



ST. CLAIR  
COLLEGE

2022-2023  
ANNUAL  
REPORT

RISE ABOVE THE ORDINARY



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# 1.0 EXECUTIVE SUMMARY

The 2022-2023 Annual Report highlights the significant progress made by St. Clair College in achieving its strategic goals and directions. Throughout the year, the College focused on enhancing its traditional face-to-face delivery while also expanding its online course offerings through the e-campus platform, resulting in a remarkable 135% increase in the total number of online courses.

In August, the College proudly opened the \$23 million Zekelman Centre of Business and Information Technology which includes the Don France Student Commons at the Windsor campus. This two-year construction project included the creation of 2 upper floors of classrooms for the Zekelman Schools of Business and Information Technology, an expanded ground floor of the Student Centre and Nexus, a state-of-the-art 15,000-square-foot Esports arena and broadcasting facility. The Nexus serves as the home for the St. Clair Saints Gaming team and the two-year Esports Administration and Entrepreneurship diploma program, showcasing St. Clair College's commitment to cutting-edge education.

St. Clair College also made significant strides in providing enhanced student pathways for graduates, allowing them to receive credits for multiple courses toward furthering their studies after graduation.

The marketing efforts to promote these pathways underscored the value of a St. Clair College credential, reinforcing its strength among post-secondary institutions.

The College dedicated support to the students through the Career Services department, offering a blend of in-person presentations and virtual workshops to help with job searches, soft skills development and networking. Additionally, student activity calendars were brimming with monthly events organized by various associations, including the SRC, SSAA, TSI and the College itself.

The Athletic department remained steadfast and successful in raising the academic grade point average and scholarship achievement of Saints athletes. Notably, the College's sports teams and individual athletes secured national and provincial championships, bringing home gold, silver and bronze medals.

This outstanding athletic performance added to the College's reputation and achievements.

The Corporate Training department experienced growth by expanding its client base and delivering customized professional training services within the region. The College's branding campaigns continued to be integrated into the community through the efforts of the Recruitment team who visited schools, collaborated with athletic programs and pursued global marketing opportunities.

Internally, the Human Resources department provided onboarding and professional development opportunities to new and existing employees. Topics included mentoring, instructional skills and training guides, promoting professional growth and development among the staff.

Financially, St. Clair College achieved another surplus year with over \$30 million, enabling investments in additional student supports, academic facilities and contributions to the Financial Sustainability Reserve and Deferred Maintenance Reserve. The campus beautification enhancements included outdoor art donated by Stephanie and Barry Zekelman, a soft step walking path connecting the campus and the completion of the Dr. Patti France Promenade at the entrance of the Windsor campus.

The Research and Innovation department played a pivotal role in initiating and participating in numerous projects, both independently and in collaboration with community partners. These endeavors contributed to the College's commitment to innovation and advancing knowledge. Furthermore, the staff developed effective internal strategies to foster engagement between schools and departments, particularly in the area of data management.

St. Clair College has been actively engaged in community partnerships through the continuous volunteering of students, staff and alumni to support and fund local initiatives. These collaborative efforts contribute to building a stronger community, enhance the overall wellbeing and development of our region.

The 2022-2023 Annual Report exemplifies St. Clair College's exceptional student experience and reinforces its position as a premier destination for post-secondary education and skills training. The College's unwavering dedication to excellence continues to attract potential students and engage community partners, as St. Clair College students "Rise Above the Ordinary."



## 2.0 MESSAGE FROM THE BOARD CHAIR



I am delighted to share with you the exceptional student experience and activities that transpired at St. Clair College during the past year. As the Chair of the Board of Governors, I am immensely proud of the achievements and growth we have witnessed, thanks to the collective efforts of our vibrant community.

First and foremost, I am thrilled to announce that for the eighth consecutive year, St. Clair College achieved a budget surplus. This remarkable feat demonstrates our commitment to sound financial management and sustainable growth. By effectively utilizing our resources, we have been able to invest in the quality of education and support services we offer to our students.

Student engagement and campus activities play a significant role in creating a vibrant campus life. Last year, we returned to in-person events and activities, offering a rich and fulfilling experience for our students. Our student leaders took charge, organizing a diverse range of face-to-face activities that fostered social connections and enhanced the overall campus experience. We are proud of our students' active involvement and their efforts in making the 2022-2023 academic year truly memorable.

Our recruitment initiatives, under the theme "Rise Above the Ordinary," recognized the importance of personal engagement in showcasing the unique opportunities and educational excellence offered at St. Clair College. Additionally, our marketing team attended local, regional and provincial events to promote domestic enrolment from both elementary and high schools. The continued growth of our 'Community Saints' and College branding was strengthened through sponsorships and partnerships with organizations and community groups.

We continued our campus beautification efforts across all our campuses. These enhancements not only create visually appealing spaces but also contribute to a destination campus that complements and enriches our students' educational experiences.

Lastly, I am thrilled to celebrate the outstanding achievements of our Saints Athletics teams. Our students' dedication and hard work led to remarkable accomplishments, including Ontario Colleges Athletic Association (OCAA) Championships and gold medals in Men's baseball, basketball, cross country, golf and Women's softball. I am also proud to share that our Saints football team clinched the Ontario Football Championship for the first time. This incredible success in athletics exemplifies the strength and unity of our Saints community.

As we reflect on the past year's accomplishments, I extend my heartfelt appreciation to our students, staff and partners who have contributed to St. Clair College's growth and success. Together, we have risen above challenges and exceeded expectations. Let us continue our journey with enthusiasm and determination, shaping a brighter future for our institution and the communities we serve.

A handwritten signature in black ink that reads "Jean Piccinato". The signature is fluid and cursive.

Jean Piccinato  
Chair, Board of Governors



## 3.0 MESSAGE FROM THE PRESIDENT

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In my introduction to last year's Annual Report (2021-2022), I concentrated on the College's swift and thorough recovery from the COVID-19 pandemic, in terms of our academic offerings and student involvement. This year, I think it is pertinent to highlight our reconnection with the community-at-large.

Event stagings, charitable partnerships, outreaches to a host of off-campus organizations – all of these were back on the College's calendar during the past year, as both our institution and the citizens of our communities fully emerged from COVID constrictions and were able to gather for purposeful activities once more.

Both our staff and students, for instance, jumped (literally) at the opportunity to rejuvenate the local Polar Plunge in support of Special Olympics – and set a monetary record for that unique and heartwarming (though body-chilling) fundraiser. Likewise, St. Clair was, once again, the trendsetter for the Windsor Goodfellows Christmas charity fundraising and we hosted a well-attended awareness walk for mental health and suicide prevention. Also back, "live and in-person", was St. Clair's Food and Wine Gala – functioning, this year, as the kick-off event for local fundraising for the new Windsor-Essex hospital. Towards the end of the year, the community gathered to celebrate the College's donation of a piece of property for use as a new local park in East Windsor.

So, yes, in this Annual Report, you will find exciting information about St. Clair's academic achievements, the creation of new facilities and amenities at all campuses during the preceding year and about our ongoing record of financial stability.

But, truly, the most rewarding facet of 2022-2023 was the College's ability to fully re-engage with the individuals and organizations in our communities, so that we could contribute to the well-being of our fellow citizens in countless ways – educationally and otherwise.

Patti France, M.Ad.Ed., LLD.h.c.  
President



## 4.0 VISION, MISSION AND VALUES

### VISION

Excellence in all we do.

### MISSION

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

### VALUES

- |                |                |
|----------------|----------------|
| Accessibility  | Integrity      |
| Accountability | Quality        |
| Collaboration  | Respect        |
| Diversity      | Sustainability |
| Inclusivity    | Transparency   |

# 5.0 STRATEGIC DIRECTIONS

## 5.1 ACADEMIC

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

### REPORT ON PREVIOUS YEAR'S GOALS

The College has achieved success in its focus to increase the total number of online courses and delivered 120 high demand courses online through eCampus achieving a 135% increase, as well as exceeding the Strategic Direction measure of 7%.

Although the five-year target of 7% from the 2019-2020 baseline year has been surpassed, it is the goal of the College to continue to develop additional online courses and build upon the College's digital capacity, content and delivery.



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

### REPORT ON PREVIOUS YEAR'S GOALS

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

The following outlines interdisciplinary initiatives completed through R&I during 2022-2023:

1. Ensured that researchers, primarily from the Honours Bachelor of Social Justice and Legal Studies program, involved in the Social Innovation Fund grants, participated in and successfully completed the Tri-Council Policy Statement (TCPS) training.
2. Conducted a research project involving interdisciplinary research between the Honours Bachelor of Social Justice and Legal Studies and Data Analytics programs. This collaboration between programs broadened the knowledge and scope of the individual programs by applying skills in a unique application.





**5.1**

**ACADEMIC CONT'D**

3. Encouraged faculty to attend the WE-SPARK Health Research and Emerging Technologies conferences. There were approximately 30 faculty, staff and students that attended the WE-SPARK Health Research conference and approximately 35 faculty, staff and students that attended Emerging Technologies.
4. Increased engagement of faculty and staff in WE-SPARK committees. This promoted the interdisciplinary engagements between the College and the other 4 institutions that are part of WE-SPARK. Each member received orientation on the activities and goals of WE-SPARK.
5. Established a committee to develop a Research Data Management strategy for the College. One of the goals of the strategy is to develop training on research data management.
6. Initiated a Health Research Committee to develop strategies for engagement and collaboration of faculty in the Schools of Health Sciences, Community Studies and Nursing. The goal of the committee is to promote interdisciplinary research activities and explore opportunities for engaging more faculty in research.

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

**REPORT ON PREVIOUS YEAR'S GOALS**

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

The number of students who took part in research projects is summarized below:

1. 25 students attended the Emerging Technologies Conference, where they participated in speaker sessions and interacted with industry partners. Feedback from industry partners was very positive, as they stated the students were professional and well prepared to meet with prospective employers.
2. 32 students attended the WE-SPARK Health Research conference, where they participated in speaker sessions and interacted with community partners. One student from the Social Justice and Legal Studies program participated in a student presentation session and was awarded the top prize for her presentation.
3. 5 research students participated in the Ford Innovation Showcase, winning prizes for their research projects.
4. 2 students working on the EV Truck Conversion project have been featured in local and national media for their work.
5. 89 students participated in funded research projects.





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

## REPORT ON PREVIOUS YEAR'S GOALS

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

To support this, the Research and Innovation department and the College were featured in the following:

1. Enwin Utilities launched a social media campaign, documenting the progress of the EV Truck Conversion project and St. Clair College Research was part of that campaign and was featured in some of the posts.
2. An R&I newsletter was distributed internally throughout the College in the Winter 2023 semester (January 2023). This newsletter highlighted the successes of the previous year, as well as the faculty and programs that have been involved in research activities and of upcoming opportunities.
3. St. Clair College was the platinum sponsor for the Emerging Technologies Conference, providing the opportunity for the R&I department to have a booth and provide a presentation on the main stage, outlining research capabilities.
4. St. Clair College Research was highlighted in the media for the EV Truck Conversion project and the 2 Social Innovation Fund awarded grants.
5. Dr. P. Wawrow published a paper on Automation Alley's website on October 31, 2022, titled "Securely Supporting the Transition to Industry 4.0".
6. Dr. P. Wawrow, Chair, Heads of Applied Research Intellectual Property Subcommittee, developed a model commercialization policy for Ontario colleges.
7. Dr. P. Wawrow attended the internal Advisory College Council Meeting on May 20, 2022 to provide updates on research activities.
8. St. Clair College had R&I representation at the following events:
  - Windsor-Detroit Economic Strategy Network Building Reception – April 26, 2022.
  - WE-SPARK Cheers to Hope – April 27, 2022.
  - Industry Opportunity Forum – May 11, 2022.
  - Mines to Mobility Conference – May 26, 2022.
  - Hexagon Live Conference – June 20, 2022.
  - Regional Technology Development Site Dinner – August 16, 2022.
  - Detroit International Auto Show – September 14-15, 2022.
  - Ontario Colleges Webinar – September 22, 2022.
  - Smart Computing for Innovation (SOSCIP) 10th Anniversary Celebration Event – September 30, 2022.
  - Automotive Parts Manufacturing Association (APMA) Conference – October 19, 2022.
  - Emerging Technologies Conference – October 26, 2022.
  - WE-SPARK Health Research Conference – November 11-12, 2022.
  - 26th Annual Polish-Canadian Society Business Dinner – November 18, 2022.
  - Canadian Materials Circular Economy Syndicate (CMCES) Virtual Information Session – December 15, 2022.



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

## REPORT ON PREVIOUS YEAR'S GOALS

St. Clair College has a number of articulation and pathway agreements with post-secondary institutions across Ontario, Canada and internationally. Through these agreements, graduates may receive transfer credit for several courses, a full semester or a full year (or more) toward additional post-secondary credentials. St. Clair College has also been engaged in pathways for students in high school, pre-apprenticeship, apprenticeship and university to college.

In conjunction with the former pathways established with Munster Technological University (MTU) Kerry Campus in Business, Engineering Technologies, Health Sciences and Media, Art and Design, the following 6 new agreements were executed between St. Clair College and MTU Kerry Campus:

- Animation – 2D/3D
- Child and Youth Care
- Civil Engineering Technology
- Culinary Management
- Early Childhood Education
- Fitness and Health Promotion

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

1. Student pathway opportunities are discussed during all on-campus high school tours, which resumed in April 2022 and have continued to date.
2. Social media posts highlight student pathways by program.
3. Digital advertising campaigns focus on student pathways.
4. Student pathways are included annually in the St. Clair College Admissions Handbook.
5. Student pathway opportunities are part of all Fall and Spring high school in-person presentations throughout the catchment area and the province.
6. Webpage entitled Credit Transfers and Pathway Agreements, which includes all the student pathways available at St. Clair College can be found at: [www.stclaircollege.ca/programs/credit-transfer-pathway-agreements](http://www.stclaircollege.ca/programs/credit-transfer-pathway-agreements).
7. The Marketing and Recruitment team ensures that academic pathways' messaging is included in all high school presentations.
8. The College setup a display booth at the India Canada Association 75th Independence Day Event, August 2022.
9. A Guidance Counsellor's Forum was held in Windsor on November 1, 2022 and December 1, 2022, in Chatham, highlighting student pathway opportunities.
10. A billboard campaign ran in December 2022, following the November 12, 2022, Fall Open House.

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**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 (ie. online tools, mock interviews).

**REPORT ON PREVIOUS YEAR’S GOALS**

Career Services continues to support students through workshops and classroom presentations. The number of services provided has increased in the 2022-2023 calendar year and includes:

- Job Search Support.
- Resume and Cover Letter Support.
- Interview Preparation and Mock Interview Support.
- Class Presentations.
- Career Central Job Posting Portal.
- Placement Support.
- Job Shadowing.
- Employer Events.

Soft skills workshop series included:

- From College to Career: Developing Myself as a Professional.
- Self-Coaching For Success!.
- Mindfulness for College Success.
- Professional Communication & Presentation.
- Interpersonal (Social) Skills Building.
- Active Listening for Better Relationships.

**Summary of services offered:**

The total number of students supported during 2022-2023 was 2,419, an 86% increase from the previous year.



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

## REPORT ON PREVIOUS YEAR'S GOALS

Student activities and engagement returned in-person for Fall 2022 rather than the multiple virtual events in past years. The College's student leaders eagerly filled their monthly student calendars, embracing face-to-face activities and enhancing the campus life experience for the 2022-2023 academic year.

### SRC

1. The Student Representative Council staged its "Welcome Back Fest" on Saturday, September 10, 2022, with a carnival of inflatable games at the Sports Park, providing pre-game fun before the St. Clair Saints Football team took to the field, defeating the London Beefeaters. That victory kept the mood buoyant for a post-game dance party in the sand volleyball complex, using the non-noisy technology of Headphone Disco.
2. SRC opened the doors to its new state-of-the-art, Esports Nexus facility, powered by the St. Clair College Alumni Association. This fantastic facility is the home of the St. Clair Saints Esports varsity and academic programs and boasts 3 Virtual Reality (VR) rooms, 8 gaming consoles and 48 open-play gaming computers for student and public use. This facility has been a game changer for growing Esports talent and enhancing student life.
3. His "stage name" is MDMotivator, but Zachary Dereniowski could just as easily be called MDComforter, MDInspirer or MDSpirit-Booster. MDMotivator is a Canadian YouTuber, TikTok and Instagram star, known for his motivational, inspirational and mental health videos. He aims to leave a positive impact on the world and to put kindness first. A large, all-aged audience of students, staff and off-campus guests were drawn into his interactive mental health and wellness dialogue on February 1, 2023. He shared his story of personal struggles with mental health while taking questions from the audience.

### TSI

1. TSI hosted their first golf tournament in October 2022. This event was an opportunity for students to see and play the golf course. TSI chartered a bus that brought students from the Chatham Campus to the College's Woodland Hills Golf Club, located in Woodslee, for a full day of golf. Lunch was provided to participating students.
2. 1st year vs. 2nd year hockey games started as a one-time event however, at the request of the students, this became a monthly event from December 2022-February 2023. Players were provided pizza after each game and student spectators were provided with hot chocolate to keep warm while they watched the game.
3. TSI partnered with Student Services and the International Development Office to host information sessions focused on international students. Each session included dinner, featuring a different type of cuisine. These sessions were offered to assist students in learning about Canadian culture and how to navigate their way around life in Canada. Each of the sessions ran for approximately an hour and a half and gave all the student participants the opportunity to have their name entered for the chance to win a \$500 College bursary.

### SSAA

1. The SSAA hosted a fundraising event, "Spikin' 4 SACU", a beach volleyball tournament hosted at the Sports Park's sand volleyball courts. Students and staff formed teams and competed in the one-day event. This event raised \$1,300.00 which was donated to Save African Child Uganda, an organization that helps aid students living in Uganda.



2. Students from the Windsor and Chatham campuses were invited to participate in a cross-campus Cricket Championship. Over 120 students participated in the two-day event at Windsor's Jackson Park. Over 100 spectators attended the tournament. The winning team came from our Downtown campus and had their name engraved on the Cross Campus Cricket Cup.
3. SSAA led and hosted the St. Clair Jr. Saints Grade School Basketball Tournament. Members of the association and other students had the opportunity to be involved in organizing and administering a tournament for local grade school students. The tournament was played in the College's Classic Gym.

## ST. CLAIR COLLEGE

1. The Ford Innovation Showcase took place on Friday, May 6, 2022, in the Student Life Centre. During this unique competition, the College's students showcased their innovative school projects to high-level industry executives and their Human Resources teams. In attendance were CEOs, Presidents, VPs, Directors and Plant Managers from local industry and community partners like the Ford Motor Company, AIS Technologies Group, ENWIN Utilities, Reko International Group, DataRealm, Windsor Port Authority, Laser Transport and Wave Direct. There were over \$10,000 in cash and prizes awarded.
2. Look Again! Outside: St. Clair College and Art Windsor-Essex (AWE) placed 11 art reproductions throughout St. Clair College's Windsor Campus, turning it into an outdoor art gallery. Art collector and philanthropist Stephanie Zekelman selected 11 works by 8 artists in this latest edition of Look Again! Outside, which now joins a family of other outdoor artwork reproductions throughout Windsor, including Downtown Windsor. Students enrolled in the College's Skilled Trades designed the frames which hold the art reproductions. A media launch was held in October 2022, with remarks from President France, Stephanie Zekelman of the Stephanie and Barry Zekelman Foundation and Jennifer Matotek, Executive Director of Art Windsor-Essex. This also provided the opportunity for a walking tour of the reproductions. Look Again! Outside: St Clair College, will be on view for several years. The artwork is intended to enrich the experience of walking around campus and viewers are encouraged to engage with the displays to consider new perspectives and ways of thinking. Our students were invited to create a web app that would allow viewers to access information about the artwork using their personal devices, adding a digital interactive layer to the exhibition.
3. Indigenous Student Services hosted an in-person Pow Wow Teachings and Protocols Demonstration in November 2022 at the Chatham Campus HealthPlex. The event was free and Indian tacos were served to students and guests who attended. Presenters included Kiniw Cleland, Gordon Sands and the Eagle Flight Singers.



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

## REPORT ON PREVIOUS YEAR'S GOALS

The St. Clair College Athletics Department has designed and implemented a set of performance indicators that enable the College to measure the academic and athletic achievements of its varsity athletic programs.

PERFORMANCE INDICATOR	2022-2023	2021-2022
1. Varsity Grade Point Average	2.90	2.84
2. Scholarship Achievement Rate	85%	83%
3. Departmental Win/Loss Record	110-42-2	66-23-1
4. Provincial/National Recognition	P59/N19	P34 / N14
5. Revenue	\$1,446,954	\$1,179,219



The Men's Basketball team were the OCAA Champions.

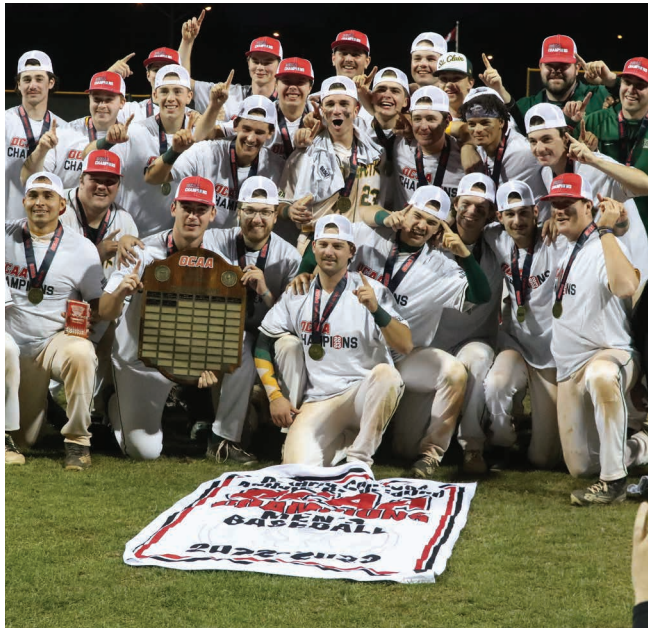


The Women's Softball Team won Gold in the Canadian Collegiate Softball Association (CCSA).





Men's Cross Country were the OCAA Champions.



Men's Baseball team bring home the OCAA Championship.



Saints Football won the Ontario Football Conference (OFC) Championship.

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

## REPORT ON PREVIOUS YEAR'S GOALS

Since Winter 2018, St. Clair College has accomplished significant international enrolment growth in our Windsor, Downtown and Chatham campuses, growing from 2,315 to 4,462 full-time students. Although incremental growth took place over the 3-year period from 2018 to 2020, the College has experienced a slight enrolment decline over the last 2 years. Specifically, a small decrease of 1.21% from Winter 2022 to Winter 2023 enrolment occurred.

Since Winter 2019, the College has averaged 4,601 enrolled international students at the Windsor, Downtown and Chatham campuses, an average increase of 98.7% over the 2018 base year.





5.2

STUDENTS *CONT'D (Retention, Graduation Rate and Success)*

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

**REPORT ON PREVIOUS YEAR'S GOALS**

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

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

FISCAL YEAR	CEILING +3%	FLOOR -7%	SCC WFU
2022-2023	10,595.77	9,567.06	9,745.83





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

In 2018, 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 College committed to continuing with the study on an annual basis for the next 5 years until 2024–2025.

The study reports on 2 main measures: economic impact and return on investment. While this report is useful in demonstrating the current value of St. Clair College, it is not intended for comparison with previous studies conducted by Emsi. Differences between study results year over year do not necessarily indicate changes in the value of the College, it only reflects that there were changes in external data or the College's data.

The College's 2022 study showed the following results on the report's metrics:

MEASURE	2022	2021	2020
Operations Spending Impact	\$145.2 M	\$123.0 M	\$133.1 M
Student Spending Impact	\$18.7 M	\$8.2 M	\$25.6 M
Alumni Spending Impact	\$705.7 M	\$653.2 M	\$647.9 M
Total Jobs Supported	10,922	8,859	9,381
Investment-Students Gain Benefit-Cost Ratio	1.9	2.2	2.1
Investment-Taxpayers Gain Benefit-Cost Ratio	8.0	8.6	7.6
Investment-Society Gain Benefit-Cost Ratio	7.4	8.7	7.2

The improvement from 2021 to 2022 in three metrics is due to a recovery from COVID-19 and includes:

- Operations Spending: The College increased its part-time staffing resources and discretionary expenditures to continue its excellence in student service and support.
- Student Spending: International students taught online from their home country reduced significantly as they returned to studying in our region.
- Total Jobs Supported: Due to the increase in the operations and student spending, the College's total economic impact to the region improved which inherently increased the number of jobs supported.



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

### REPORT ON PREVIOUS YEAR'S GOALS

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

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

While there have been several additional Corporate Training clients/employers, a new training project of note was for the Municipality of Chatham-Kent that was completed in June 2022 for Early Childhood Education (ECE). St. Clair College provided customized training to assist with the dire need for workers in Chatham-Kent.

During the 2022-2023 year the College's contract training increased by 15.4% from the previous year and is almost at the baseline level of 2015-2016.



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

## REPORT ON PREVIOUS YEAR'S GOALS

St. Clair College's "Rise Above the Ordinary" recruitment initiatives were focused on face-to-face delivery as we progressed out of COVID-19 restrictions. The following steps were implemented to bolster marketing and recruitment efforts:

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

**Open Houses:** The first in-person Open House was held on April 30 2022, and was featured in a CTV News article. Open House's were also held in Spring and Fall 2023. The College hosted industry partners who hire our graduates at all Open Houses.

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

**Saints Athletics Success:** The success and investment in the St. Clair College Saints varsity programs have boosted the brand of the College. The "Saints Nation" brand has been very popular and is being used by our student groups and for promotion of team sports. The excitement of team sports with spectators has allowed the College to engage our community to come to the campus and see our facilities. The recruiting effort of varsity athletes, both locally and provincially has been impactful for our overall domestic strategy.

**Our Long-Standing Taglines:** "Start Here Go Anywhere" and "Rise Above the Ordinary" have continued. Other campaign taglines and themes used throughout the recruitment cycle include "Take Flight", "Saints Nation", "Saints Strong" and "The World Needs You-See Beyond Today."

New taglines and themes, such as "Women in Robotics – Future Focused," has been developed to resonate with females that are poised to be innovative and future leaders in engineering and robotics. This campaign features current Robotics students and will extend to other STEM related programs to increase female enrolment.

A microsite specifically for future students has continued to expand and supports online campaigns such as Google, Social Media and Cross Platform display.

Other non-traditional marketing and branding initiatives that occurred in 2022 – 2023 include:

- Ongoing campus beautification initiatives across all campuses.
- Replacement of College banners on campuses and on Downtown streets.
- Increased and enhanced student space at the Downtown campus.
- Social Media use of hashtags #saintsnation, #stclaircollege and #riseabovetheordinary.
- Increased engagement on all social media platforms including TikTok.
- Working with the Alumni Association to use funding to support cross promotion and community presence at local events.
- Branding in Alumni Association monthly newsletters and Alumni social media platforms of Facebook, Instagram and Twitter.
- Community engagement with Saints Athletics in partnerships and hosting of tournaments and games at the Sports Park and SportsPlex.
- Event partnerships and sponsorships (Ruthven Apple Festival, Chatham Crowfest, Chatham Armouries Holiday Light Festival, Downtown Windsor weekly market vendor, Windsor International Film Festival, Chamber of Commerce Business Excellence Awards (BEA) sponsorships in Windsor and Chatham).
- Partnerships with our student groups SSAA, SRC and TSI.
- Partnerships with Windsor Tennis Management and local charity groups at the Zekelman Tennis Centre.
- Partnership with Art Windsor-Essex (AWE) and Zekelman Foundation for outdoor art displays on our Windsor campus.





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

### REPORT ON PREVIOUS YEAR'S GOALS

This past year, we moved away from COVID-19 restrictions and guidelines that affected our ability to engage in community events. The College, its student leaders along with their clubs and the Alumni Association were back to pre-pandemic levels, having participated or sponsored over 70 events in the community. These include helping United Way with handing out food boxes, hosting the Suicide Prevention Awareness Walk with the Canadian Mental Health Association, Earth Day activities, the Polar Plunge, Windsor Goodfellows' Holiday Newspaper Drive and community events such as the 25th Annual Transition to Betterness Gala, Crowfest, an outdoor art gallery in partnership with Art Windsor-Essex (AWE) and the 11th Annual Sleighing Hunger Charity Concert.





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

## REPORT ON PREVIOUS YEAR'S GOALS

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

Other training initiatives (orientation) include:

**Teaching and Learning** – An orientation in Teaching & Learning (T&L) is offered for new part-time and full-time faculty. The purpose of the T&L training is to introduce the basics of good teaching practice along with introducing participants to semester planning, lesson planning and assessment strategies.

**College Educators' Development Program (CEDP)** – The College Educators' Development Program (CEDP) is a faculty training program offered jointly by the 6 Western Ontario colleges of which St. Clair College is an active participant. CEDP is a fully outcome-based, assessed learning experience for faculty. Through the use of online modules, short residencies and applied learning activities (e.g. faculty mentors, teaching portfolios and teaching circles), participants obtain a thorough grounding in Outcome-Based Education, MCU standards, course and lesson planning, classroom management, integration of teaching with technology, effective assessment practices and professional development strategies. Newly hired full-time members of faculty are required to complete CEDP as part of their letter of employment.

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

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

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

- Certificate in Leadership & 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 & Energy Management.
- The Psychology of Electronic Communications.
- Canadian Centre for Diversity and Inclusion (CCDI) - Diversity and Inclusion.
- CCDI - Unconscious Bias.
- Thriving in Your Hive - The Power of Collaboration.
- Lightening Up After Lockdown.
- Don't Use 7 Words When 4 Will Do – How to Stay on Message and On Point.



- Overcoming Negative Self-Talk to Achieve Your Goals.
- Finding Your Big Idea – How I Reunited Jack Bauer and his TV Family.
- Talk Less, Listen More – The Role of Silence and Empathy in Effective Communication.
- All You Need is an Index Card.
- 2SLGBTQ+ Basics.
- Creating Global Solidarity Through the Making of an Open Educational Resource on Anti-Black Racism.
- Indigenous Cultural Responsiveness Theory: A Tool for Improving Health Outcomes for First Nation, Metis, Inuit Initiatives Peoples.
- Strategies for Working with Indigenous Individuals Experiencing Trauma.
- Trauma-Informed Interventions through an Indigenous Worldview.
- Indigenous Perspectives of Healing From Post Traumatic Stress Disorder.
- Building Awareness of Black Heritage in Our Region.
- Safetalk – Suicide Alertness for Everyone.
- Chair Academy.

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

- Administrators Training Guide
- Standard Workload Form Handbook for Administrators

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

The College traditionally experiences high participation and utilization in Professional Development (PD) opportunities. The College has utilized 69% of the PD budget allocation for fiscal 2022–2023.

The Professional Development budget for 2022-2023 is \$656,296 (1% of Budget).

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

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

## REPORT ON PREVIOUS YEAR'S GOALS

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

- The 2022 St. Clair College Day, which includes Staff Appreciation, was held on June 22, 2022. At this celebration, we recognized new and retiring staff, staff who have earned their 25-year pin and also announced the winners of the Employee Excellence Awards. The recipients of the Employee Excellence Awards were as follows:
  - Larry Forsyth, Support Staff.
  - Veronique Mandel, Faculty.
  - Jimmy Parsons, Administration.
  - Student Services, Team Award.
- The Staff Welcome Back BBQ was held on August 29, 2022.
- St. Clair College Staff Cares - Welcome back to campus initiatives during the week of September 6th included:
  - September 6, 2022 - Staff were welcomed back to campus. Assorted k-cups of coffees, lattes, teas, hot chocolate and apple cider were provided in the Staff Lounge. K-cups and supplies were refreshed throughout the week. St. Clair College Staff Cares (SCCSC) posters and communication containing the phrase "Enjoy something hot or cold, because you should be told, Thanks a 'latte' for all you do!"
  - September 7, 2022 - 'Extra' brand gum packs were distributed in the Staff Lounge. SCCSC posters and communication containing the phrase "The difference between ordinary and extraordinary is the little extra. Thanks for going the extra mile for St. Clair College!"
  - September 8, 2022 - Mini chocolate bars were distributed in the Staff Lounge. SCCSC posters and communication containing the phrase "It's such a treat to have a great staff like you!"
  - September 9, 2022 - Small candy treat packs were distributed in the Staff Lounge. SCCSC posters and communication containing the phrase "You are o'Fish'ally the best! The fun 'treats' are a small token of the College's appreciation of all that the St. Clair College family does to make our College a great place to be!"



**The 2022-2023 Wellness Committee initiatives included:**

- Virtual yoga (monthly).
- Chair Yoga and Guided Meditation sessions (monthly).
- Choose to Improve Program lead by the Health Centre, an 8-week program of healthy living.
- Bike Workshop: Bike Safety in Windsor and on Campus by Bike Windsor Essex.
- Herb Gray Parkway Walk/Run Group.
- Outdoor group fitness with Pete Soulliere. Staff badminton, basketball and volleyball.
- Wellness SCC Strong Survey.
- Monthly Wellness email distribution on the 6 Dimensions of Wellness.
- Bell “Let’s Talk” video promotion on mental health and mental health resources.
- Work from home ergonomic resources and a new Office Ergonomics Policy.
- Earth Day communication and resources.
- Downtown Core Partnership initiatives with community partners.
- SCC Wellness Committee Recipe Contest- \$100 Gift Card to Williams Food Equipment.
- 30-day Meal Prep Challenge through Family Services Employee Assistance Program (FSEAP).
- Staff Golf Tournament at Woodland Hills.

**WSIB Status Report**

The College received a report from the Workplace Safety Insurance Board (WSIB) on our statistics as of July 31, 2022. As of that date, the College only had 9 claims registered and 7 allowed claims which are the lowest rates since 2015. In addition, there had only been 9 incidents which is the lowest number since 2009. The report also advised that there had been 74 days lost in 2022, however, 66 of these days are from 1 claim and was an isolated incident.

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 31, 2023. 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, 2023 Balance	\$70,111,102
Consists of:	
Principal	\$65,000,000
Interest	\$5,111,102

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

## REPORT ON PREVIOUS YEAR'S GOALS

Ontario's post-secondary education sector continues to change: Ministry funding, new legislation, policy changes and new directives/frameworks, enrolment, etc. With this continuous change, St. Clair College responded appropriately to these changing market conditions, which was key to our success in 2022-2023. We realized a 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 \$70 million and \$26 million into a Financial Sustainability Reserve and Deferred Maintenance Reserve respectively. In addition, new fund reserves for strategic capital projects and international student scholarships credit at approximately \$22M and \$5M respectively.

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

## REPORT ON PREVIOUS YEAR'S GOALS

For 2022-2023, St. Clair College was able to surpass each of the 7 MCU financial metrics while achieving no flags.



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

## REPORT ON PREVIOUS YEAR'S GOALS

During the 2022-2023 fiscal year, the Board of Governors received the following financial reports:

- Financial Monitoring Report provided for 5 months ending August 31, 2022.
- Financial Monitoring Report provided for 6 months ending September 30, 2022.
- Mid-Year Review update provided on November 22, 2022 and presented draft financial metrics for March 31, 2023 as part of the Mid-Year Review update.
- Business Plan Accrual Budget template (MCU Format) provided in June and November 2022.
- Financial Monitoring Report provided for 9 months ending December 31, 2022.
- Presented draft financial metrics for March 31, 2023 and March 31, 2024 on March 28, 2023 as part of the 2023-2024 budget presentation.



## 5.6

## FACILITIES ENHANCEMENT

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

## REPORT ON PREVIOUS YEAR'S GOALS

In 2022, the College tendered a parking deck to be located on campus. The tender results were well over the allocated budget and the cost per parking spot was not acceptable. Moving forward would not have been fiscally responsible.

The College reviewed additional surface parking options, even those that overtook some green space on campus. The goal was to meet the same number of spots as would have been gained with the parking deck. Opportunities were identified by expanding Lots N, E and G and by reconstructing Lot C. Expanding Lots E and G will require additional work to address walkways on the road to the south of the Toldo Health Sciences Centre.

### i. Ground Surface Parking Lot Proposal

The ground surface parking lot opportunities and estimated costs (untendered) include the following:

LOT	NO. OF SPOTS*	COST*	COST PER SPOT*
N	66	\$416,250	\$6,309
E/G	153	\$1,121,100	\$7,327
C	44	\$1,372,800	\$31,200
Walkways	-	\$1,165,500	-
<b>Total</b>	<b>263</b>	<b>\$4,075,650</b>	<b>\$15,497</b>

\*Estimate only.

### ii. Capital Budget Estimate

The Parking Deck vs the Ground Surface Parking Proposal is summarized as follows:

PROJECT	NO. OF SPOTS*	COST*
Parking Deck	250	\$24,655,971
Ground Surface Parking	263	\$4,075,650
Variance	13	\$20,580,321

\*Estimate only.

Based on the preliminary work and estimated costs, the Ground Parking Proposal will cost significantly less (\$20.5M lower cost) and achieve 13 additional net new parking spots than the Parking Deck Proposal. Additionally, this can address the student parking concerns noted in the Ontario College Student Experience Survey.





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

## REPORT ON PREVIOUS YEAR'S GOALS

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

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



Campus-wide installation of an outdoor art gallery. Thanks to the donation of eleven art pieces from Stephanie and Barry Zekelman and the cooperation of our Welding Techniques students who fabricated the steel frames, this very unique campus development has been completed.



The continuation of the soft step walking path connecting the Dr. Patti France Promenade to the Sports Park. This was made possible by a large donation from our Alumni Association and the Flywire Corporation (\$150,000), a supplier to our International department.



Wall graphics in the hallway leading to the new Zekelman Centre of Business & Information Technology.



A new entrance to St. Clair's main campus was officially dedicated as the Dr. Patti France Community Promenade in recognition of the honorary doctorate bestowed upon the College's President by Assumption University.



Corporate branding/beautification of locker banks in hallways to create more vibrant interior settings at our Windsor and Chatham campuses.



New main lobby flooring, paint and furniture at the Chatham Campus.



The new Zekelman Centre of Business & Information Technology officially opened on July 27, 2022.





# 6.0 ANALYSIS OF FINANCIAL PERFORMANCE

St. Clair College ended fiscal year 2022-2023 with an Excess of Revenue over Expenses for the Year of \$37,618,488 (see Appendix A: Summary Consolidated Audited Financial Statements). Revenue increased approximately \$28.9 million. Expenses increased approximately \$22.8 million.

	2021-2022	2022-2023
Revenues	\$264,095,406	\$292,999,192
Expenses	\$232,518,242	\$255,380,704
Excess of Revenue over Expenses	\$31,577,164	\$37,618,488

## REVENUES

### Government (MCU) Operating Grants:

Decreased by \$0.17 million compared to 2021-2022. The decrease was mainly attributable to an increase in the International Student Recovery Program.

### Contract Income:

Decreased by \$3.6 million compared to 2021-2022 due to additional Ministry one-time grant funding.

### Tuition Revenue:

Increased by \$4.1 million compared to 2021-2022. The increase in revenue was due to higher student enrolment for the Winter 2023 semester.

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

Increased by \$16.5 million compared to 2021-2022. The increase in revenue was due to higher international student enrolment.

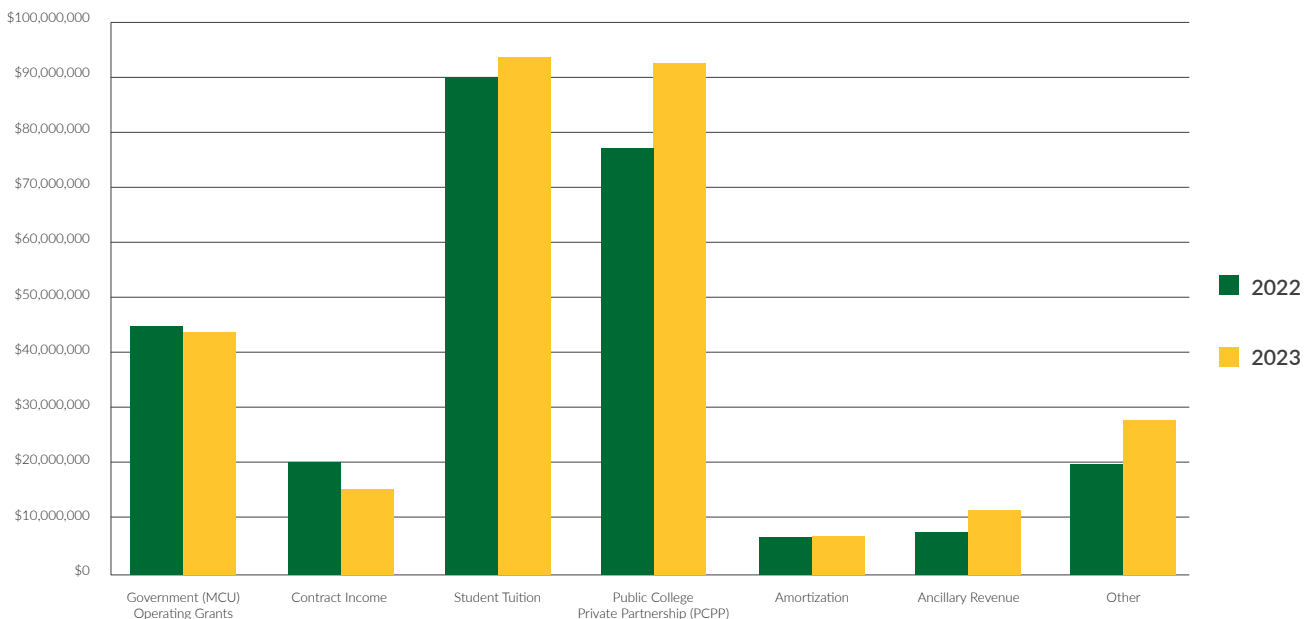
### Ancillary Revenue:

Increased by \$5.3 million. The increase was attributable to COVID-19 having no 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 \$6.7 million which was mainly attributable to increased interest income due to rising interest rates.

## REVENUES







## EXPENDITURES

### Salaries and Benefits:

Increased by \$2.5 million due to the College increasing its resources at a level to support its 2022-2023 student enrolment.

### Operating:

Increased by \$0.26 million due to enhanced marketing initiatives and increased insurance costs.

### Public College Private Partnership (PCPP):

Increased by \$14.7 million due to flowing funds to Ace Acumen as a result of higher international student enrolment.

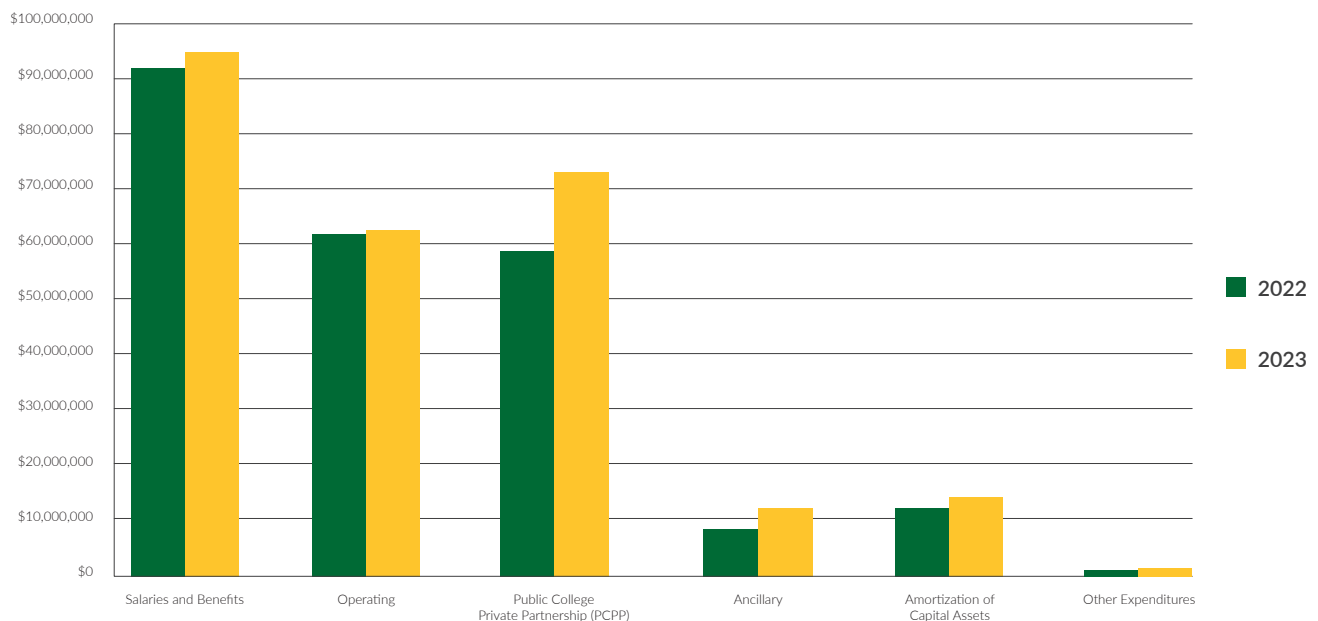
### Ancillary Operations:

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

### Amortization:

Increased by \$1.4 million due to the College's significant investment in its capital infrastructure to enhance teaching and learning and to address deferred maintenance.

## EXPENDITURES



# 7.0 ST. CLAIR COLLEGE FOUNDATION

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

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

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

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



### **New Annual Scholarships:**

- Anita Beaulieu (McCroy) Memorial Scholarship
- AIS Technologies Group Scholarship
- Arnold Deroy Memorial Scholarship
- Bickel Family Scholarship
- Dr. Patricia France Scholarship
- Dr. Patti France – Saints Nation Scholarship
- Fulger Transport Bright Futures Scholarship
- Suzie Bruce Memorial Scholarship
- Theresa Jennings Memorial Scholarship
- Town of LaSalle Fire Chief Ken Day Memorial Scholarship

### **New Endowment Scholarships:**

- Burstyn Scholarship
- Thomas & Carol Deane Scholarship
- Administrative Staff Association Scholarship
- Margaret Montrose Memorial Scholarship
- Donald J. Beneteau Scholarship

As of March 31, 2023, the total endowment portfolio was \$16,733,789.

In 2023, 690 scholarships were awarded totalling, \$579,263.

# 8.0 PRESIDENT'S COMMUNITY ENGAGEMENT

## PRESIDENT'S COMMUNITY ENGAGEMENT CALENDAR

Throughout the 2022-2023 year, President Patti France represented the College at many events as a 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.



May 2, 2022 - The Herb Gray Harmony Awards Gala took place. St. Clair College was the sponsor of the Inspire Award. President France gave a taped message congratulating Kathleen Thomas on her retirement.



May 19, 2022 - President, Patti France presented the Large Company of the Year Award to Jim DiMenna, President & CEO of Red Sun Farms.



May 24, 2022 - The 500th meeting of the Board of Governors was held. The event was marked with a celebratory cake prior to the meeting.



May 25, 2022 - Geoff Saunders, Plant Manager of the Brighton Beach Power plant, presented a \$20,000 donation on behalf of Atura Power. The donation was used to purchase 2 additional Temi Robots for the Community Integration through Cooperative Education (CICE) program.



June 6, 2022 - In celebration of our LGBTQ+ Saints, President France and SRC President Navjeet Singh raised the College's Pride flag at the Windsor Campus.



June 19, 2022 - St. Clair College President Patti France received an honorary Doctor of Laws degree from Assumption University for outstanding contributions to higher education in Windsor-Essex.



June 24, 2022 - President France presents Employee Excellence Awards to Larry Forsyth, Veronique Mandal and Jimmy Parsons at the 2022 Staff Appreciation Day.



August 4, 2022 - The Honourable Ahmed Hussein - Minister of Diversity, Inclusion and Youth of Canada, as well as Irek Kusmierczyk, Member of Parliament for Windsor-Tecumseh and Parliamentary Secretary to the Minister of Employment, Workplace Development and Disability Inclusion, joined St. Clair College President Dr. Patti France at the Windsor Campus.



August 25, 2022 - City of Windsor Mayor Drew Dilken presents President France with the key to the city.





**8.0** PRESIDENT'S COMMUNITY ENGAGEMENT CALENDAR *CONT'D*



August 31, 2022 – President France in front of the Dr. Patti France Community Promenade. The dedication was received with friends, family, local dignitaries, past and present College Board of Governors members and various other colleagues.



September 8, 2022 - Chris Lewis MP from Essex, presented College President Patti France with the Queen's Platinum Jubilee pin in recognition of her commitment to our community.



September 26, 2022 – The St. Clair College Alumni Association presents a \$1.1 million donation for the Windsor Regional Hospital Foundation to purchase equipment for the new acute care hospital. The funds were generated by the gala's sponsorships, ticket sales, donations and pledges to the Foundation.



October 19, 2022 – President France, addresses graduating students from the Ace Acumen Academy at their first in-person convocation session in Toronto.



November 16, 2022 – President France, along with Hôtel-Dieu Grace Healthcare, the University of Windsor and Windsor Regional Hospital welcome Erie Shores HealthCare as an official partner of WE-SPARK Health Institute during a celebration and signing of a Memorandum of Understanding.



November 28, 2022 - President Patti France at the Premier's Awards with our College's 2022 Alumni of Distinction.



December 12, 2022 – College President Patti France was joined by St. Clair College Alumni President John Feldman at City Hall as Windsor Mayor Drew Dilkens publicly thanked each President for their community involvement and leadership in our city, recognizing both the College and the Alumni Association as 2022 Community Champions.



December 30, 2022 – President France along with S'Aints band members present a cheque to the Windsor Essex Food Bank Association and Chatham Outreach for Hunger.



March 9, 2023 - Windsor-Tecumseh MPP Andrew Dowie, Conservative Minister Monte McNaughton and Windsor Mayor Drew Dilkens meet with St. Clair President Patti France.



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



Consolidated Financial Statements

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

Year ended March 31, 2023

## 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 23, 2023





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

## INDEPENDENT AUDITOR'S REPORT

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

### **Opinion**

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

- the consolidated statement of financial position as at March 31, 2023
- the consolidated statement of operations for the year then ended
- the consolidated statement of changes in net assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the financial statements and schedules, including a summary of significant accounting policies

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

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the College as at March 31, 2023, and its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### **Basis for Opinion**

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

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

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

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





### ***Emphasis of Matter – Comparative Information***

We draw attention to Note 2 to the financial statements, which explains that certain comparative information presented for the year ended March 31, 2022 has been restated.

Note 2 explains the reason for the restatement and also explains the adjustments that were applied to restate certain comparative information.

Our opinion is not modified in respect of this matter.

### ***Other Matter – Comparative Information***

As part of our audit of the financial statements for the year ended March 31, 2023, we also audited the adjustments that were applied to restate certain comparative information presented for the year ended March 31, 2022. In our opinion, such adjustments are appropriate and have been properly applied.

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

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

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

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

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

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

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian 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 auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the College to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our own audit opinion.

A handwritten signature in black ink that reads 'KPMG LLP' with a horizontal line underneath.

Chartered Professional Accountants, Licensed Public Accountants

Windsor, Canada  
May 24, 2023

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

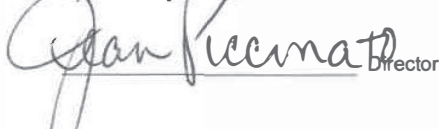
### Consolidated Statement of Financial Position

March 31, 2023, with comparative information for 2022

	2023	2022 (restated - note 2)
<b>Assets</b>		
<b>Current assets:</b>		
Cash	\$ 83,321,473	\$ 111,216,984
Accounts receivable (note 20)	10,156,128	11,554,546
Temporary investments (note 3)	234,457,115	230,658,810
Prepaid expenses	11,177,439	9,669,933
	<u>339,112,155</u>	<u>363,100,273</u>
Long-term investments (note 3)	16,558,979	11,704,870
Construction in progress (note 6)	2,514,223	23,248,025
Capital assets (note 7)	218,250,462	189,247,860
	<u>\$ 576,435,819</u>	<u>\$ 587,301,028</u>
<b>Liabilities and Net Assets</b>		
<b>Liabilities:</b>		
Accounts payable and accrued liabilities	\$ 33,344,284	\$ 53,678,983
Deferred revenue (note 9)	138,994,181	170,683,903
Vacation pay	5,955,253	6,108,516
Current portion of long-term debt (note 10)	2,037,497	13,472,031
	<u>180,331,215</u>	<u>243,943,433</u>
Long-term debt (note 10)	21,384,722	7,524,688
Post-employment benefits and compensated absences (note 11)	3,556,000	3,632,000
Deferred contributions (note 12)	1,880,504	2,112,808
Deferred capital contributions (note 13)	128,325,327	118,759,610
Deferred capital contributions relating to construction in progress (note 14)	531,340	8,897,250
Asset retirement obligations (notes 2 and 8)	1,019,845	1,046,550
	<u>337,028,953</u>	<u>385,916,339</u>
<b>Net assets:</b>		
<b>Unrestricted:</b>		
Operating	41,920,866	44,795,126
Post-employment benefits and compensated absences	(3,556,000)	(3,632,000)
Vacation pay	(5,955,253)	(6,108,516)
	<u>32,409,613</u>	<u>35,054,610</u>
Invested in capital assets (note 15)	68,485,799	63,842,306
Externally restricted (note 16)	15,370,073	9,975,626
Internally restricted (note 17)	123,141,381	92,512,147
	<u>239,406,866</u>	<u>201,384,689</u>
Commitments (note 18)		
Contingent liabilities (note 19)		
	<u>\$ 576,435,819</u>	<u>\$ 587,301,028</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, 2023, with comparative information for 2022

	2023	2022 (restated - note 2)
Revenue:		
Grants and reimbursements	\$ 43,550,822	\$ 43,620,800
Capital support grants	183,378	289,367
Tuition revenue	94,613,467	90,548,360
Public college private partnership (note 22)	93,939,535	77,391,572
Contract training	16,769,192	20,363,267
Amortization of deferred capital contributions	6,033,464	6,046,381
Other income	25,174,825	18,991,661
Donations	325,821	110,518
Foundation	585,401	554,076
Ancillary operations	11,741,397	6,417,775
Gain (loss) on disposal of capital assets	81,890	(238,371)
	<u>292,999,192</u>	<u>264,095,406</u>
Expenses:		
Salaries and benefits	94,739,893	92,170,777
Operating expenditures	61,657,907	61,389,420
Public college private partnership (note 22)	73,635,523	58,874,154
Post employment and compensated absences	(76,000)	(55,000)
Foundation	585,401	554,076
Bursaries and scholarships	317,721	102,518
Amortization of capital assets	12,995,175	11,531,957
Other expenditures out of capital support grants	242,870	263,302
Ancillary operations	11,282,214	7,709,708
	<u>255,380,704</u>	<u>232,540,912</u>
<b>Excess of revenue over expenses</b>	<b>\$ 37,618,488</b>	<b>\$ 31,554,494</b>

See accompanying notes to consolidated financial statements.



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Changes in Net Assets

Year ended March 31, 2023, with comparative information for 2022

	Unrestricted	Invested in capital assets (note 15)	Externally restricted (note 16)	Internally restricted (note 17)	2023 Total	2022 Total (restated - note 2)
Balance, beginning of year	\$ 35,054,610	63,842,306	9,975,626	92,512,147	\$ 201,384,689	\$ 169,522,814
Adjustment on adoption of asset retirement obligation standard (note 2)	-	-	-	-	-	(677,889)
Adjusted balance, beginning of year	35,054,610	63,842,306	9,975,626	92,512,147	201,384,689	168,844,925
Endowments received during the year	(5,017,390)	-	5,403,689	-	386,299	506,638
Excess (deficiency) of revenues over expenses	44,498,309	(6,879,821)	-	-	37,618,488	31,554,494
Transfer (to) from St. Clair College Foundation	26,632	-	(9,242)	-	17,390	26,632
Transfer of unrestricted to internally restricted	(30,629,234)	-	-	30,629,234	-	-
Net change in investment in capital assets (note 5f and 15b)	(11,523,314)	11,523,314	-	-	-	452,000
<b>Balance, end of year</b>	<b>\$ 32,409,613</b>	<b>\$ 68,485,799</b>	<b>\$ 15,370,073</b>	<b>\$ 123,141,381</b>	<b>\$ 239,406,866</b>	<b>\$ 201,384,689</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, 2023, with comparative information for 2022

	2023	2022
		(restated - note 2)
Cash provided by (used in):		
Operations:		
Excess of revenue over expenses	\$ 37,618,488	\$ 31,554,494
Items not involving cash:		
Amortization of capital assets	12,995,175	11,531,957
Amortization of deferred capital contributions	(6,033,464)	(6,046,381)
Accrual for post-employment benefits and compensated absences	(76,000)	(55,000)
Deferred contributions recognized as revenue in the year	(585,401)	(554,076)
Unrealized loss (gain) on long-term investments	265,713	(56,471)
(Gain) loss on disposal of capital assets	(81,890)	238,371
	<u>44,102,621</u>	<u>36,612,894</u>
Changes in non-cash operating working capital:		
Accounts receivable	1,398,418	(1,039,950)
Prepaid expenses	(1,507,506)	(1,341,431)
Accounts payable and accrued liabilities	(20,334,699)	9,442,102
Accrual for vacation pay	(153,263)	(45,023)
Deferred revenue	(31,689,722)	62,478,995
	<u>(8,184,151)</u>	<u>106,107,587</u>
Financing activities:		
Deferred contributions	353,097	698,769
Proceeds on long-term debt	4,117,245	12,027,177
Repayment of long-term debt	(1,691,745)	(1,368,484)
Endowment and annual contributions	386,299	533,270
	<u>3,164,896</u>	<u>11,890,732</u>
Capital activities:		
Contributions received for capital purposes	15,599,182	4,705,743
Contributions (paid) received for construction in progress	(8,365,910)	1,701,176
Proceeds on disposal of capital assets	91,115	(14,797)
Purchase of capital assets and construction in process, net of contribution of land of \$452,000	(21,282,516)	(38,357,181)
	<u>(13,958,129)</u>	<u>(31,965,059)</u>
Investing activities:		
Purchase of long-term investments	(5,119,822)	(583,037)
Purchase of temporary investments	(3,798,305)	(83,652,002)
	<u>(8,918,127)</u>	<u>(84,235,039)</u>
(Decrease) increase in cash	(27,895,511)	1,798,221
Cash, beginning of year	111,216,984	109,418,763
Cash, end of year	<u>\$ 83,321,473</u>	<u>\$ 111,216,984</u>

See accompanying notes to financial statements.

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# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements

Year ended March 31, 2023

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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, 2023

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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 \$370,000 (2022 - \$460,000) which have not been recorded in the accompanying financial statements.



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# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

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## 1. Significant accounting policies (continued):

### (c) Capital assets:

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

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

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

Asset	Basis
Buildings	40 years
Site improvements	10 years
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, 2023

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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.

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# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

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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, 2023

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## 1. Significant accounting policies (continued):

### (g) Asset retirement obligations:

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

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

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

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

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

### (h) Management estimates:

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



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# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

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## 2. Change in accounting policies:

On April 1, 2021, the College adopted Canadian public sector accounting standard PS 3280 – Asset Retirement Obligations. The new accounting standard addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets, such as asbestos removal in retired buildings owned by the College. The standard was adopted on the modified retrospective method at the date of adoption. Under the modified retrospective method, the assumptions used on initial recognition are those as of the date of adoption of the standard.

On April 1, 2021, the College recognized an asset retirement obligation relating to several buildings owned by the College that contain asbestos. The buildings were acquired between 1970-2012. The ARO liability was measured at the undiscounted current estimate. The liability will be recorded as of the date the liability came into effect, which is the later of: the date of purchase or the date asbestos legislation came into effect. The buildings had an expected useful life of 40 years, and the estimate has not been changed since purchase.

In accordance with the provisions of this new standard, the College reflected the following adjustments related to asbestos at April 1, 2021:

- An increase of \$1,046,550 to the Building Capital Asset account, representing the current undiscounted estimate of the obligation as of April 1, 2021, and an accompanying increase of \$700,559 to Accumulated Amortization, representing the years of amortization that should have been recorded had the liability been originally recognized at the later of: purchase date or the date of asbestos legislation.
- An Asset Retirement Obligation Liability in the amount of \$1,046,550 representing the current undiscounted obligation.
- A decrease to Opening Accumulated Surplus of \$677,889, as a result of the recognition of the liability and accompanying increase in amortization expenses for the years since the later of: purchase date or asbestos legislation date.



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

### 3. Financial instrument classification:

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

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

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

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 \$16,558,979 (2022 - \$11,704,870) of investments externally restricted for endowment purposes (see note 16).

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

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

Long-term investments consist of the following:

	2023	2022
Fair value:		
Corporate and government bonds	10,571,754	6,061,205
Shares in public companies and mutual funds	5,987,225	5,643,665
	<b>\$ 16,558,979</b>	<b>\$ 11,704,870</b>

	2023	2022
Cost:		
Corporate and government bonds	10,693,331	6,220,432
Shares in public companies and mutual funds	4,863,248	4,216,325
	<b>\$ 15,556,579</b>	<b>\$ 10,436,757</b>

Maturity profile of bonds held is as follows:

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

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%



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

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

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

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

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

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>

There were no transfers between Level 1 and Level 2 for the years ended March 31, 2023 and 2022. There were also no transfers in or out of Level 3.



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# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

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#### 4. Acquisition of Cleary International Centre:

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

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

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



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

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## 5. Contributed land and building:

### (a) 275 Victoria Avenue:

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

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

### (b) 305 Victoria Avenue:

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

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# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

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

### (c) Wood Lot:

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

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

### (d) Student Life Centre:

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

### (e) Thames Campus Addition:

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



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

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

(f) 1919 County Road 27:

On June 1, 2021, the College entered into an agreement with a private donor to acquire the land, residential building and chattels of 1919 County Road 27. The property was donated to the College at \$nil consideration and, in accordance with Canadian public sector accounting standards, the College has recorded land at its fair value of \$452,000, building at its fair value of \$398,000 and chattels at its fair value of \$nil. Fair value was determined based upon an appraisal completed by an independent, certified appraiser.

**6. Construction in progress:**

Construction in progress represents costs incurred on certain building and equipment which was not available for use. Once the building and equipment is put in service, the total costs will be reclassified to capital assets and amortization will commence. As at March 31, 2023, construction in progress amounted to \$2,514,223 (2022 - \$23,248,025).



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

## 7. Capital assets:

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

2022	Cost	Accumulated amortization	Net book value (restated – note 2)
Land	\$ 6,086,284	\$ -	\$ 6,086,284
Buildings, including asset retirement costs	247,499,335	87,344,466	160,154,869
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	6,018,474	4,238,986	1,779,488
	<u>\$ 373,399,556</u>	<u>\$ 184,151,696</u>	<u>\$ 189,247,860</u>

Amortization expense for the year is \$12,995,175 (2022 - \$11,531,957).



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

## 8. Asset Retirement Obligations:

The College owns and operates several buildings that are known to have asbestos and there is a legal obligation to remove it upon repair of the affected areas or upon sale or closure of the building. Following the adoption of PS 3280 – Asset Retirement Obligations, the College recognized an obligation related to the remediation of asbestos in these buildings as estimated at April 1, 2021. The buildings had an estimated useful life of 40 years when they were acquired between 1970-2012. The transition and recognition of asset retirement obligations involved an accompanying increase to Building Capital Assets (see note 7) and the restatement of prior year comparative figures (see note 2).

	2023	2022
Balance, beginning of year	\$ 1,046,550	\$ -
Adjustment on adoption of PS 3280 asset retirement obligation standard	-	1,046,550
Opening balance, as restated	1,046,550	1,046,550
Less: obligations settled during the year	(26,705)	-
Total obligation at March 31	1,019,845	1,046,550
Less: current portion reported in accounts payable and accrued liabilities	-	-
Balance, end of year	\$ 1,019,845	\$ 1,046,550

## 9. Deferred revenue:

	2023	2022
Advanced tuition fees	\$131,790,198	\$164,407,799
Unearned grants	4,348,396	5,187,337
Unearned rent	407,020	261,802
Other	2,448,567	826,965
	\$138,994,181	\$170,683,903

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

## 10. Long-term debt:

The College has a \$5,000,000 operating line of credit. No amount has been drawn upon this operating line of credit as at March 31, 2023 (2022 - \$nil). The other long-term debt outstanding at year-end consists of:

	2023	2022
6.63% debt, payable \$128,585 monthly including interest, due March 28, 2028	\$ 6,551,383	\$ 7,621,234
2.147% debt, payable \$200,975 semi-annually including interest, due May 14, 2025	973,305	1,348,308
4.730% debt, payable \$628,383 semi-annually including interest, due September 2, 2042	15,897,531	12,027,177
	23,422,219	20,996,719
Current portion of long-term debt	(2,037,497)	(13,472,031)
	\$ 21,384,722	\$ 7,524,688



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

## 10. Long term debt (continued):

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

2024	\$ 2,037,497
2025	2,148,344
2026	2,064,908
2027	1,982,088
2028	2,105,485
Thereafter	13,083,897
	\$ 23,422,219

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

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

Security on the 4.730% long-term debt consists of entitlement to the Minister of Finance to deduct from monies appropriated by the Ontario Legislature for payment to the College, amounts equal to any amounts that the College fails to pay under these long-term debt arrangements.



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

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

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

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

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>

2023	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expense
Current year benefit cost	\$ 56,000	\$ 260,000	\$ 6,000	\$ 322,000
Interest on accrued benefit obligation	2,000	93,000	4,000	99,000
Amortized actuarial gains (losses)	(13,000)	31,000	(151,000)	(133,000)
<b>Total expense</b>	<b>\$ 45,000</b>	<b>\$ 384,000</b>	<b>\$ (141,000)</b>	<b>\$ 288,000</b>



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

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

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 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 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, 2023, indicated an actuarial surplus of \$4.7 billion (2022 - \$4.4 billion). The College made contributions to the Plan and its associated retirement compensation arrangement of \$8,006,462 (2022 - \$7,595,169), which has been included in the statement of operations.

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# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

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

### (b) Post-employment benefits:

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

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

#### (i) Discount rate:

The present value as at March 31, 2023 of the future benefits was determined using a discount rate of 3.40% (2022 – 2.90%).

#### (ii) Medical premium:

Medical premium increases were assumed to increase at 6.16% per annum in 2023 (2022 – 6.29%) and decrease proportionately thereafter to an ultimate rate of 4.0% in 2040.

#### (iii) Dental costs:

Dental costs were assumed to increase at 4.0% per annum in 2023 (2022 – 4.0%).



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

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

### (c) Compensated absences:

#### (i) Vesting sick leave:

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

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

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

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

	2023	2022
Wage and salary escalation:		
Academic	1.0%	1.0%
Support	1.0%	1.25%
Discount rate	3.4%	2.9%

The probability that the employee will use more sick days than the annual accrual and the excess number of sick days used are within ranges of 0% to 23.5% and 0 to 54 respectively for age groups ranging from 20 and under to 65 and over in bands of 5 years.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

## 12. Deferred contributions:

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

	2023	2022
Balance, beginning of year	\$ 2,112,808	\$ 1,968,115
Less bursaries awarded in the year	(585,401)	(554,076)
Add: amounts received in the year	248,130	237,959
Add: unrealized (loss) gain on long-term investments	(265,713)	56,438
Add: investment income received in the year	370,680	404,372
<b>Balance, end of year</b>	<b>\$ 1,880,504</b>	<b>\$ 2,112,808</b>

Deferred contributions are comprised of:

	2023	2022
Scholarships and bursaries	\$ 1,729,004	\$ 1,817,115
Joint employment stability reserve	151,500	151,000
	<b>\$ 1,880,504</b>	<b>\$ 2,112,808</b>





# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

## 13. Deferred capital contributions:

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

	2023	2022
Balance, beginning of year	\$118,759,610	\$ 120,100,248
Less: amortization of deferred capital contributions	(6,033,464)	(6,046,381)
Add: contributions received for capital purposes	15,599,181	4,705,743
<b>Balance, end of year</b>	<b>\$128,325,327</b>	<b>\$ 118,759,610</b>

As at March 31, 2023 there were \$nil (2022 - \$nil) of deferred capital contributions received which were not spent.

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

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

	2023	2022
Balance, beginning of year	\$ 8,897,250	\$ 7,196,074
Less: amounts transferred to assets in the year	(8,897,250)	(347,380)
Add: contributions received for capital purposes	531,340	2,048,556
<b>Balance, end of year</b>	<b>\$ 531,340</b>	<b>\$ 8,897,250</b>

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

## 15. Investment in capital assets:

(a) Investment in capital assets represents the following:

	2023	2022
Capital assets	\$218,250,462	\$ 189,247,860
Construction in progress	2,514,223	23,248,025
Less amounts financed by:		
Long-term debt (note 10)	(23,422,219)	(20,996,719)
Deferred capital contributions (note 13)	(128,325,327)	(118,759,610)
Deferred capital contributions – construction (note 14)	(531,340)	(8,897,250)
Balance, end of year	\$ 68,485,799	\$ 63,842,306

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

	2023	2022
Deficiency of revenues over expenditures:		
Amortization of deferred capital contributions related to capital assets	\$ 6,033,464	\$ 6,046,381
Amortization of capital assets	(12,995,175)	(11,531,957)
Gain (loss) on disposal of assets	81,890	(238,371)
	\$ (6,879,821)	\$ (6,401,836)

Net change in investment in capital assets:

Purchase and contribution of capital assets and transfers from construction in progress	\$ 21,282,516	\$ 38,809,181
Disposal of capital assets	(18,540)	(223,575)
Asset retirement obligations	-	1,046,550
Amounts funded by deferred capital contributions	(15,599,182)	(4,705,743)
Amounts funded by deferred capital contributions – CIP	8,365,910	(1,701,176)
(Loss) proceeds on disposal of capital assets, net of expenses	(81,890)	238,371
Proceeds on long-term debt	(4,117,245)	(12,027,177)
Repayment of long-term debt	1,691,745	1,368,484
	\$ 11,523,314	\$ 22,804,916



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

## 16. Externally restricted net assets:

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

Investment income on externally restricted endowments that was disbursed during the year has been recorded in the Statement of Operations since this income is available for disbursement as scholarships and bursaries and the donors' conditions have been met. The unspent portion of investment income is recorded in deferred contributions. Investment income on endowed assets recognized and deferred was \$400,100 and \$611,343 respectively (2022 - \$359,500 and \$640,763).

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 have been discontinued.

## 17. Internally restricted net assets:

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

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

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# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

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## 18. Commitments:

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

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2024	\$ 3,991,895
2025	2,924,899
2026	2,411,487
2027	1,525,809
2028	1,540,799
Thereafter	613,281

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## 19. Contingent liabilities:

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

## 20. Risk management:

### (a) Credit risk:

Credit risk is the risk of financial loss to the College if a debtor fails to make payments of interest and principal when due. The College is exposed to 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 \$1,685,000 (2022 - \$1,475,348). 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 (2022 - \$1,000,000).



# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

## 20. 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 provinces.

The maximum exposure to investment credit risk is outline in note 3.

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

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

	Total	Current	Past due			
			1 - 30 days	31 - 60 days	61 - 90 days	91 - 120 days
Government receivables	\$ 5,116,413	\$ 5,116,413	\$ -	\$ -	\$ -	\$ -
Student receivables	3,319,535	2,468	1,304	6,545	39,286	3,269,932
Other receivables	2,420,546	2,232,245	46	156,247	10,556	21,452
Gross receivables	10,856,494	7,351,126	1,350	162,792	49,842	3,291,384
Less: impairment allowance	(700,366)	-	-	-	-	(700,366)
Net receivables	\$ 10,156,128	\$ 7,351,126	\$ 1,350	\$ 162,792	\$ 49,842	\$ 2,591,018

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.



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# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

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## 20. Risk management (continued):

### (b) Market risk:

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

The investment policy 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 portfolio and 5% of the market value of the 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, 2023, 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 \$16,370 (2022 - \$15,052).

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, 2023

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## 20. Risk management (continued):

### (d) Interest rate risk:

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

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

The College mitigates interest rate risk on its bank loans through fixed rates (see note 10). Therefore, fluctuations in market interest rates would not impact future cash flows and operations relating to the bank loans.

The College's bond portfolio has interest rates ranging from 1.2% to 9% (2022 – 1.4% to 9%) with maturities ranging from June 2, 2023 to May 18, 2077 (2022 – June 2, 2022 to May 18, 2077).

At March 31, 2023, a 1% rise or drop in interest rates, with all other variables held constant, would have an estimated impact on the fair value of bonds of \$387,197 loss and \$387,197 gain respectively (2022 - \$268,265 loss and \$268,265 gain). The College's bank loans as described in note 10 would not be impacted as the rate of the loans is fixed.

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

### (e) Equity risk:

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets. The College is exposed to this risk through its equity holdings within its investment portfolio. At March 31, 2023, 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 \$574,567 (2022 - \$452,138).

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, 2023

## 20. Risk management (continued):

### (f) Liquidity risk:

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

2023	Within 6 months	6 months to 1 year	1 – 5 years	> 5 years
Accounts payable	\$ 28,544,284	\$ -	\$ -	\$ 4,800,000
Long-term debt	1,005,294	1,032,203	8,946,789	12,437,933
	\$ 29,549,578	\$ 1,032,203	\$ 8,946,789	\$ 17,237,933

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.

## 21. 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 \$185,301 (2022 - \$194,576), including \$nil of in-kind donations (2022 - \$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, 2023

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## 21. Related parties (continued):

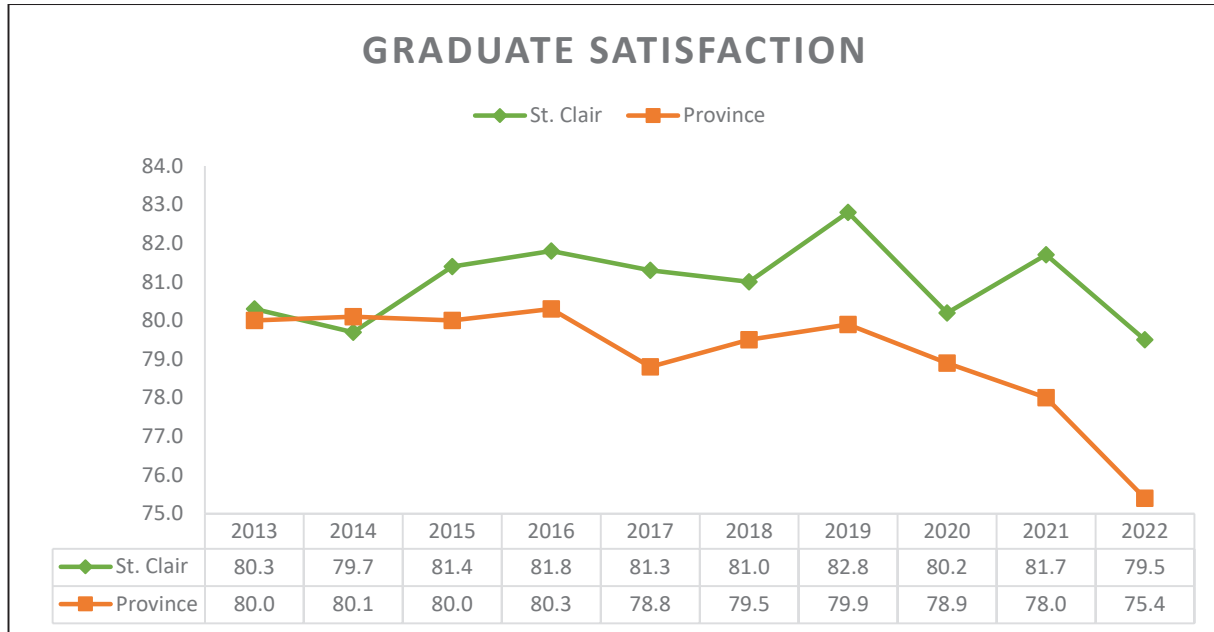
St. Clair College Alumni:

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 \$211,518 (2022 - \$208,495), was provided to the College to invest in a GIC. The College holds the investment in trust and accrues interest to the Alumni. The investment is included in the College's temporary investments.

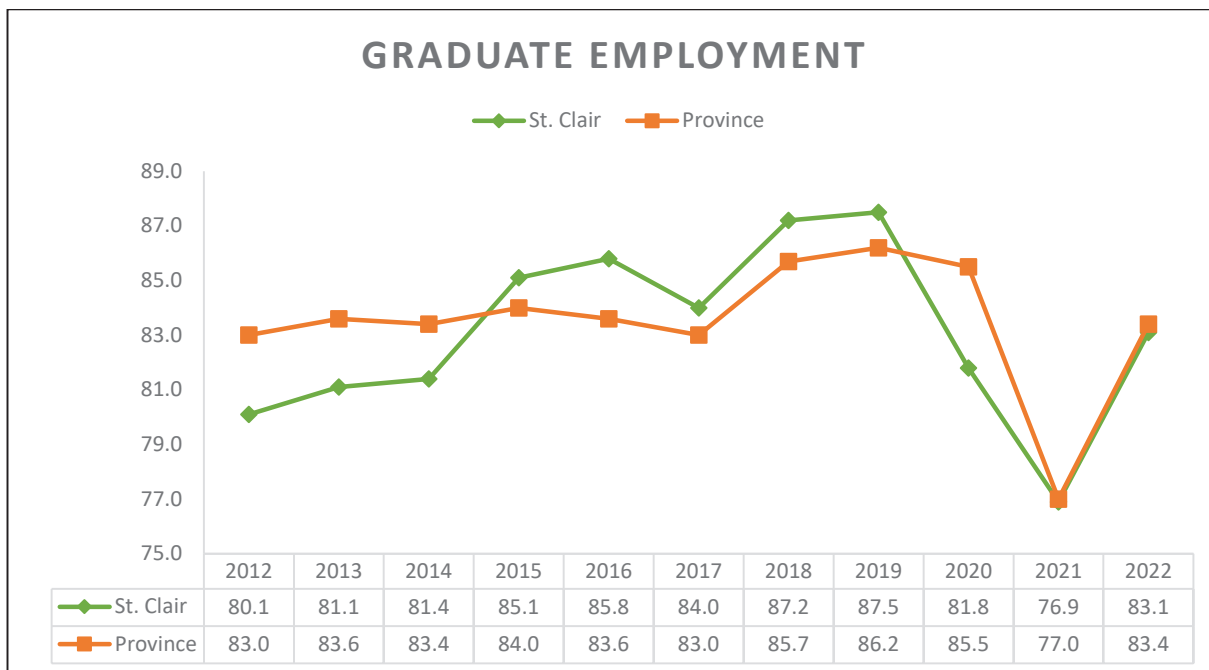
## 22. Public college private partnership:

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

The data references the graduating cohort from Spring 2021 through to Winter 2022. This is first year that online responses were included in the results.



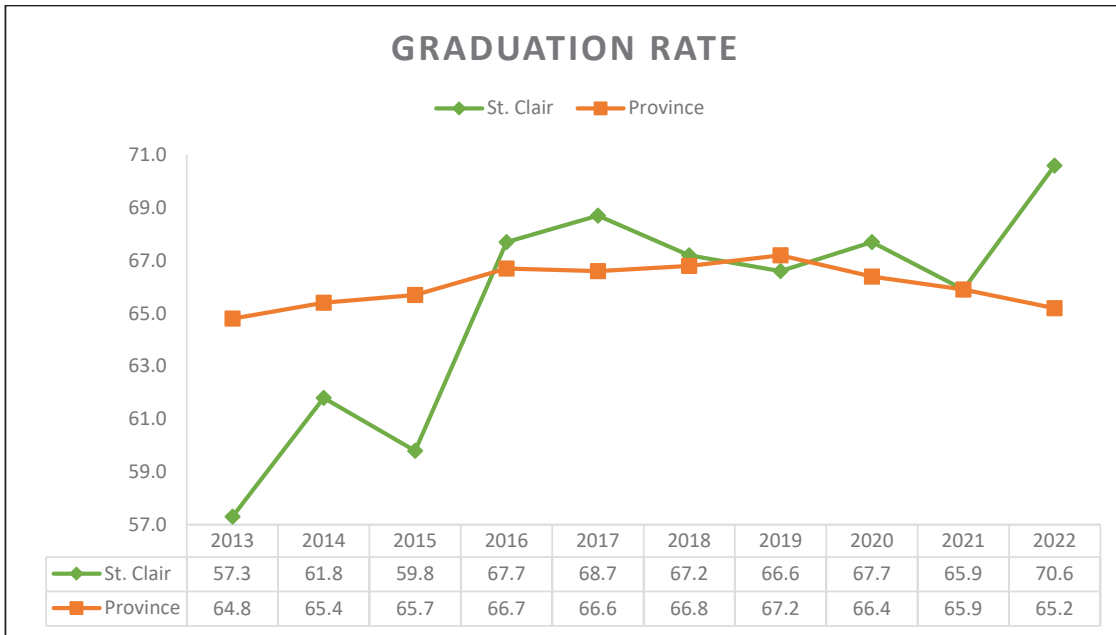
*Question: how would you rate your satisfaction with the usefulness of your college education in achieving your goals after graduation?*



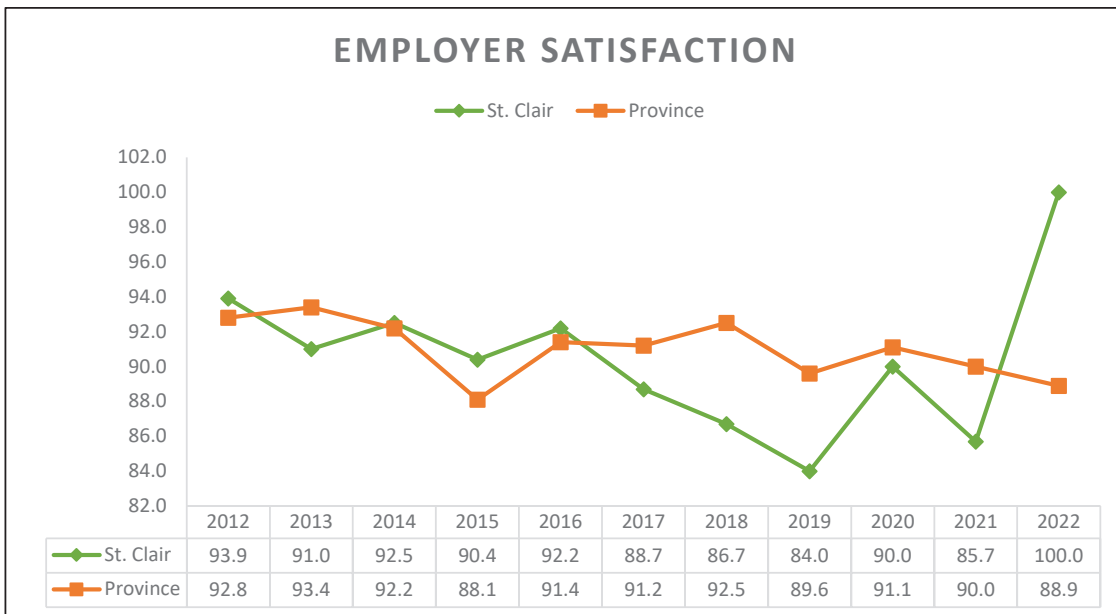
*Calculation: the percentage of graduates in the labour force who are working full-time.*







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



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

**Summary of Advertising & Marketing Complaints**

For the period April 1, 2022 – March 31, 2023, as specified in the Minister's Binding Policy Directive on the Framework for Programs of Instruction which sets out college program advertising and marketing guidelines, St. Clair College has received no complaints from its students regarding advertising and marketing of College programs.

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



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

This appendix is not required for St. Clair College.

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

September 2021 – August 2024

**Garry Rossi, Vice Chair**

September 2020 – August 2023

**Art Barron**

September 2022 – August 2025

**Michael Beale**

September 2022 – August 2023

**Kevin Beaudoin**

September 2020 – August 2023

**Warren Beck**

August 2022 – September 2025

**Paula Corro-Battagello**

September 2022 – August 2025

**Charlie Hotham**

December 2021 – August 2024

**Renu Khosla**

September 2020 – August 2023

**John Parent**

August 2022 – September 2025

**Al Provost**

September 2022 – August 2025

**Robert Renaud**

September 2020 – August 2023

**Shannon Sasseville**

September 2022 – August 2025

**Alfonso (Al) Teshuba**

September 2023 – August 2026

**Michelle Watters**

September 2022 – August 2025

**Gay Wrye**

September 2022 – August 2025

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

September 2022 – August 2024





To: Patricia France, President

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

Date: May 25, 2023

Re: Advisory College Council Annual Report

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

The Advisory College Council made recommendations to the Terms of Reference for approval by the Board of Governors.

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

The Advisory College Council's Terms of Reference provide the process by which recommendations are made to the President. There were 2 items that moved to the recommendation stage in the 2022-2023 term:

1. The Advisory College Council recommended improvements to the Mid-term Progress Report process, whereby additional information would be provided by faculty where students are either not progressing well or are at risk of failing a course at the midterm point in the semester. The purpose of identifying this additional data is to provide an opportunity to develop initiatives that customize extracurricular support to students who need it, either through early intervention or as part of a re-admission process.
2. The Advisory College Council recommended to the President that greater clarity be provided about the role of Program Coordinators in student retention and academic advisement.

These recommendations were reviewed and met positively by the President.

In addition to the 2 items moved as recommendations to the President, a significant portion of the Advisory College Council agenda items in 2022-2023 included an opportunity to review all policies revised in that period and to provide feedback.

The Advisory College Council will have their final meeting of the 2022-2023 term on June 8, 2023 and will reconvene for the 2023-2024 academic year in the Fall semester.

Sincerely,

A handwritten signature in black ink, appearing to read 'Juli Vlamincck', written in a cursive style.

Juli Vlamincck  
Chair, Advisory College Council





**ST. CLAIR**  
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