



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.



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.*



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	
<b>Total</b>	<b>April 2021 - To date</b>	<b>696</b>	<b>195</b>	<b>321</b>	<b>88</b>	



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.



**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





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
<p><b>Increase Community Engagement</b></p>	<p>Strengthen the connection between the College and the community to reinforce the College brand and image through volunteerism and/or Experiential Learning.</p>	<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 SAints 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.



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.



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.



GOAL	OBJECTIVE	MEASURE
Development of Human Resources	Staff development.	1. Continuation of staff orientation (part-time/full-time academic and non-academic) and appropriate orientation material. 2. 1% of budget allocated for staff development.

## 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:

- a) **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.
- b) **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.
- c) **Mentoring** - All new full-time faculty participate in a formal mentoring program. The mentoring program is open to all faculty who request it.
- d) **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.
- e) **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.



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



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.





GOAL	OBJECTIVE	MEASURE
Financial Transparency	Provide relevant and transparent reporting on financial position to the Board: -Budget -Mid-Year Review -Financial Statements	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.



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.

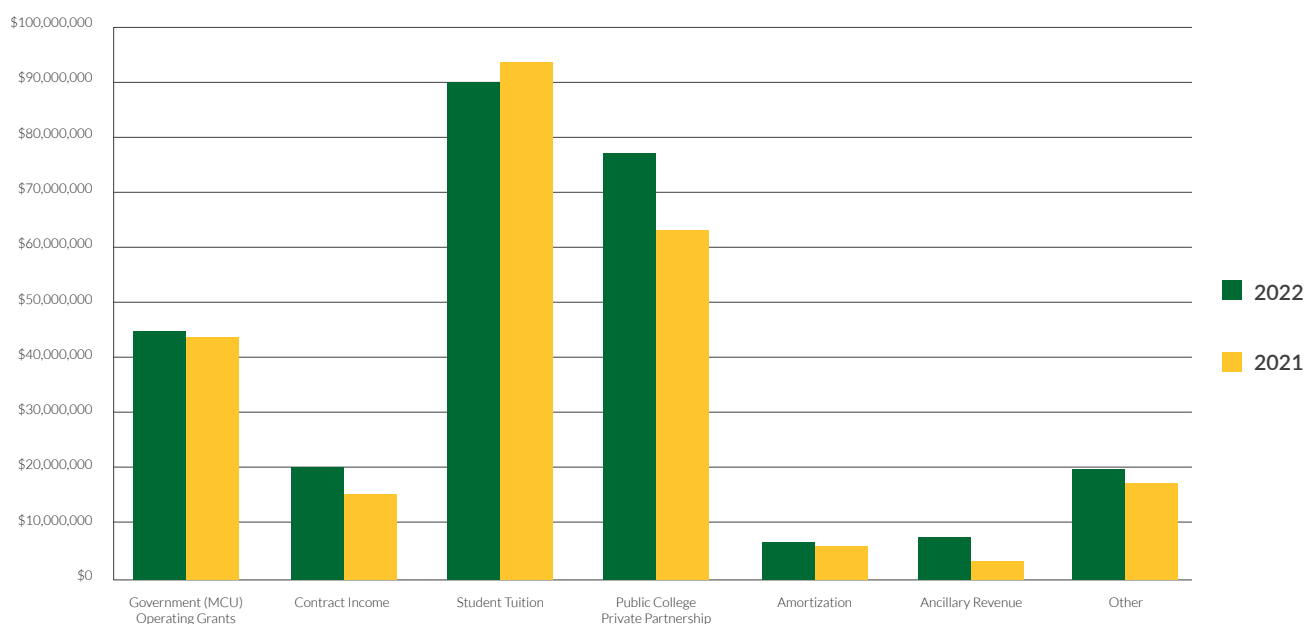
### Ancillary Revenue:

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







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.

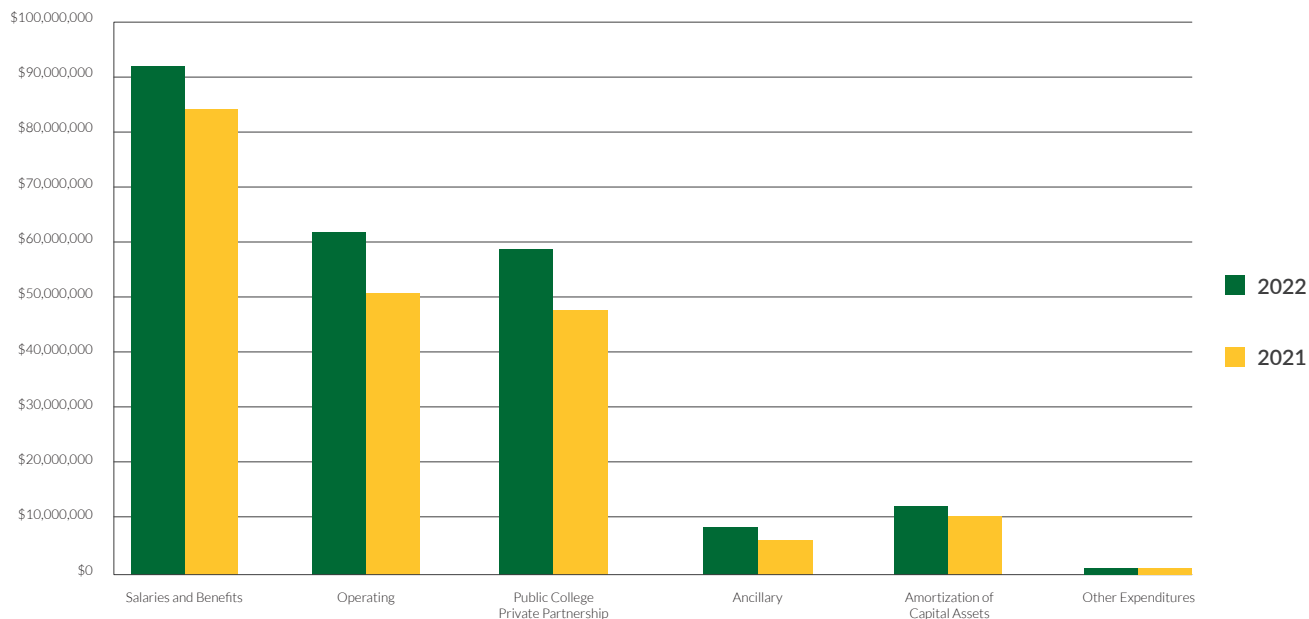
### Public College Private Partnership:

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.





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.



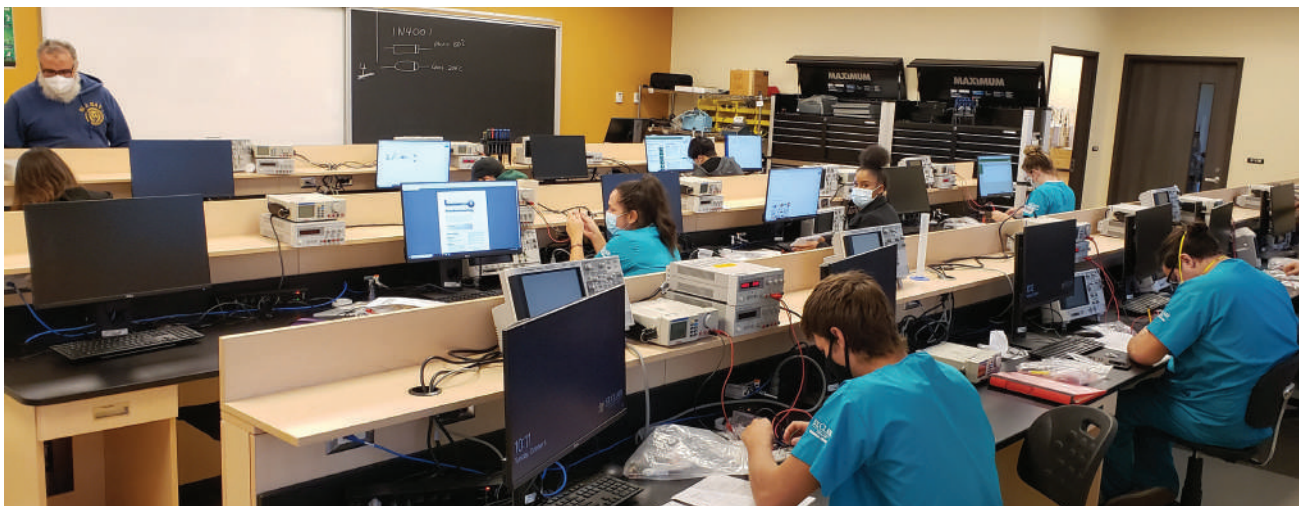
# 9.0 ANALYSIS OF COLLEGE'S OPERATIONAL PERFORMANCE

## 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.

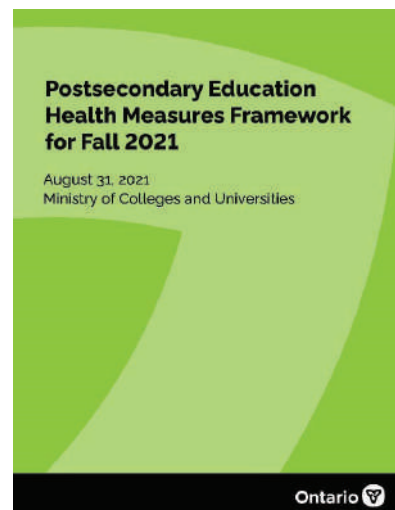
Enhanced health and safety protocols were implemented to help reduce the risk of transmitting COVID-19 such as:

- 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.

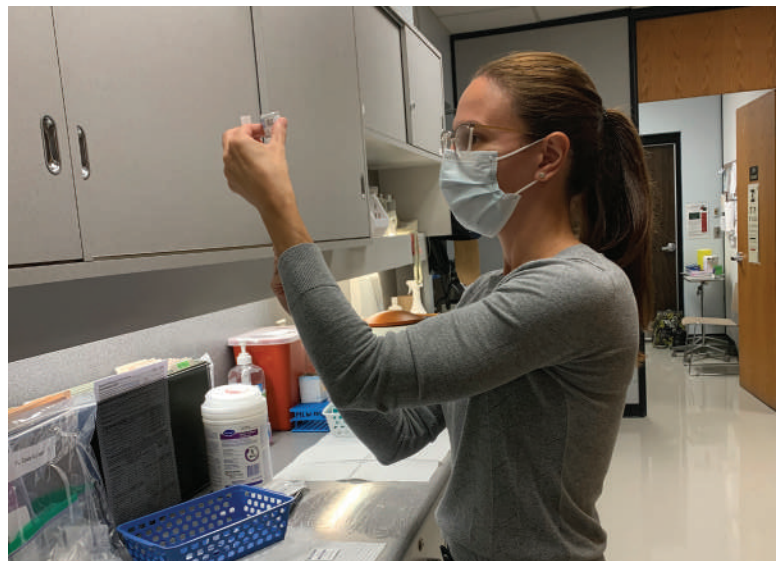
Clinics were offered in the Campus Health Centre for first, second, and booster doses of mRNA vaccines for eligible staff and students.

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





## MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

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

The consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 series of standards, as issued by the Public Sector Accounting Board. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. Consolidated financial statements are not precise since they include certain amounts based on estimates and judgments. Management has determined such amounts on a reasonable basis in order to ensure that the consolidated financial statements are presented fairly, in all material respects.

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

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

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



### ***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.
- 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, slightly slanted style. Below the signature is a horizontal line that tapers at both ends, resembling a stylized underline or a flourish.

Chartered Professional Accountants, Licensed Public Accountants

Windsor, Canada  
May 24, 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>		
<b>Current assets:</b>		
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>		
<b>Liabilities:</b>		
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>
<b>Net assets:</b>		
<b>Unrestricted:</b>		
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
	<u>264,095,406</u>	<u>237,955,135</u>
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
	<u>232,518,242</u>	<u>198,746,935</u>
Excess of revenue over expenses	<u>\$ 31,577,164</u>	<u>\$ 39,208,200</u>

See accompanying notes to consolidated financial statements.



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

Consolidated Statement of Changes in Net Assets

Year ended March 31, 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)
<b>Balance, end of year</b>	<b>\$ 36,101,160</b>	<b>\$ 63,496,315</b>	<b>\$ 9,975,626</b>	<b>\$ 92,512,147</b>	<b>\$ 202,085,248</b>	<b>\$ 169,522,814</b>

See accompanying notes to consolidated financial statements.



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

### Consolidated Statement of Cash Flows

Year ended March 31, 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)
	<u>36,612,894</u>	<u>41,149,500</u>
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
	<u>106,107,587</u>	<u>72,556,512</u>
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
	<u>11,890,732</u>	<u>651,113</u>
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)
	<u>(31,965,059)</u>	<u>(8,217,935)</u>
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)
	<u>(84,235,039)</u>	<u>(23,555,368)</u>
Increase in cash	1,798,221	41,434,322
Cash, beginning of year	109,418,763	67,984,441
<b>Cash, end of year</b>	<b>\$ 111,216,984</b>	<b>\$ 109,418,763</b>

See accompanying notes to financial statements.

# 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.





# 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.

# 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.



# 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):

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

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

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

### (f) Financial instruments:

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

#### (i) Fair value:

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



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 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.



# 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.

# 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
	\$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).



# 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
	<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:

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%



# 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.



# 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.

# 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.



# 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.

# 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.



# 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).

# 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
	<u>\$170,683,903</u>	<u>\$108,204,908</u>

## 8. Long-term debt:

The College has a \$5,000,000 operating line of credit. No amount has been drawn upon this operating line of credit as at March 31, 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	-
	<u>20,996,719</u>	<u>10,338,026</u>
Current portion of long-term debt	(13,472,031)	(1,368,484)
	<u>\$ 7,524,688</u>	<u>\$ 8,969,542</u>

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.





# 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
	\$ 20,996,719

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

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

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 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>



# 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.

# 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%).





# 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.

# 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
<b>Balance, end of year</b>	<b>\$ 2,112,808</b>	<b>\$ 1,968,115</b>

Deferred contributions are comprised of:

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



# 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
<b>Balance, end of year</b>	<b>\$118,759,610</b>	<b>\$ 120,100,248</b>

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
<b>Balance, end of year</b>	<b>\$ 8,897,250</b>	<b>\$ 7,196,074</b>

# 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





# 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

# 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).



# 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.

# 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.



# 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.



# 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.



# 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.

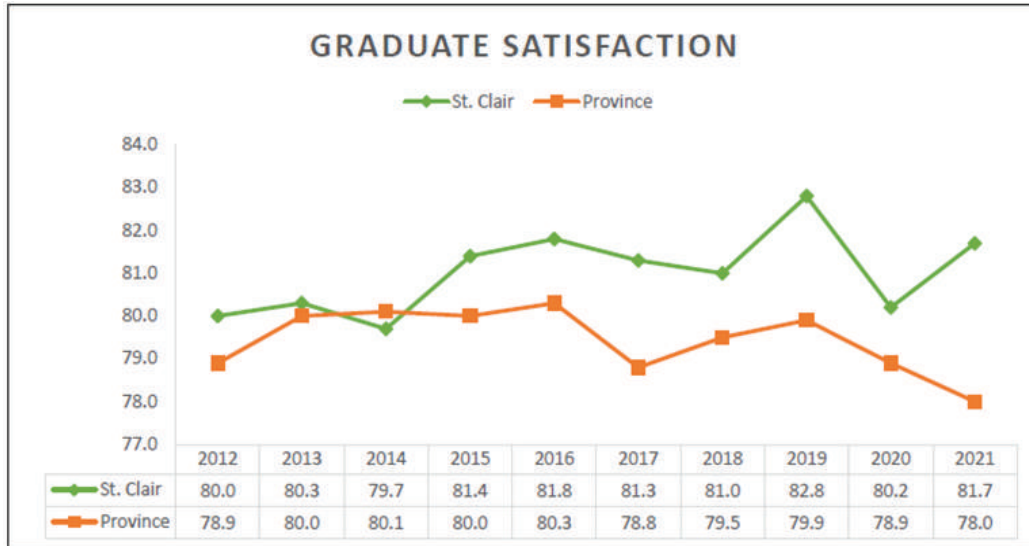
**21. Comparative figures:**

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.

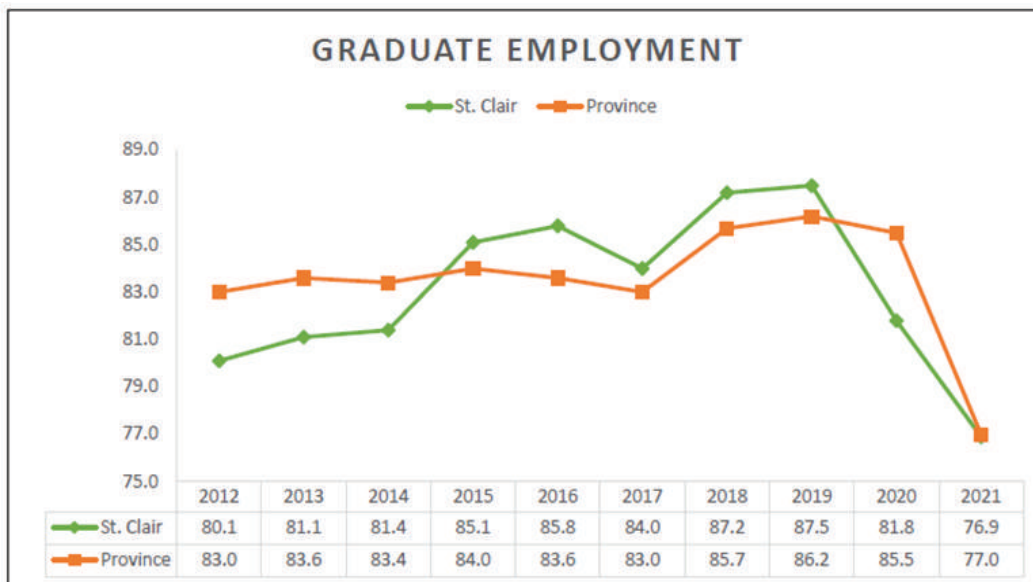
**B**

**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.

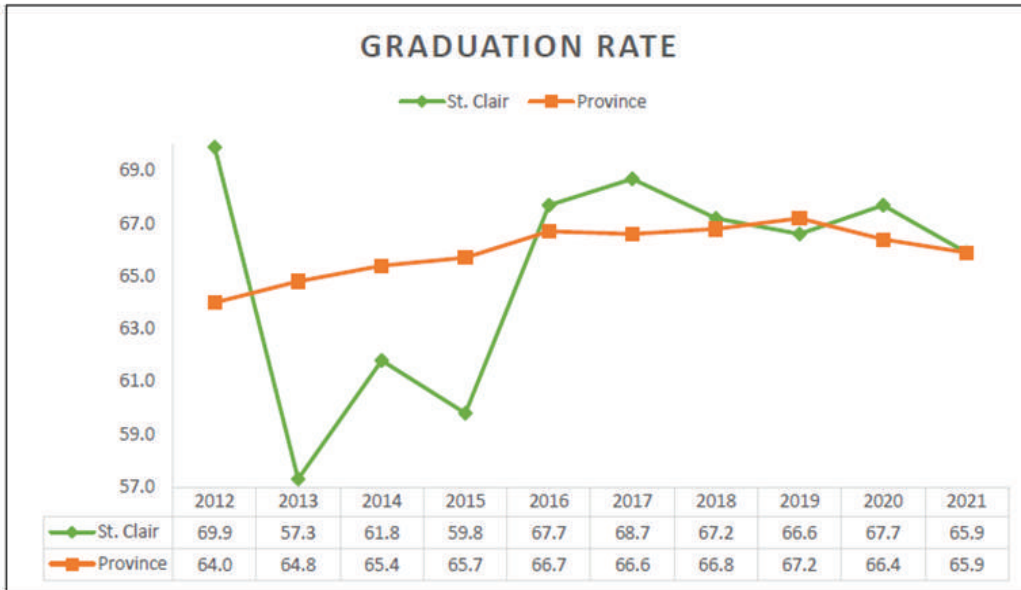


**QUESTION:** *How would you rate your satisfaction with the usefulness of your college education in achieving your goals after graduation?*

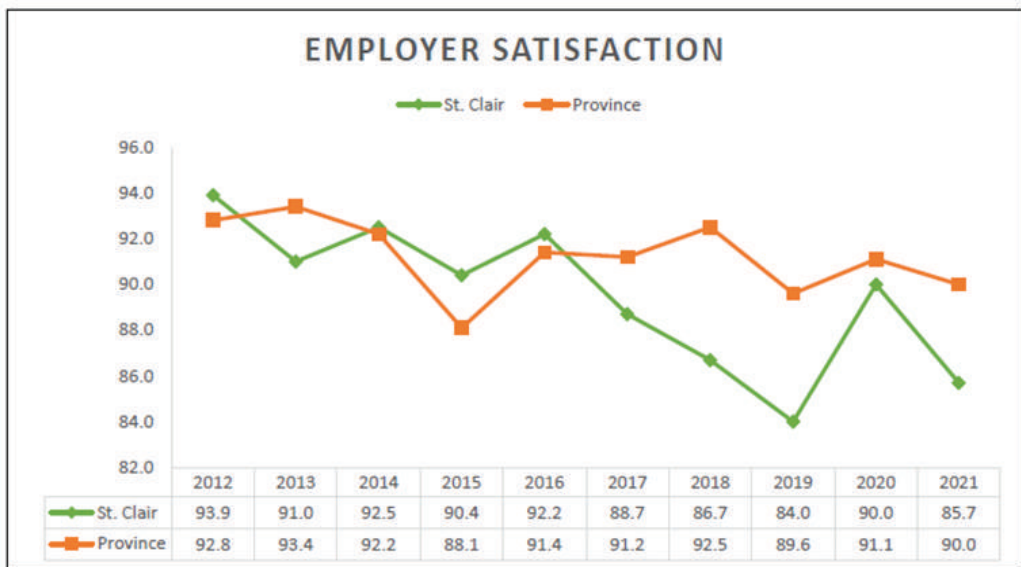


**CALCULATION:** *The percentage of graduates in the labour force who are working full-time.*





**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.*

**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>				





**INSTITUTES OF TECHNOLOGY AND ADVANCE LEARNING (ITAL) REPORT**

This appendix is not required for St. Clair College.

**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





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.

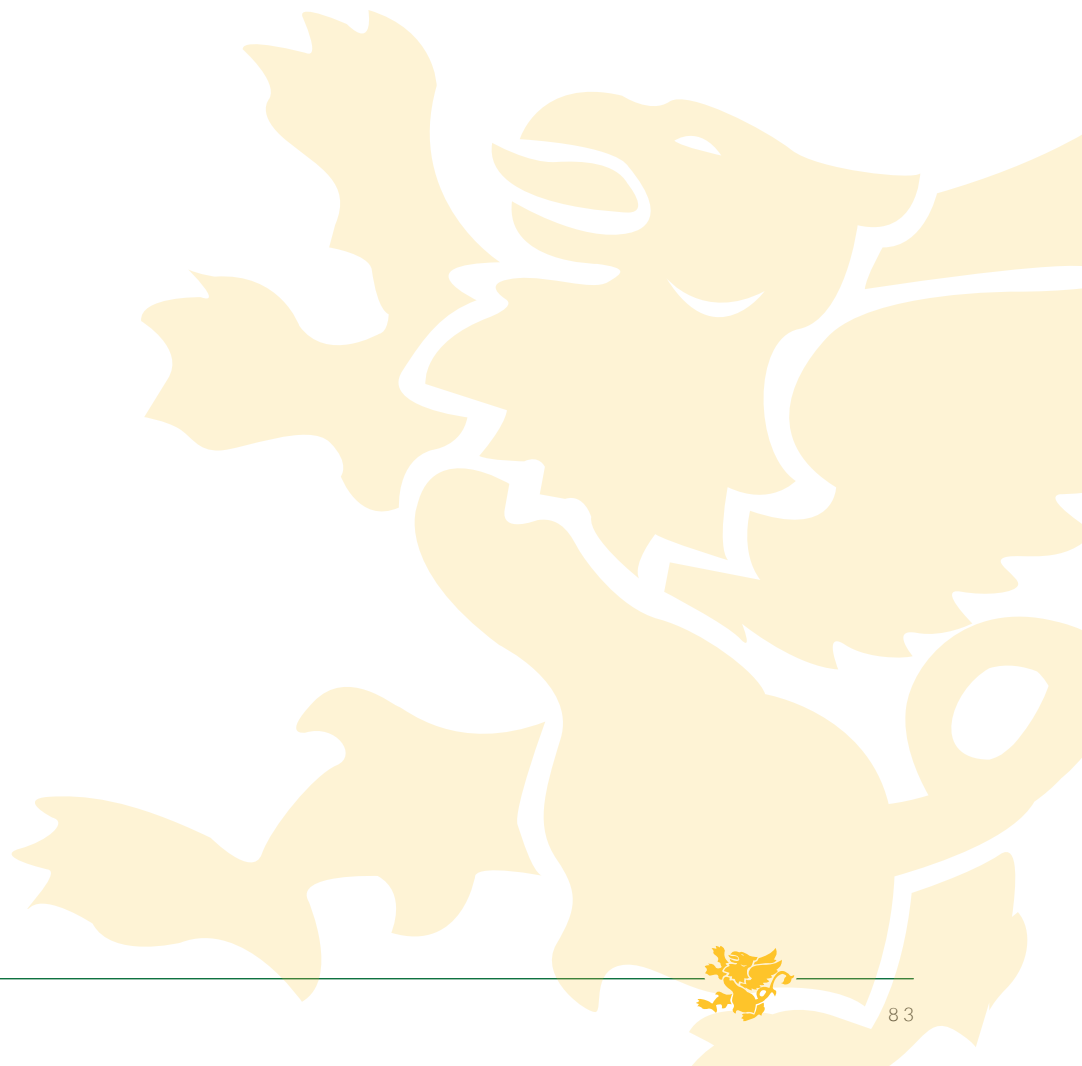
Regards,

A handwritten signature in black ink, appearing to read "Melanie DeSchutter". The signature is stylized and includes a long horizontal stroke extending to the right.

Melanie DeSchutter  
Associate Registrar

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NOTES



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