumni of Distinction, SRC/TSI Changeover Banquets or Student Leader Christmas Gathering and
  - A minimum of six (6) convocation sessions.
2. Governors will attend the Higher Education Summit and the Premier's Award Banquet at least once during their first term.
3. Each Governor will be required to successfully complete the Certificate of Good Governance within two (2) years of their appointment to the Board.

I acknowledge and understand the expectations, as a Board of Governor, at St. Clair College, as outlined above.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_





**POLICY AND  
PROCEDURE MANUAL**

<b>Policy Title:</b>	<b>Past Chair's Role</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Governance Process</b>	<b>Policy No: 2003-2.1</b>
<b>Effective Date:</b>	<b>June 28, 2022</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>NEW</b>	<b>Last Review Date: N/A</b>
<b>Mandatory Review Date:</b>	<b>June 28, 2027</b>	

To support succession planning of the Board, the immediate Past Chair will serve as an ex-officio non-voting member of St. Clair College Board of Governors. The Past Chair must have completed their Board term in order to be eligible for this role. The Past Chair will oversee special projects as delegated by the Board and performs other duties as assigned for a maximum of two years.

It is required that the Past Chair will comply with all Board Policies and Board By-laws.



## BOARD OF GOVERNORS BY-LAWS

<b>Policy Title:</b>	<b>Delegation of Duties of Board Officers</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 18</b>
<b>Effective Date:</b>	<b>June 28, 2022</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>November 24, 1998</b>	<b>Last Review Date: June 28, 2022</b>
<b>Mandatory Review Date:</b>	<b>June 28, 2027</b>	

### 1. Delegation of Duties of Board Officers

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### 2. Duties of the Past Chair

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**POLICY AND  
PROCEDURE MANUAL**

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<b>Policy Section:</b>	<b>Governance Process</b>	<b>Policy No: 2003-9</b>
<b>Effective Date:</b>	<b>January 27, 2015</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>May 31, 2003</b>	<b>Last Review Date: November 26, 2019</b>
<b>Mandatory Review Date:</b>	<b>November 26, 2024</b>	

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

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2. Governors are required to shall make every effort to attend at least ~~two~~four (2)(4) College functions such as Academic Awards, Alumni of Distinction, SRC/TSI Changeover Banquets or Student Leader Christmas Gathering and a minimum of six (6) convocation sessions during a twelve (12) month period.
- 2.3. Governors are required to attend the Higher Education Summit and the Premier's Award Banquet at least once during their first term of service.
- 3.4. Governors are required shall make every effort to attend Board linkage activities with the community, as apprised of such activities.
- 4.5. Governors shall, in all instances, speak with one voice on issues that concern the College. The Governors' sole voice shall be the Chair of the Board of Governors, or someone formally designated by the Chair who is authorized to speak on such issues.

## Board of Governors Commitment Attestation

**Name:**

The Board shall institute standards to govern with excellence. These standards, procedures and methods of self-policing shall apply to participation/attendance at meetings, College functions and activities with our community partners.

The Board of Governors Commitment Attestation Form is to **acknowledge the required commitment** from each Board of Governor to participate and attend events on behalf of St. Clair College, on an annual basis.

1. Annually, each Governor will attend:
  - Four (4) College functions such as the Academic Awards, Alumni of Distinction, SRC/TSI Changeover Banquets or Student Leader Christmas Gathering and
  - A minimum of six (6) convocation sessions.
2. Governors will attend the Higher Education Summit and the Premier's Award Banquet at least once during their first term.
3. Each Governor will be required to successfully complete the Certificate of Good Governance within two (2) years of their appointment to the Board.

I acknowledge and understand the expectations, as a Board of Governor, at St. Clair College, as outlined above.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_