

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

MINUTES OF THE

FULL BOARD MEETING of the BOARD OF GOVERNORS

Held on November 24, 2020 at 6:30 p.m., in Room #322, Windsor, ON

Present:

Mr. K. Beaudoin (virtually)
Mr. W. Beck
Ms. T. Bendo (virtually)
Ms. M. DeSchutter
Ms. P. France, **President**
Ms. N. Jammu-Taylor, **Chair**
Ms. R. Khosla
Mr. J. Parent
Ms. J. Piccinato
Mr. A. Provost
Mr. R. Renaud
Mr. G. Rossi
Mr. C. Seguin
Mr. E. Sovran, **Vice Chair**
Ms. M. Watters (virtually)
Ms. T. Wonsch

Also Present:

Ms. K. Adams, Board Secretary
Mr. E.P. Chant, Editor, SAINT, Student Newspaper (virtually)
Ms. K. Dupuis, Retirees' Observer (virtually)
Mr. J. Fairley, Vice President, College Communications & Community Relations
Mr. J. Gutierrez Calzada, President, SRC
Ms. S. Favaro, Executive Director, President's Office, Corporate Secretary & Ministry Compliancy
Mr. J. Freer, Faculty Observer
Mr. W. Habash, Vice President, Academic
Mr. M. Jones, Vice President, Finance & Chief Financial Officer
Mr. R. Nicoletti, Executive Director, President's Office, Corporate Secretary & Ministry Compliancy
Ms. K. Parrinello, Support Staff Observer
Mr. R. Seguin, Vice President, International Relations, Training & Campus Development
Mr. J. Sirianni, Vice President, Human Resources, Safety & Facilities Management

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

Ms. N. Jammu-Taylor chaired the meeting and Ms. Adams was the recording Board Secretary.

1.0 Adoption of the Agenda and Declaration of Conflict of Interest

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

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

2.0 Approval of the Minutes of the Full Board meeting held on Tuesday, October 27, 2020 in Windsor, ON

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

RESOLVED THAT the Board of Governors approve the Full Board minutes of the October 27, 2020 meeting.

3.0 Constituent Reports

Student Representative Council (SRC)

Mr. Gutierrez Calzada reported the following on behalf of the SRC:

- The SRC is currently in the process of expanding their food services to better serve the student body upon their return to campus with an additional Tim Hortons location, as well as, an Asian style concept called Bamboo + Blossom.
- In light of the pandemic, the Ontario College Information Fair was revamped to become the Ontario College Virtual Fair. The event was held on November 4 and 5, 2020 where St. Clair College was able to provide prospective students the opportunity to learn about all of the programs and services offered at St. Clair College.
- The SRC will be holding the annual Toy and Food Drive campaign to support students and their families with food and toy packages. Students can sign up on-line and packages will be ready for pick-up the week of December 14, 2020.
- The SRC Class Representative program held its first meeting of the year on Tuesday, November 10, 2020 via Zoom. Meetings will be held bi-weekly by the SRC Vice Presidents. Mr. Gutierrez Calzada thanked President France and the Senior Operations Group for participating in the meeting.

- The SRC is continuing its partnership with the Easter Seals Foundation to assist our community through the virtual Easter Seals Telethon.
- The Sports Park Ribbon Cutting ceremony was held on Tuesday, November 17, 2020.
- The SRC has partnered with a student assistance program called Real Campus. Real Campus in collaboration with Maple, offers mental health resources through a virtual app, with immediate online services and workshops.
- The SRC is continuing to offer a variety of online and virtual events to promote campus life and health and wellness.
- The Thames Students Incorporated has also been offering a variety of events and giveaways such as, take-home pumpkin carving kits, the Saints Giving Tree, weekly office hours through zoom, Saints nation swag drive through, bowling, smart watch and gift card giveaways.

Faculty

Mr. Freer reported the following on behalf of the Faculty:

- There have been two agreements developed to enhance pathways for graduates of the IBS-Logistics program:
 - St. Clair College and the Supply Chain Management Association Ontario (SCMAO) have reached an agreement that allows graduates of the IBM-Logistics program to pursue their Certified Supply Chain Management Profession (CSCMP) designation. St. Clair College IBM-Logistics graduates will be qualified for direct entry into the CSCB Certified Customs Specialist (CCS) course without having to meet the one-year work requirement.
- The College's Media Plex campus located in Downtown Windsor, is celebrating its tenth anniversary.
- Windsor's Children First, in collaboration with the City of Windsor, held a workshop called Narratives of Belonging that included narratives regarding inclusion in an attempt to reconnect people during the pandemic. Ms. Danielle Koresky, faculty in the Early Childhood Education (ECE) program presented via Zoom on Tuesday, October 27, 2020.
- Dr. Kathryn Markham-Petro, Danielle Koresky and Beckie Berlasty of the ECE program, in collaboration with the United Way, were successful in their application for a NSERC Grant from the College and Community Social Innovation Fund specifically related to the ProsperUs initiative Cradle to Career. This three-year grant will allow St. Clair College students in the ECE, Social Justice and Child and Youth Care programs to receive first-hand experience with the benefits of equity-based literacy programs and intervention.
- A team of students for the Data Analytics for Business program, led by faculty member John Ulakovich, developed a computerized Management Maintenance System database for Hospice of Windsor, to assist in electronically managing and maintaining their facilities.

Support Staff

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

- The Divisional meetings for part-time and full-time support staff were held on November 3-4, 2020 and November 13-14, 2020, respectively via Zoom.
- The Wellness Committee is offering virtual Lunch and Learn workshops in collaboration with the Family Services Employee Assistance program. “Building Resilience in Challenging Times” was offered once a week over the month of October.
- The Wellness Committee continues to offer various activities, including 15-minute chair yoga with Kelly Henley and fitness sessions with Peter Soulliere.

Retirees’

Ms. Dupuis reported the following on behalf of the Retirees’ Association:

- The Retirees’ Association has continued to hold monthly meetings throughout the pandemic, virtually.
- The Retirees’ Association reported the following activities:
 - On-line events.
 - Amateur photo contests with categories in landscape, still life and animals.
 - The Retirees’ Association has reached out to its members to contribute to the SRC Student Food Bank in lieu of the annual Christmas Luncheon, with funding being split between the Windsor and Chatham campuses.
 - Publication of the Retirees’ Newsletter.
- The Retirees’ Association thanked the College for their support during the Pandemic.
- The Retirees’ Association congratulated the College on the completion of the Sports Park and the Zekelman Tennis Centre, as well as, the start of the construction on the Zekelman Centre of Business and IT.

4.0 President’s Report

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

Ms. France noted that the President’s Report has been included in the Board information package and she outlined the events and initiatives that have occurred since the last Board meeting:

- St. Clair College has achieved the Gold level in both the Health and Safety Award and the Mental Health promotion Award from the Windsor-Essex County Health Unit. The President congratulated the Staff Wellness Team and the Staff Engagement Committee for their ongoing efforts to support employee wellness. The College also received the

Organizational Social Responsibility Award which reflects its efforts to support the community during COVID-19.

- A media event was held on Thursday, November 12, 2020 to showcase the progress of the new \$23 million GEM Residence.
- The Sports Park Ribbon Cutting was held on Tuesday, November 17, 2020. The project was overseen by the SRC and SSAA, in collaboration with St. Clair College, with generous support from our community.
- The College held an online Remembrance Day Ceremony on Wednesday, November 11, 2020, led by SRC President Jorge Gutierrez Calzada and TSI President Kash Yeck.
- The 2020 Windsor-Essex Easter Seals telethon was taped in the College's Student Life Centre. The telethon was aired on Saturday, October 31, 2020 and Saturday, November 7, 2020 on Southwestern Ontario's CTV network.
- The SRC held their first Class Rep meeting of 2020-2021 on Tuesday, November 10, 2020. President France and the Senior Operations Group participated in the meeting.
- St. Clair College is moving from the Student Satisfaction KPI to the Student Experience Survey. In February 2021, the College will join twelve other colleges in administering the Student Experience Survey online. While college comparisons will take place on a smaller scale, the new Student Experience Survey will capture data relevant to colleges, permit differentiation when needed and maintain continuity of capstone questions in a cost-efficient manner and all Quality Assurance processes will continue to have relevant data for decision-making.
- In light of the pandemic, the College has had to forego some of our traditional annual staff recognition events. In lieu of these events, the President presented all full and part-time staff with a gift card to their choice of one of the College's food service outlets. The President also provided all full-time staff with a credit which can be redeemed for St. Clair College branded clothing. The College will have an extended holiday shutdown, closing at end of day on Wednesday, December 23, 2020 and reopening Tuesday, January 5, 2021.
- The annual S'Aints concert will be held virtually on Friday, December 18, 2020. The College has raised over \$225,000 for our communities through the S'Aints concerts, over the past decade. It is more important than ever that the College continues with this fundraising effort during these difficult times.
- The President took this opportunity to thank Ms. Susan Favaro for her years of service. Ms. Favaro will be leaving the College at the end of the year with her official retirement date in March 2021. The President thanked her for all that she has done personally and professionally for St. Clair College and our community.

The President's report is attached to the minutes as Item #4.0.

The President also noted that the media report was sent out electronically, has been posted on the Board portal and is attached.

5.0 Consent Agenda

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

- 5.1 Student Pathways – Continue to Create Academic Pathways (College to College, College to University, University to College).
- 5.2 Increase Enrolment – Increase Student Capacity in Windsor.
- 5.3 Increase/Monitor Community Local Impact – Monitor and Increase Economic Impact on Local Community.
- 5.4 Development of Human Resources – Staff Wellness.

RESOLVED THAT the Board of Governors receive and approve the contents of the November 24, 2020 Consent Agenda, as presented.

6.0 Monitoring Reports

6.1 Mid-Year Review 2020-2021

The Board Chair called upon Mr. Jones to speak to this item and he provided a PowerPoint presentation, highlighting the following:

Statement of Operations:

- The original budget forecasted a surplus of \$25.3 million and the mid-year projection remains consistent at \$25.2 million. This is significant when considering the challenges that the pandemic has brought this fiscal year. It was noted that many colleges in the system are projecting deficits. Mr. Jones noted that the budget presentation will also highlight some of the budget assumptions and variables that could potentially lead to a higher surplus.

Revenues:

- Ministry Operating Grants have increased by \$3.1 million over the original budget which can be attributed to the following:
 - A conservative approach to the budget with respect to the Strategic Mandate Agreement 3 (SMA3) and performance-based funding. With the Ministry's announcement of the suspension of performance-based funding for two years, the \$1.8 million that was set aside to offset the at-risk funding has been added back into the budget.
 - A decrease in the International Student Recovery program.
- Total Contract Income is higher than the original budget by \$2.4 million primarily due to the following:

- An increase in the School College Work Initiative Grant of \$1.8 million as the College was identified as the lead institution for the 2020-2021 fiscal year. This results in the College receiving all of the grant money that we in turn flow to the other participating colleges. While this does not impact the final fiscal results, it does need to be shown from an accounting perspective.
- An increase in Career Ready, Indigenous Student Success and other Special Grant funding of \$1.6 million
- Total Tuition Revenue is lower than the original budget by \$14 million, primarily due to the following:
 - Year-to-date, domestic, international and Public College Private Partnership (PCPP) enrolment targets have not been achieved. As a result, the Winter 2021 international student intake has been increased to move the College into a good position as we approach the 2021-2022 fiscal year.
- Total Other Income is lower than the original budget by \$5.1 million due to the following:
 - Investment Income has decreased as a result of COVID-19's impact on interest rates.
 - A decrease of \$1.8 million in PCPP Fee-for-Service revenue due to lower enrolment than forecasted.
 - A decrease in Divisional Income of \$1.5 million due to lower revenues related to the Skilled Trades Regional Training Centre, lower than projected Research and Development grants and lower academic material and kits fees as a result of lower enrolment.

Expenditures:

Overall expenditures across both Salaries and Benefits and Non-Salary Expenditures are lower than the original budget by \$21.5 million.

- Total Salary and Benefits decreased by \$9.8 million from the original budget, primarily due to the following:
 - A decrease across the constituent groups in part-time resources as a result of lower enrolment.
 - The implementation of COVID-19 staffing plans, unplanned retirements and the postponement of some of the net new hires included in the original budget.
- Non-Salary Expenses are lower than the original budget by \$7.7 million, primarily due to the following:
 - A decrease in Contracted Educational Service of \$5 million due to lower enrolment at the Ace Acumen campuses.
 - A decrease in Insurance costs due to lower international student enrolment which results in less coverage required for health and dental benefits.

- Travel costs have decreased as a result of COVID-19 travel restrictions.
- A decrease in Amortization expense as a result of the reduction in the capital budget and delays in capital project spending.
- An increase in Premise Rental expense which reflects the lease of 333 Riverside Drive beginning in the new year.
- An increase in Stipends and Allowance of \$1.4 million to reflect the technology bursaries that are being offered to students.

Ancillary Operations:

- The Ancillary Operations overall original budget surplus of \$1.1 million has decreased to a mid-year budget deficit of \$2.9 million. As noted in previous monitoring reports, COVID-19 has significantly impacted the revenue generating ability across ancillary operations such as parking services, residences and the St. Clair College Centre for the Arts.

Assumptions and Variables:

Mr. Jones noted that with any budget there are established assumptions, however variations occur over the year that could cause an increase or decrease in the surplus. He then highlighted the following:

Ministry Operating Grants – International Student Recovery program, due to international student enrolment relative to the budget.

Contract Income – Transfer payment agreements depending on enrolment or participation levels.

Tuition – This variable will have the largest impact in terms of where the College will end up at the end of the fiscal year. The budget does reflect the IRCC's approval of the College's COVID-19 readiness plan and an International student intake of 2,235 for the Winter 2021 semester. This variable will depend on actual enrolment compared to budget, retention rates from Fall 2020 to Winter 2021 and refunds based on study permits being denied.

Other Revenue – fluctuates based on enrolment and other miscellaneous income.

Salary and Benefit Expenditures – Unplanned retirements could effect this line item and the College is in a good position in regards to vacation balance liability.

Non-Salary Expenditures – There were two significant adjustments that were made at the mid-year budget for Non-Salary Expenditures:

- The implementation of the International SOP, to support 3,500 international students upon their arrival in Canada; 14-day quarantine costs, hotel costs, security, transportation and testing costs.

- New initiatives implemented to service students such as:
 - \$500 Technology Bursary to support on-line learning.
 - Examity to support faculty with on-line assessments.
 - Alphakor to provide students with IT Support as they work in the on-line learning environment.
 - Refund of the Athletics and Operating fees of \$50 per student.

Statement of Financial Position:

- There are no cash flow concerns and the College continues to invest in our capital assets.
- Debt levels are low relative to total assets.
- Net Assets are forecasted to be in a good position with an Unrestricted balance of \$38 million and Internally Restricted Reserves of \$61 million.

Non-Committed Cash Projection:

- At mid-year budget, the Non-Committed Cash Projection is consistent with the original budget at \$32.1 million.
- Mr. Jones highlighted a line item for capital outlay at mid-year review of \$13 million. This does reflect \$8 million of capital that we are funding through reserves, as well as, \$5 million that is being forecast to be spent on the Academic Tower expansion by March 31, 2021. Should that \$5 million be achieved prior to year-end, College Administration does intend on making our first advance application with the Ontario Financing Authority (OFA) to obtain the \$5 million from our approved loan to offset the withdrawal from reserves. Depending on timing and the application process, the College may not receive the \$5 million loan by the fiscal year end.

Internal Reserves:

- As part of the College's practice moving forward, we are looking to allocate funds into deferred maintenance or to spend a portion of our actual amortization expense in that year.
- In 2019-2020, the College's amortization expense was \$9.7 million. The College is looking to move an incremental \$4.7 million into the Deferred Maintenance reserve.
- The projected Amortization Expense for the 2020-2021 fiscal year is \$10.6 million. As the capital plan does not address deferred maintenance at a significant level, College Administration is suggesting a reallocation of all of the Amortization Expense into deferred maintenance. This amount will fluctuate depending on the fiscal year end, as well as, the audited financial statements.
- It is projected that \$61 million will be in reserves in total, as well as, any interest income allocations. College Administration will revisit the financial sustainability reserve during the 2021-2022 budget preparation as there will a better indication

of the College's financial position following the Winter 2021 semester.

Financial Sustainability Metrics:

- As projected with the original budget, the mid-year budget projections still show strong financial results.
- The College's metrics are all well above the Ministry benchmarks and zero flags are expected.
- The President also reported that College Administration has communicated to faculty and support staff unions that there will not need to be reduced workloads implemented for full-time staff in the event of another closure due to previous adjustments and initiatives invoked and the strong financial position of the College.

The Board Chair commended the Senior Team for their efforts in planning and operationalizing those plans in order to ensure that the College remains fiscally responsible as was demonstrated in the Mid-Year Budget Report.

After a brief discussion it was,

RESOLVED THAT the Board of Governors approve the 2020-2021 Mid-Year Budget Report.

Mr. Jones' PowerPoint presentation is attached as Item #6.1

6.2 Business Plan Budget Accrual Template (MCU Format)

The Board Chair called upon Mr. Jones to report on this item. Mr. Jones reviewed the information contained in the Business Plan Budget Accrual Template and noted that this is a requirement of the Ministry of Colleges and Universities (MCU) each January, with the intent to provide an indication of the College's projected financial position at March 31, 2021 based on information known to the College. Because of the timing of the mid-year budget review process, this information is utilized to complete the template.

RESOLVED THAT the Board of Governors approve the Business Plan – Accrual Budget Template (MCU Format) for the period ending March 31, 2021.

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

6.3 Risk Management

The Board Chair called upon Mr. Nicoletti to speak to this item.

Mr. Nicoletti noted that the Risk Management Report was included in the Full Board Agenda package. The presentation will review some of the points of the current model and highlight some of the changes that will be implemented over the next year.

2019-2020 Risk Management Report

- Mr. Nicoletti reported that, overall, the 2019-2020 Risk Management Report indicates that there has been a lot of work done this past year to mitigate risk across the College.
- COVID-19 has been and continues to be the College's highest risk, at this time. Mr. Nicoletti noted that a comprehensive report on COVID-19 was provided by the President at the Board In-Camera meeting on October 27, 2020.

2020-2021 Revised Model of Risk Management

- COVID-19 has brought forward some awareness and opportunities to enhance and formalize the current Risk Management model, bringing some additional structure to our protocols.
- One of the changes will be how the College rates potential risks as it will now be determined by a combination of both probability and impact. An example would be the current pandemic which would be considered a very high probability, as well as, a very high impact, therefore designated as an H3 in the new model.
- Mr. Nicoletti outlined the new model's Risk Management flow of information and accountabilities:
 1. Departmental.
 2. Enterprise Risk Management Committee.
 3. Senior Operating Group (SOG).
 4. Board of Governors.
- This new model encourages risks to be identified at the departmental level with the information flow moving up through the hierarchy. The new model provides clarification of roles and responsibilities, ensures a formalized plan and encourages a bottom-up approach.
- The Enterprise Risk Management Committee (ERMC) will be a cross-functional team whose roles and responsibilities will be recommitted. The committee will endeavor to meet on a monthly basis in order to review the risk register and ensure that progress is being made in mitigating or correcting the identified risks. The ERMC will then provide a report to SOG on a monthly basis who will still be responsible for the overall Risk Management of the organization. SOG will then present an annual Risk Management report to the Board of Governors.
- Each risk that is identified will have a detailed risk plan form completed.
- The Most Reasonable Person (MRP) will then update the risk register on a monthly basis.
- The Risk Management register is a simplified form that will be able to summarize the information in an easier manner. It is the document that will provide monthly accountability updates to ensure that progress is being made.

- From the Risk Management register, College Administration will be able to gather additional data and develop further reports. The register will also be included in the annual Risk Management report to the Board.

Mr. Nicoletti outlined the ERMC Terms of Reference including the Committee's mandate and responsibilities.

A Governor inquired if there is an opportunity to seek input from the student leaders on any risks that they might identify from a student perspective, that is campus relevant. The President responded that yes, there are additional subcommittees that are outside of Risk Management that feed information into the Risk Management process. One of these formalized subcommittees includes the monthly Student Leader Breakfast meeting with SOG. This meeting consists of an open agenda where student leaders bring forward concerns and the group works to find a solution.

Mr. Nicoletti's PowerPoint presentation is attached as Item #6.3.

7.0 By-law and Policy Review

7.1 Policy 2003-17: Compensation and Benefits – 2nd Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of Policy 2003-17: Compensation and Benefits, as presented.

7.2 Policy 2003-18: Budget Development – 1st Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 1st reading of Policy 2003-18: Budget Development, as presented.

8.0 Date of the Next Meeting

8.1 The next meeting is scheduled for Tuesday, January 26, 2021.

The Full Board meeting adjourned at 7:25 p.m.

MISSION STATEMENT

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

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

486th FULL BOARD MEETING

of the

BOARD OF GOVERNORS

NOTICE OF MEETING

DATE: Tuesday, November 24, 2020

TIME: 6:30 p.m. – Meeting

PLACE: Room #322

NOTE: Dinner will be served for Senior Management and Constituent Representatives in the President's Board Room at 5:30 p.m., prior to the meeting.

AGENDA

1.0 ADOPTION OF THE AGENDA AND DECLARATION OF CONFLICT OF INTEREST

2.0 APPROVAL OF THE MINUTES OF THE FULL BOARD MEETING HELD ON OCTOBER 27, 2020 IN WINDSOR, ON

3.0 CONSTITUENT REPORTS

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

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

5.0 CONSENT AGENDA

5.1 Student Pathways – Continue to Create Academic Pathways (College to College, College to University, University to College)

Information Item – Administration has provided a report on Strategic Direction #1 – Academic Excellence:

- Continue to increase the current number of student pathways year over year
- Promote student pathways for heightened awareness, attached as Item #5.1.

5.2 Increase Enrolment – Increase Student Capacity in Windsor

Information Item – Administration has provided a report on Strategic Direction #2 – Students (Retention, Graduation Rate and Success) – Pursue and create a plan for additional space capacity for increased enrolment for Windsor Downtown campuses, attached as Item #5.2.

5.3 Increase /Monitor Community Local Impact – Monitor and Increase Economic Impact on Local Community

Information Item – Administration has provided a report on Strategic Direction #3 – Community Engagement (Leadership, Communication and Partnership) – Conduct annual research of community spending and impact, attached as Item #5.3.

5.4 Development of Human Resources – Staff Wellness

Information Item – Administration has provided a report on Strategic Direction #4 – Human Resources (Staff Development, Efficiency, Effectiveness and Wellness) – Monitor institutional WSIB lost sick time, attached as Item #5.4.

6.0 MONITORING REPORTS

6.1 Mid-Year Review 2020-2021
(Required by the Ministry – Reg. 34/03, Article 8)

Approval Item – Administration has provided the Board with the 2020-2021 Mid-Year Budget Review, attached as Item #6.1.

6.2 Business Plan Budget Accrual Template (MCU Format)

Approval Item – The rationale is provided for Board approval, attached as Item #6.2.

6.3 Risk Management

Information Item – Administration has provided a report to the Board regarding Risk Management, attached as Item #6.3.

7.0 BY-LAW AND POLICY REVIEW

7.1 Policy 2003-17: Compensation and Benefits – 2nd Reading

Approval Item – The Board will review policy 2003-17 for 2nd reading, attached as Item #7.1.

7.2 Policy 2003-18: Budget Development – 1st Reading

Approval Item – The Board will review policy 2003-18 for 1st reading, attached as Item #7.2.

8.0 DATE OF THE NEXT MEETING

- 8.1 The next meeting is scheduled for Tuesday, January 26, 2020 at the Windsor Campus.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: NOVEMBER 24, 2020

RE: STRATEGIC DIRECTIONS UPDATE: ACADEMIC EXCELLENCE – ACADEMIC PATHWAYS

SECTOR: WASEEM HABASH, VICE PRESIDENT, ACADEMIC

AIM:

To provide the Board with an update on the Strategic Directions (2020 – 2021). This update pertains to Strategic Direction – #1 – Academic Excellence – Continue to create academic pathways (college to college, college to university, university to college) and promote student pathways for heightened awareness. Specific details include the following:

Goal	Objective	Measure	Target
Student Pathways.	Continue to explore academic pathways for students (college to college, college to university, and university to college).	Continue to increase the current number of student pathways year over year.	November 2020
		Promote student pathways for heightened awareness.	

BACKGROUND:

St. Clair College has a number of articulation and pathway agreements with postsecondary institutions in 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 postsecondary credentials. St. Clair College has also been engaged in pathways for students in high school, Pre-Apprenticeship, Apprenticeship and university to college. New pathways by school, include the following:

Zekelman School of Business and IT

1. An agreement was established with Lawrence Technological University in Southfield, Michigan, which allows graduates of the following three-year Ontario College Advanced Diploma programs to earn a Master's Degree in Business (MBA) or a Master's Degree in Information Technology (MSIT), in two years or 18 months, respectively, after their successful completion at St. Clair College:
 - Business Administration – Marketing
 - Business Administration – Accounting
 - Business Administration – Finance
 - Business Administration – Human Resources
 - Honours Bachelor of Business Administration (Information Communication Technology)
2. St. Clair College successfully collaborated with the Supply Chain Management Association (operating as Supply Chain Canada), located in Toronto, Ontario, to garner a pathway for graduates to earn the Supply Chain Management Professional (SCMP) designation.
3. Graduates of the two-year Ontario College Diploma Business – Marketing program have a pathway to a Bachelor of Science in Business Administration in Marketing with optional MBA at the Mike Ilitch School of Business at Wayne State University, located in Detroit, Michigan.
4. Graduates of a two-year Ontario College Diploma in Business have a pathway to a Bachelor of Science in Business Administration in Accounting, Finance, Global Supply Chain Management, Information Systems, Management or Marketing at the Mike Ilitch School of Business at Wayne State University, located in Detroit, Michigan.

School of Engineering Technologies

1. St. Clair College and Durham College worked together and established a pathway to allow graduates of St. Clair's three-year Biomedical Engineering Technology – Equipment and Devices program to pursue a Bachelor of Health Care Technology Management degree at Durham College. Successful students from the Biomedical Engineering Technology program will be admitted into year three at Durham.
2. Limerick Institute of Technology (LIT) in Ireland worked with St. Clair College to establish a pathway for graduates of the three-year Electronics Engineering Technology – Industrial Automation (EET – IA) program to enter into year 4 of LIT's Bachelor of Engineering (Honours) in Electronic Engineering degree program, thus creating an appealing "3 + 1" scenario for students wishing to further pursue their education abroad. Eligible graduates from the EET – IA program can also enroll into year 4 of the Bachelor of Engineering (Honours) in

Industrial Automation & Robotic Systems' degree program at LIT. Lastly, successful graduates of the two-year Electrical Engineering Technician can apply for entry into year 3 of the four-year Bachelor of Engineering (Honours) in Electrical Engineering Technician at LIT.

3. An astounding agreement with three pathways for graduates of the Biomedical Engineering Technology – Equipment and Devices to Institutes of Technology Sligo in Ireland, was created. Graduates are eligible to earn a Bachelor of Engineering in Mechatronics or a Bachelor of Science in Biomedical Science in under a year's time (approximately nine months). Students can also elect to enroll in the Bachelor of Science (Honours) in Medical Biotechnology program for a period just shy of two years (approximately 21 months).
4. Additional agreements were generated between IT Sligo and St. Clair for the Interior Design and Chemical Laboratory Technology programs. Interior Design graduates are eligible to earn a Bachelor of Arts (Honours) in Interior Architecture and Design in under a year's time (approximately nine months). Chemical Laboratory Technology graduates are eligible to earn a Bachelor of Science (Honours) in Pharmaceutical Science with Drug Development in under a year's time (approximately nine months).

School of Media, Art and Design

1. St. Clair College and Conestoga College in Kitchener, Ontario partnered to build a pathway for eligible St. Clair Graphic Design graduates to enroll in year three of the Bachelor of Design (Honours) Degree program at Conestoga, via a third-year degree bridge course.

Special Note

1. Through the work of Project Maple Scholar, non-commissioned members who have attained Developmental Period 2 rank (NCMDP2) from the Canadian Armed Forces will be considered as having met the requirement of a prior diploma for admission into several of St. Clair College's graduate certificate programs. The eligible programs are:
 - Event Management
 - Human Resources Management
 - International Business Management – Logistics Systems
 - Media Convergence

Marketing Initiatives to Promote Student Pathways

1. Development of a billboard campaign to begin in December 2020, following the College's Virtual Open House.
2. Virtual information nights will be held in November and December highlighting pathway opportunities.

3. Development of a hot spot with video highlighting student pathways that will be included in the St. Clair College Virtual Information night. These will also be sent to all guidance counsellors.
4. Hosted a student pathway booth at the Ontario College Virtual Fair, that was held on November 4 and 5, 2020.
5. Student pathways messaging was added to the College's Technology Leaders campaign page.
6. Creation of web graphics for the College's program web pages that indicates available student pathway opportunities with the corresponding institutions' logo.
7. Organic social posts that highlight student pathways by program.
8. The use of traditional media.
9. Pathways are highlighted by the Marketing and Recruitment department during each high school presentation.
10. Pathways are included in the annual St. Clair College admissions handbook.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update as it pertains to Strategic Direction #1 – Academic Excellence – Continue to create academic pathways (college to college, college to university, university to college) and promote student pathways for heightened awareness, for information.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: NOVEMBER 24, 2020

RE: STRATEGIC DIRECTIONS UPDATE: STUDENTS (RETENTION, GRADUATION RATE AND SUCCESS) – INCREASE STUDENT CAPACITY IN WINDSOR

SECTOR: WASEEM HABASH, VICE PRESIDENT, ACADEMIC

AIM:

To provide the Board with an update on the Strategic Directions (2020 – 2021). This update pertains to Strategic Direction – #2 – Students (Retention, Graduation Rate and Success) – Increase student capacity in Windsor. Specific details include the following:

Goal	Objective	Measure	Target
Increase Enrolment.	Increase student capacity in Windsor.	Pursue and create plan for additional space capacity for increased enrolment for Windsor Downtown campuses.	November 2020

BACKGROUND:

St. Clair College has experienced unprecedented growth in international student enrolment. Three years ago, the College expanded the Downtown campus by leasing the facility, located at 1 Riverside Drive West in Windsor, adding classroom capacity to meet student demand. The additional space reached a utilization factor of 100% prior to the COVID-19 pandemic. As a result, the College was forced to deliver classes in the evening and on Saturdays.

One or two evening classes per week is acceptable for most students but Saturday classes limit their opportunity to find part-time employment. In anticipation of the return

of students to face-to-face delivery in January, the College has leased the facility, located at 333 Riverside Drive West in Windsor, and added further space of 15,000 square feet and seven classrooms.

Although the majority of classes will continue to be delivered online for Winter 2021, the space will be ready and in possession of the College. Having the supplemental capacity at the Downtown campus has allowed the College to recruit heavily for future semesters to make up for the loss of enrolment from Spring and Fall 2020, due to the global pandemic.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update as it pertains to Strategic Direction #2 – Students (Retention, Graduation Rate and Success) – Increase student capacity in Windsor, for information.

TO: THE BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: NOVEMBER 24, 2020

**RE: STRATEGIC DIRECTION UPDATE: COMMUNITY ENGAGEMENT –
MONITOR AND INCREASE ECONOMIC IMPACT ON LOCAL
COMMUNITY**

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

AIM:

To provide the Board with an update on Strategic Directions (2020 – 2021). This update pertains to Strategic Direction #3 – Community Engagement, regarding the monitoring and increase of the College’s economic impact on its local community.

Goal	Objective	Measure	Target
Increase / Monitor Community Local Impact	Monitor and increase economic impact on local community	Conduct annual research of community spending and impact	November 2020

BACKGROUND:

The College engaged EMSI in 2018 to perform an economic value study. The study assessed the impact of the College on the regional economy and the benefit generated by the College for its main stakeholders: students, taxpayers, and society. The study reports on two main measures: economic impact and return on investment. The results of the 2018 study showed that the College has a significant positive impact on the business community in the regional economy and generates benefits in return for the investments made by students, taxpayers, and society.

The College had EMSI refresh the economic value study in 2019. This was done in response to the initial parameters outlined in the SMA3, as one of the ten metrics that would be included in performance/outcome-based funding envelope. As the SMA3 process progressed, the College determined that using the economic value study as a metric could present challenges when trying to minimize the risk of reduced performance/outcome-based funding. This is due to the lack of economic value data beyond two years, external data changes (i.e. census) that make year over year

comparisons difficult and leads to a problematic allowable performance target set by the Ministry. That being said the EMSI report provided supporting documentation for our Economic Impact of International Students metric.

The 2019 economic value study was presented to the Board of Governors on January 25, 2020. It showed strong improvement from the 2018 study on the economic impact and return on investment metrics. The College indicated it was committed to continuing with the study on an annual basis for the next five years (2024-25). An additional benefit of the study is that it allows the College to utilize the data when collaborating with community partners, as it assesses the College’s impact on the regional economy and the benefits generated by our main stakeholder groups.

In following through with its five year commitment, the College had EMSI refresh the economic value study for 2020. Appendix A is attached that includes the study’s Executive Summary and Fact Sheet. 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 2020 study shows continued overall improvement in the report’s metrics:

Measure	2020	2019	Variance
Operations Spending Impact	133.1	123.6	9.5
Student Spending Impact	25.6	16.5	9.1
Alumni Spending Impact	647.9	630.8	17.1
Total Jobs Supported	9,381	7,414	1,967
Investment – Students Gain	2.1	2.4	(0.3)
Investment – Taxpayers Gain	7.6	5.9	1.7
Investment – Society Gain	7.2	7.7	(0.5)

The full EMSI report and a presentation will be provided to the Board of Governors during the 2021 Planning Session.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #3 – Community Engagement, regarding the monitoring and increase of the College’s economic impact on its local community, as information.



The Economic Value of St. Clair College of Applied Arts and Technology

EXECUTIVE SUMMARY





WINDSOR & CHATHAM-KENT
(ONTARIO, CANADA)

ST. Clair College of Applied Arts and Technology (SCC) creates value in many ways. The college plays a key role in helping students increase their employability and achieve their individual potential. It draws students to the region, generating new dollars and opportunities for Windsor & Chatham-Kent. SCC provides students with the education, training, and skills they need to have fulfilling and prosperous careers. Furthermore, SCC is a place for students to meet new people, increase their self-confidence, and promote their overall health and well-being.

SCC influences both the lives of its students and the regional economy. The college supports a variety of industries in Windsor & Chatham-Kent, serves regional businesses, and benefits the provincial government through increased tax revenues and public sector savings. The benefits created by SCC even extend to society as a whole in Ontario, which benefits from an expanded economy and improved quality of life.

This study measures the economic impacts created by SCC on the business community and the benefits the college generates in return for the investments made by its key stakeholder groups—students, taxpayers, and society. The following two analyses are presented:



Economic impact analysis



Investment analysis

All results reflect employee, student, and financial data, provided by the college, for fiscal year (FY) 2019-20. Impacts on the Windsor & Chatham-Kent economy are reported under the economic impact analysis and are measured in terms of added income. The returns on investment to students, taxpayers, and society in Ontario are reported under the investment analysis.

SCC influences both the lives of its students and the regional economy.



Economic impact analysis

SCC promotes economic growth in Windsor & Chatham-Kent through its direct expenditures and the resulting expenditures of students and regional businesses. The college serves as an employer and buyer of goods and services for its day-to-day and construction operations. The college's activities attract students from outside Windsor & Chatham-Kent, whose expenditures benefit regional vendors. In addition, SCC is a primary source of postsecondary education to Windsor & Chatham-Kent residents and a supplier of trained workers to regional industries, enhancing overall productivity in the regional workforce.

Operations spending impact



SCC adds economic value to Windsor & Chatham-Kent as an employer of regional residents and a large-scale buyer of goods and services. In FY 2019-20, the college employed faculty and staff equivalent to 873 full-time employees, all of whom lived in Windsor & Chatham-Kent. Total payroll at SCC was \$94.8 million, much of which was spent in the region for groceries, mortgage and rent payments, dining out, and other household expenses. In addition, the college spent \$92.1 million on day-to-day expenses related to facilities, supplies, and professional services.

SCC's day-to-day operations spending added \$133.1 million in income to the region during the analysis year. This figure represents the college's payroll, the multiplier effects generated by the in-region spending of the college and its employees, and a downward adjustment to account for funding that the college received from regional sources. The \$133.1 million in added income is equivalent to supporting 1,431 jobs in the region.

Construction spending impact



SCC spends millions on construction each year to maintain its facilities, create additional capacities, and meet its growing educational demands. While the amount varies from year to year, this spending generates a short-term infusion of spending and jobs in the regional economy. The quick infusion of income and jobs that occurred in the regional economy as a result of this construction spending is considered short-term due to the one-time nature of such projects. Nonetheless, the college's construction spending had a substantial impact on the regional economy in FY 2019-20, equal to \$5.2 million in added income and equivalent to supporting 42 jobs.

IMPACTS CREATED
BY SCC IN FY 2019-20



\$133.1 million
Operations Spending Impact



\$5.2 million
Construction Spending Impact



\$25.6 million
Student Spending Impact



\$647.9 million
Alumni Impact



\$811.8 million
TOTAL IMPACT

- OR -

9,381
JOBS SUPPORTED

Student spending impact



Around 46% of credit students attending SCC originated from outside the region in FY 2019-20, and some of these students relocated to Windsor & Chatham-Kent to attend SCC. These students may not have come to the region if the college did not exist. In addition, some in-region students, referred to as retained students, would have left Windsor & Chatham-Kent if not for the existence of SCC. While attending the college, these relocated and retained students spent money on groceries, accommodation, transportation, and other household expenses. This spending generated \$25.6 million in added income for the regional economy in FY 2019-20, which supported 573 jobs in Windsor & Chatham-Kent.

Impact of international students

International students are an important part of the SCC community. In FY 2019-20, SCC served 5,402 international students, most of whom relocated to Windsor & Chatham-Kent. These students brought new money to the regional economy through their spending on housing, food, and other living expenses. International student spending in FY 2019-20 generated **\$18.5 million** in added income for the regional economy.

It is estimated that 50% of international students remain in the region after finishing their time at SCC. Today, thousands of these students are employed in Windsor & Chatham-Kent, receiving higher earnings and increasing the productivity of the businesses that employ them. In FY 2019-20, these active alumni generated **\$201.4 million** in added income for the economy.

Alumni impact



The education and training SCC provides for regional residents has the greatest impact. Since its establishment, students have studied at SCC and entered the regional workforce with greater knowledge and new skills. Today, thousands of former SCC students are employed in Windsor & Chatham-Kent. As a result of their SCC educations, the students receive higher earnings and increase the productivity of the businesses that employ them. In FY 2019-20, SCC alumni generated \$647.9 million in added income for the regional economy, which is equivalent to supporting 7,334 jobs.

Total impact

SCC added \$811.8 million in income to the Windsor & Chatham-Kent economy during the analysis year, equal to the sum of the operations and construction spending impacts, the student spending impact, and the alumni impact. For context, the \$811.8 million impact was equal to approximately 2.7% of the total

gross regional product (GRP) of Windsor & Chatham-Kent. This contribution that the college provided on its own is equal to the entire Real Estate & Rental & Leasing industry in the region.

One out of every 33 jobs in Windsor & Chatham-Kent is supported by the activities of SCC and its students.

SCC's total impact can also be expressed in terms of jobs supported. The \$811.8 million impact supported 9,381 regional jobs, using the jobs-to-sales ratios specific to each industry in the region. This means that one out of every 33 jobs in Windsor & Chatham-Kent is supported by the activities of SCC and its students. In addition, the \$811.8 million, or 9,381 supported jobs, stemmed from different industry sectors. Among non-education industry sectors, SCC's activity and alumni in the Health Care & Social Assistance industry sector supported 1,874 jobs in FY 2019-20. These are impacts that would not have been generated without the college's presence in Windsor & Chatham-Kent.

TOP INDUSTRY IMPACTS
(JOBS SUPPORTED)





Investment analysis

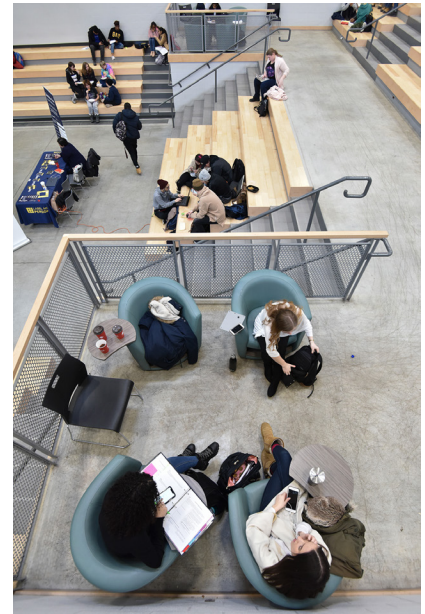
An investment analysis evaluates the costs associated with a proposed venture against its expected benefits. If the benefits outweigh the costs, then the investment is financially worthwhile. The analysis presented here considers SCC as an investment from the perspectives of students, taxpayers, and society in Ontario.

Student perspective

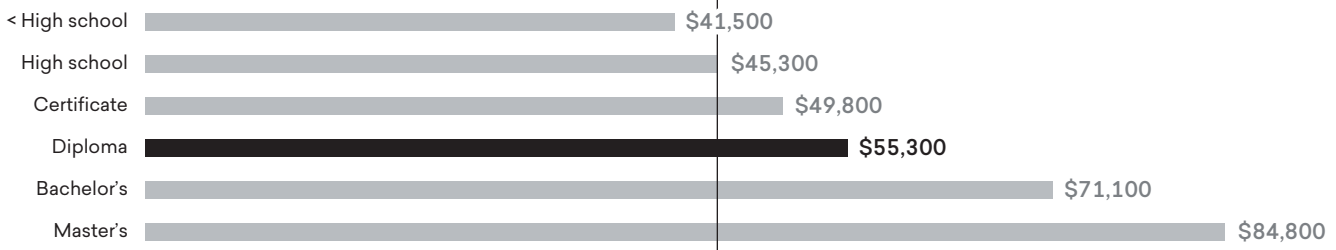


In FY 2019-20, SCC served 13,030 credit and 1,482 non-credit students. In order to attend the college, the students paid for tuition, fees, books, and supplies. Additionally, students gave up money they would have otherwise earned had they been working instead of attending college. The total investment made by SCC's students in FY 2019-20 amounted to a present value of \$321.8 million, equal to \$139.2 million in out-of-pocket expenses and \$182.5 million in forgone time and money.

In return for their investment, SCC's students will receive a stream of higher future earnings that will continue to grow throughout their working lives. For example, the average SCC diploma graduate from FY 2019-20 will see an increase in earnings of \$10,000 each year compared to a person with a high school diploma or equivalent working in Ontario. Over a working lifetime, the benefits of the diploma over a high school diploma will amount to an undiscounted value of \$390 thousand in higher earnings per graduate. Altogether, SCC's FY 2019-20 students will receive \$680.4 million in higher future earnings over their working lives, as a result of their education and training at SCC.



The average diploma graduate from SCC will see an increase in earnings of **\$10,000** each year compared to a person with a high school diploma or equivalent working in Ontario.



Source: Derived from data supplied by Statistics Canada and the Emsi CRIO model.

The students' benefit-cost ratio is 2.1. In other words, for every dollar students invest in SCC, in the form of out-of-pocket expenses and forgone time and money, they will receive a cumulative value of \$2.10 in higher future earnings. Annually, the students' investment in SCC has an average annual internal rate of return of 14.4%.

Taxpayer perspective



SCC generates more in tax revenue than it takes. These benefits to taxpayers consist primarily of taxes that the provincial government will collect from the added revenue created in the province. As SCC students earn more, they will make higher tax payments throughout their working lives. Students' employers will also make higher tax payments as they increase their output and purchases of goods and services. By the end of the FY 2019-20 students' working lives, the provincial government will have collected a present value of \$413.7 million in added tax revenue.

Benefits to taxpayers also consist of savings generated by the improved lifestyles of SCC students and the corresponding reduced government services. Education is statistically correlated with a variety of lifestyle changes. Students' SCC educations will generate savings in three main categories: 1) healthcare, 2) crime, and 3) income assistance. Improved health will lower students' demand for health care services. In addition, students will be less likely to interact with the criminal justice system, resulting in a reduced demand for law enforcement and reduced victim costs. SCC students will be more employable, so their reduced demand for income assistance such as welfare and unemployment benefits will benefit taxpayers. For a list of study references, contact the college for a copy of the main report. Altogether, the present value of the benefits associated with an SCC education will generate \$10.7 million in savings to provincial taxpayers.

Total taxpayer benefits amount to \$424.4 million, the present value sum of the added taxes and public sector savings. Taxpayer costs are \$55.9 million, equal to the amount of provincial government funding SCC received in FY 2019-20. These benefits and costs yield a benefit-cost ratio of 7.6. This means that for every dollar of public money invested in SCC in FY 2019-20, taxpayers will receive a cumulative value of \$7.60 over the course of the students' working lives. The average annual internal rate of return for taxpayers is 80.3%.

*For every dollar of public money invested in SCC, taxpayers will receive a cumulative value of **\$7.60** over the course of the students' working lives.*



STUDENT PERSPECTIVE

\$680.4 million
Present value benefits

\$321.8 million
Present value costs

\$358.6 million
Net present value

Benefit-cost ratio	Rate of return
2.1	14.4%



TAXPAYER PERSPECTIVE

\$424.4 million
Present value benefits

\$55.9 million
Present value costs

\$368.5 million
Net present value

Benefit-cost ratio	Rate of return
7.6	80.3%



SOCIAL PERSPECTIVE

\$2.7 billion
Present value benefits

\$381 million
Present value costs

\$2.4 billion
Net present value

Benefit-cost ratio	Rate of return
7.2	n/a*

* The rate of return is not reported for the social perspective because the beneficiaries of the investment are not necessarily the same as the original investors.

which compares favorably to other long-term investments in the public and private sectors.

Social perspective



Society as a whole in Ontario benefits from the presence of SCC in two major ways. Primarily, society benefits from an increased economic base in the province. This is attributed to higher student earnings and increased business output, which raise economic prosperity in Ontario.

Benefits to society also consist of the savings generated by the improved lifestyles of SCC students. As discussed in the previous section, education is statistically correlated with a variety of lifestyle changes that generate social savings. Note that these costs are avoided by the consumers but are distinct from the costs avoided by the taxpayers outlined above. Healthcare savings include avoided medical costs associated with smoking, alcohol dependence, obesity, and mental illness. Crime savings include reduced criminal justice system expenditures, lower victim costs, and increased productivity of individuals who are working rather than spending time in custody. Income assistance savings include the reduced demand for employment insurance benefits and employment-related social assistance. For a list of study references, contact the college for a copy of the main report.

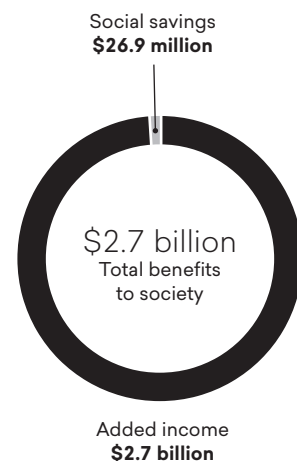
Altogether, the social benefits of SCC equal a present value of \$2.7 billion. These benefits include \$2.7 billion in added income through students' increased lifetime earnings and increased business output, as well as \$26.9 million in social savings related to health, crime, and income assistance in Ontario. People in Ontario invested a present value total of \$381 million in SCC in FY 2019-20. These costs include all college and student costs.

The benefit-cost ratio for society is 7.2, equal to the \$2.7 billion in benefits divided by the \$381 million in costs. In other words, for every dollar invested in SCC, people in Ontario will receive a cumulative value of \$7.20 in benefits. The benefits of this investment will occur for as long as SCC's FY 2019-20 students remain employed in the provincial workforce.

Summary of investment analysis results

The results of the analysis demonstrate that SCC is a strong investment for all three major stakeholder groups—students, taxpayers, and society. As shown, students receive a great return for their investments in an SCC education. At the same time, taxpayers' investment in SCC returns more to government budgets than it costs and creates a wide range of social benefits throughout Ontario.

SOCIAL BENEFITS IN ONTARIO FROM SCC



Conclusion

The results of this study demonstrate that SCC creates value from multiple perspectives. The college benefits regional businesses by increasing consumer spending in the region and supplying a steady flow of qualified, trained workers to the workforce. SCC enriches the lives of students by raising their lifetime earnings and helping them achieve their individual potential. The college benefits provincial taxpayers through increased tax receipts and a reduced demand for government-supported social services. Finally, SCC benefits society as a whole in Ontario by creating a more prosperous economy and generating a variety of savings through the improved lifestyles of students.

About the study

Data and assumptions used in the study are based on several sources, including the FY 2019-20 academic and financial reports from SCC, industry and employment data from Statistics Canada, outputs of Emsi's Canadian Regional Input-Output model, and a variety of studies and surveys relating education to social behaviour. The study applies a conservative methodology and follows standard practice using only the most recognized indicators of investment effectiveness and economic impact. For a full description of the data and approach used in the study, please contact SCC for a copy of the main report.

The results of this study demonstrate that SCC creates value from
multiple perspectives.



Emsi is a labour market analytics firm that integrates data from a wide variety of sources to serve professionals in post-secondary education, economic development, workforce development, talent acquisition, and site selection. Emsi is a leading provider of economic impact studies and labour market data to educational institutions in Canada, the U.S. and internationally. Since 2000, Emsi has completed over 2,000 economic impact studies for institutions across three countries. For more information about Emsi's products and services, visit www.economicmodeling.com.



ST. CLAIR
COLLEGE

The Economic Value of St. Clair College of Applied Arts and Technology **FACT SHEET**

ST. CLAIR College of Applied Arts and Technology (SCC) creates a significant positive impact on the business community and generates a return on investment to its major stakeholder groups—students, taxpayers, and society. Using a two-pronged approach that involves an economic impact analysis and an investment analysis, this study calculates the benefits received by each of these groups. Results of the analysis reflect fiscal year (FY) 2019-20.



Economic impact analysis

In FY 2019-20, SCC added **\$811.8 million** in income to the Windsor & Chatham-Kent economy, a value approximately equal to **2.7%** of the region's total gross regional product (GRP). Expressed in terms of jobs, SCC's impact supported **9,381 regional jobs**. For perspective, the activities of SCC and its students support **one out of every 33 jobs** in Windsor & Chatham-Kent.

OPERATIONS SPENDING IMPACT

- SCC employed 873 full-time equivalent (FTE) employees in FY 2019-20. Payroll amounted to \$94.8 million, much of which was spent in the region for groceries, mortgage and rent payments, dining out, and other household expenses. The college spent another \$92.1 million on day-to-day expenses related to facilities, supplies, and professional services.
- The net impact of the college's operations spending added **\$133.1 million** in income to the regional economy.

CONSTRUCTION SPENDING IMPACT

- SCC spends money on construction each year to maintain its facilities, create additional capacities, and meet its growing educational demands. While the amount varies from year to year, this spending generates a short-term infusion of spending and jobs in the regional economy.
- The net impact of SCC's construction spending in FY 2019-20 was **\$5.2 million** in added income for Windsor & Chatham-Kent.

STUDENT SPENDING IMPACT

- Around 46% of credit students attending SCC originated from either outside the region or outside Canada in FY 2019-20, and some of these students relocated to Windsor & Chatham-Kent to attend SCC. In addition, a number of local students would have left the region if not for SCC.

IMPACTS CREATED
BY SCC IN FY 2019-20



\$133.1 million
Operations Spending Impact



\$5.2 million
Construction Spending Impact



\$25.6 million
Student Spending Impact



\$647.9 million
Alumni Impact



\$811.8 million
TOTAL IMPACT

- OR -

9,381
JOBS SUPPORTED



- These students spent money on groceries, mortgage and rent payments, and so on at regional businesses. This spending in FY 2019-20 added **\$25.6 million** in income to the Windsor & Chatham-Kent economy. Of this impact, **\$18.5 million** is attributable to international students who relocated to Windsor & Chatham-Kent to attend SCC.

ALUMNI IMPACT

- Over the years, students have studied at SCC and entered or re-entered the workforce with newly-acquired knowledge and skills. Today, thousands of these former students are employed in Windsor & Chatham-Kent.
- The net impact of SCC's former students currently employed in the regional workforce amounted to **\$647.9 million** in added income in FY 2019-20. Of this impact, **\$201.4 million** is attributable to former international students working in Windsor & Chatham-Kent.



Investment analysis

STUDENT PERSPECTIVE

- SCC's FY 2019-20 students paid a present value of **\$139.2 million** to cover the cost of tuition, fees, and supplies. They also forwent **\$182.5 million** in money that they would have earned had they been working instead of attending college.
- In return for their investment, students will receive **\$680.4 million** in increased earnings over their working lives. This translates to a return of **\$2.10** in higher future earnings for every dollar students invest in their education. Students' average annual rate of return is **14.4%**.

TAXPAYER PERSPECTIVE

- Provincial taxpayers provided SCC with **\$55.9 million** of funding in FY 2019-20. In return, they will benefit from added tax revenue, stemming from students' higher lifetime earnings and increased business output, amounting to **\$413.7 million**. A reduced demand for government-funded services in Ontario will add another **\$10.7 million** in benefits to taxpayers.
- For every dollar of public money invested in SCC, taxpayers will receive **\$7.60** in return, over the course of students' working lives. The average annual rate of return for taxpayers is **80.3%**.

SOCIAL PERSPECTIVE

- In FY 2019-20, society in Ontario invested **\$381 million** to support SCC, including all student and all college costs. In turn, the Ontario economy will grow by **\$2.7 billion**, over the course of students' working lives. Society will also benefit from **\$26.9 million** in present value social savings related to reduced crime, reduced demand for income assistance, and increased health and well-being across the province.
- For every dollar invested in SCC in FY 2019-20, people in Ontario will receive **\$7.20** in return, for as long as SCC's FY 2019-20 students remain active in the provincial workforce.



FOR EVERY \$1...



Students gain
\$2.10
in lifetime earnings



Taxpayers gain
\$7.60
in added tax revenue and
public sector savings



Society gains
\$7.20
in added income and
social savings





TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: NOVEMBER 24, 2020

RE: STRATEGIC DIRECTIONS UPDATE – HUMAN RESOURCES (STAFF DEVELOPMENT, EFFICIENCY, EFFECTIVENESS AND WELLNESS) – DEVELOPMENT OF HUMAN RESOURCES – STAFF WELLNESS

SECTOR: HUMAN RESOURCES, SAFETY, SECURITY AND FACILITIES MANAGEMENT – JOE SIRANNI, VICE PRESIDENT

AIM:

To provide the Board of Governors with an update on the Strategic Directions (2020 – 2021). This update is related to Strategic Direction #4 – Human Resources (Staff Development, Efficiency, Effectiveness and Wellness) regarding monitoring institutional WSIB lost sick time.

Goal	Objective	Measure	Target
Development of Human Resources.	Staff wellness.	Monitoring institutional WSIB lost sick time.	November 2020

BACKGROUND:

The Health, Safety and Wellness department has continually monitored institutional WSIB lost sick time and promoted preventative measures to help reduce lost time. A new initiative was implemented in 2019-2020 where administrators responsible for monthly health and safety inspections were provided with a specific focus to guide enhanced proactive measures in addition to inspecting their areas for any hazards. An example of a specific focus for the spring included evaluating risk assessments/department controls in response to COVID-19. WSIB lost sick time outcomes include:

Date	WSIB Lost Sick Time
2018-2019	Lost sick time – 9 days
2019-2020	Lost sick time – 1 day

St. Clair College realized a **reduction in WSIB lost sick time of 8 days year over year.**

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction # 4 – Human Resources (Staff Development, Efficiency, Effectiveness and Wellness) as it pertains to staff wellness by monitoring institutional WSIB to reduce lost sick time, for information.



ST. CLAIR

C O L L E G E

TO: THE BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: NOVEMBER 24, 2020

**RE: FINANCIAL MONITORING REPORT:
2020-21 MID-YEAR BUDGET REPORT**

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

AIM:

To obtain Board approval for the 2020-21 Mid-Year Budget Report.

BACKGROUND:

It is the practice of St. Clair College to review its revenue and expenditure patterns at mid-year to ensure the financial plan is being achieved and to assist in the preparation of financial plans for subsequent years.

The proposed 2020-21 Mid-Year Budget Report incorporates the following:

1. Statement of Operations Budget.
2. Statement of Financial Position Projection.
3. Non-Committed Cash Projection.
4. Financial Sustainability Metrics.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve the 2020-21 Mid-Year Budget Report.

STATEMENT OF OPERATIONS BUDGET

EXECUTIVE SUMMARY (Schedule I)

The purpose of the mid-year budget is to review our financial plan based on six months activity and to project whether the planned year-end results will be achieved without significant adjustments to operations. If adjustments are required, appropriate action steps are developed as part of the review process.

The 2020-21 budget approved by the Board on March 24, 2020 provided for a surplus position of \$25,366,113. At that meeting, Administration provided the Board with an update on COVID-19, including the actions taken to date, next steps, and potential impacts. At the April 28, 2020 Board meeting, Administration provided the Board with a COVID-19 financial update which highlighted the implemented budget strategies. Administration has continued to apprise the Board of COVID-19's financial implications during subsequent meetings.

Administration continues to move forward with capital expenditures and operational requirements within the framework of the current Strategic Directions. Based on the mid-year review analysis, the College is projecting a surplus position of \$25,284,245 at March 31, 2021, which is consistent with the original budget surplus position.

The revised projection for total operating and ancillary revenue for 2020-21 is \$246,097,933, representing an decrease of \$21,661,075 or 8% over the original budget of \$267,759,008.

The revised projection for total operating and ancillary expenditures for 2020-21 is \$220,813,688 representing a decrease of \$21,579,207 or 9% over the original budget of \$242,392,895.

CHANGES TO REVENUE (Schedule II)

Overall, revenues decreased by \$21,661,075 or 8% over the original budget. The following highlights compare the original budget approved by the Board to some of the major changes in revenue:

- Total MCU Operating Grants increased by \$3,149,073 or 8% over the original budget, primarily due to the following:
 - A conservative approach to Performance Based funding was taken as part of the original budget projection due to funding being at risk. Given the uncertainty regarding COVID-19, in August 2020 the Ministry suspended Performance Based funding for two years. As a result, these funds are no longer at risk and \$1,864,831 was added to the budget.
 - Decrease in the Ministry's International Student Recovery program of

\$1,048,125 as a result of lower international student enrolment than planned.

- Total Contract Income increased by \$2,404,115 or 19% over the original budget due to the following:
 - Increase in the School College Work Initiative Grant of \$1,835,646 due to the College being identified as the lead institution during 2020-21 and managing the transfer of funding to other institutions.
 - Increase in Career Ready, Indigenous Student Success, and other Special Grant funding of \$1,166,722 that was unknown when the budget was originally developed.
- Total Tuition revenue decreased by \$14,086,561 or 9% over the original budget due to the following:
 - Decrease in the Domestic Tuition revenue budget of \$863,535 due to lower enrolment. The current year's "Day 10" enrolment totaled 7,308 full-time domestic students compared to a budget assumption of 7,595 students. Domestic Tuition revenue is subject to adjustments for dismissals, withdrawals, and new students enrolling in the Winter semester.
 - Decrease in the International Tuition revenue of \$6,768,101 due to lower enrolment. The current year's "Day 10" international enrolment totaled 3,878 compared to a budget assumption of 4,790. International Tuition revenue is subject to adjustments for dismissals, withdrawals, student VISA denials, immigration matters, and new students enrolling in the Winter semester.
 - Decrease in the PCPP Tuition revenue of \$5,006,155 due to lower enrolment. The current year's "Day 10" international enrolment totaled 2,699 compared to a budget assumption of 3,000. PCPP Tuition revenue is subject to adjustments for dismissals, withdrawals, student VISA denials, immigration matters, and new students enrolling in the Winter semester.
- Total "Other" income decreased by \$5,181,688 or 11% over the original budget due to the following:
 - Decrease in Investment Income of \$620,000 due to declining interest rates.
 - Decrease in PCPP Fee-for-Service revenue of \$1,873,171 due to lower enrolment than planned.
 - Decrease in Divisional Income of \$1,584,958 due to lower revenues related to the Skilled Trades Regional Training Centre, Research and Development, and academic material and kit fees.

CHANGES IN EXPENDITURES (Schedule III)

Overall, expenditures decreased by \$21,579,207 or 9% over the original budget. The following highlights compare the original budget approved by the Board to some of the major changes in expenditures:

- Total Salaries & Benefits decreased by \$9,874,898 or 10%. The decrease is primarily due to the following:
 - Decrease in Part-Time Administrative salaries: \$988,381
 - Decrease in Part-Time Faculty salaries: \$2,398,364
 - Decrease in Full-Time Support salaries: \$988,971
 - Decrease in Part-Time Support salaries: \$3,132,098
 - Decrease in Fringe Benefits: \$1,559,230

The decrease in Salaries & Benefits is a result of less staffing resources required due to lower enrolment levels than planned, delayed hires, unplanned retirements, and COVID-19 budget strategies.

- Total Non-Salary Expenditures decreased by \$7,779,574 or 6%. The decrease is primarily due to the following:
 - Decrease in Contracted Educational Services of \$5,053,409 due to lower enrolment than planned at the Toronto Campus, and less funds being flowed to Ace Acumen.
 - Decrease in Insurance of \$1,004,584 due to lower international student enrolment and less coverage required for health and dental benefits.
 - Increase in Stipends & Allowances of \$1,409,471 due to providing additional technology supports to students during online academic delivery.
 - Decrease in Travel of \$828,867 due to COVID-19 travel restrictions and budget strategies.
 - Decrease in Amortization of \$1,887,140 due to the reduction in the capital budget and delays in capital project spending.

The decrease in many of the expenditures noted above is reflective of Administration's response to implement cost saving strategies in response to COVID-19. Administration continues its on-going efforts of managing expenditures in order to achieve the overall expenditures budget.

CHANGES IN ANCILLARY OPERATIONS (Schedules IV - A & B)

The Ancillary Operations overall original budget surplus of \$1,118,055 has decreased by \$4,041,279 to a mid-year budget deficit of \$2,923,244. This is due to COVID-19 restricting the revenue generating ability of the St. Clair College Centre for the Arts, Parking and Residence operations.

PLANNING FOR 2021-22

The results of this mid-year review will be incorporated into our planning for 2021-22. We will continue to inform the Board as new information is available and our plans are developed.

SCHEDULE I

**St. Clair College of Applied Arts and Technology
Statement of Operations Summary: 2020-21**

	A Budget Income Statement 2020-21 \$	B MYR Income Statement 2020-21 \$	B - A Variance \$	
<u>REVENUE</u>				
MCU Operating Grants	39,068,883	42,217,956	3,149,073	
Contract Income	12,444,025	14,848,140	2,404,115	
Tuition	157,654,112	143,567,551	(14,086,561)	
Other	47,091,028	41,909,340	(5,181,688)	
Total Operating Revenue	256,258,048	242,542,987	(13,715,061)	
Total Ancillary Revenue	11,500,960	3,554,946	(7,946,014)	
TOTAL REVENUE	267,759,008	246,097,933	(21,661,075)	-8%
<u>EXPENDITURES</u>				
Salaries & Benefits	97,508,026	87,633,128	(9,874,898)	
Non Salary	134,501,964	126,702,390	(7,799,574)	
Total Operating Expenditures	232,009,990	214,335,518	(17,674,472)	
Total Ancillary Expenditures	10,382,905	6,478,170	(3,904,735)	
TOTAL EXPENDITURES	242,392,895	220,813,688	(21,579,207)	-9%
TOTAL SURPLUS / (DEFICIT)	25,366,113	25,284,245	(81,868)	

SCHEDULE II

St. Clair College of Applied Arts and Technology Statement of Revenue: 2020-21			
	A Budget Income Statement 2020-21 \$	B MYR Income Statement 2020-21 \$	B - A Variance \$
REVENUE			
Enrolment Based Envelope: see note 1	31,306,129	31,406,373	100,244
Differentiation Envelope: see note 2	11,446,474	13,311,305	1,864,831
Special Purpose / Other Grants: see note 3	(3,683,720)	(2,499,722)	1,183,998
Total MCU Operating Grants	39,068,883	42,217,956	3,149,073 8%
Apprenticeship	3,791,329	3,389,888	(401,441)
Canada Ontario Jobs Grant	560,034	507,216	(52,818)
Employment Ontario	3,078,813	3,056,813	(22,000)
Youth Job Connection	1,337,400	1,158,120	(179,280)
Literacy & Basic Skills	1,386,172	1,376,172	(10,000)
School College Work Initiative	1,975,277	3,810,923	1,835,646
Second Career	250,000	317,286	67,286
Other: see note 4	65,000	1,231,722	1,166,722
Total Contract Income	12,444,025	14,848,140	2,404,115 19%
Post Secondary - Domestic	25,000,000	24,136,465	(863,535)
Post Secondary - International	79,000,000	72,231,899	(6,768,101)
Post Secondary - PCPP	51,590,102	46,583,947	(5,006,155)
Continuing Education	2,064,010	615,240	(1,448,770)
Total Tuition	157,654,112	143,567,551	(14,086,561) -9%
Investment Income	4,500,000	3,880,000	(620,000)
Contract Training	450,000	184,869	(265,131)
International Projects	450,000	125,000	(325,000)
PCPP Fee-for-Service	18,712,209	16,839,038	(1,873,171)
Other: see note 5	1,939,333	1,982,215	42,882
Technology Access Fee	630,188	630,188	-
Divisional Income	14,237,229	12,652,271	(1,584,958)
Amortization of DCC	6,172,069	5,615,759	(556,310)
Total Other	47,091,028	41,909,340	(5,181,688) -11%
Total Revenue Before Ancillary	256,258,048	242,542,987	(13,715,061)
Ancillary Revenue	11,500,960	3,554,946	(7,946,014) -69%
TOTAL REVENUE	267,759,008	246,097,933	(21,661,075) -8%

SCHEDULE III

St. Clair College of Applied Arts and Technology Statement of Expenditures: 2020-21

EXPENDITURES	A Budget Income Statement 2020-21 \$	B MYR Income Statement 2020-21 \$	B - A Variance \$	
Administrative: Full-Time	7,339,401	7,205,642	(133,759)	
Administrative: Part-Time	1,880,368	891,987	(988,381)	
Faculty: Full-Time	33,709,080	33,034,986	(674,094)	
Faculty: Part-Time	14,936,843	12,538,480	(2,398,364)	
Support: Full-Time	15,580,716	14,591,745	(988,971)	
Support: Part-Time	6,394,335	3,262,237	(3,132,098)	
Fringe Benefits	17,667,283	16,108,053	(1,559,230)	
Total Salaries & Benefits	97,508,026	87,633,128	(9,874,898)	-10%
Advertising	2,709,390	2,115,958	(593,432)	
Contracted Cleaning Service	2,945,250	3,083,750	138,500	
Contracted Educational Services	56,518,981	51,465,572	(5,053,409)	
Contracted Services Other	18,860,358	18,805,040	(55,318)	
Equipment Maintenance & Repairs	3,099,007	3,381,653	282,646	
Equipment Rentals	3,002,661	2,899,496	(103,165)	
Instructional Supplies	4,964,817	4,692,132	(272,685)	
Insurance	7,483,710	6,479,126	(1,004,584)	
Janitorial & Maintenance Supplies	502,400	811,898	309,498	
Memberships & Dues	614,623	621,135	6,512	
Municipal Taxes	943,300	778,375	(164,925)	
Office Supplies	956,000	686,561	(269,439)	
Premise Rental	1,723,783	2,320,315	596,532	
Professional Development	568,627	559,313	(9,314)	
Security Services	2,044,500	2,240,000	195,500	
Stipends & Allowances	2,442,534	3,852,005	1,409,471	
Student Assistance: 30% Tuition	2,032,250	2,032,250	-	
Travel	1,186,946	358,079	(828,867)	
Utilities	4,900,300	4,620,726	(279,574)	
Other: see note 6	4,649,002	4,432,621	(216,381)	
Amortization	12,353,525	10,466,385	(1,887,140)	
Total Non-Salary Expenditures	134,501,964	126,702,390	(7,799,574)	-6%
Total Operating Expenditures	232,009,990	214,335,518	(17,674,472)	-8%
Ancillary Expenditures	10,382,905	6,478,170	(3,904,735)	-38%
TOTAL EXPENDITURES	242,392,895	220,813,688	(21,579,207)	-9%

SCHEDULE IV A

**St. Clair College of Applied Arts and Technology
Statement of Ancillary Operations: 2020-21**

	A	B	B - A	
	Budget	MYR		
	Income	Income	Variance	
	Statement	Statement	\$	
	2020-21	2020-21		
	\$	\$		
<u>Ancillary: Revenue</u>				
Beverage Supplier	76,873	3,469	(73,404)	
Bookstore - Windsor & Chatham	225,000	135,000	(90,000)	
Green Giants	150,000	1,000	(149,000)	
IRCDSS Special Events & Projects	124,500	106,500	(18,000)	
Lockers Administration	48,000	-	(48,000)	
Parking Lots	1,760,000	-	(1,760,000)	
Residence - Windsor	3,392,686	1,490,966	(1,901,720)	
Sky Volleyball	248,500	10,000	(238,500)	
St. Clair College Centre for the Arts	3,685,401	118,011	(3,567,390)	
Varsity Sports	1,260,000	1,260,000	-	
Sports Park	230,000	130,000	(100,000)	
Woodland Hills Golf Course	300,000	300,000	-	
Total Revenue	11,500,960	3,554,946	(7,946,014)	-69%
<u>Ancillary: Expense</u>				
Green Giants	150,000	1,000	(149,000)	
IRCDSS Special Events & Projects	115,500	101,000	(14,500)	
Parking Lots	1,372,402	1,201,197	(171,205)	
Residence - Windsor	2,478,378	2,063,597	(414,781)	
Residence - Chatham	45,000	210,000	165,000	
Sky Volleyball	248,500	10,000	(238,500)	
St. Clair College Centre for the Arts	3,844,975	1,203,226	(2,641,749)	
Varsity Sports	1,600,000	1,260,000	(340,000)	
Sports Park	230,000	130,000	(100,000)	
Woodland Hills Golf Course	298,150	298,150	-	
Total Expenditures	10,382,905	6,478,170	(3,904,735)	-38%

SCHEDULE IV B

**St. Clair College of Applied Arts and Technology
Statement of Ancillary Operations Surplus/(Deficit): 2020-21**

	A	B	
	Budget	MYR	
	Income	Income	
	Statement	Statement	B - A
	2020-21	2020-21	Variance
	\$	\$	\$
Beverage Supplier: Revenue	76,873	3,469	(73,404)
Bookstore - Windsor & Chatham: Revenue	225,000	135,000	(90,000)
Sky Volleyball: Revenue	248,500	10,000	(238,500)
Sky Volleyball: Expenditures	248,500	10,000	(238,500)
	-	-	-
Green Giants: Revenue	150,000	1,000	(149,000)
Green Giants: Expenditures	150,000	1,000	(149,000)
	-	-	-
Lockers Administration: Revenue	48,000	-	(48,000)
IRCDSS Special Events & Projects: Revenue	124,500	106,500	(18,000)
IRCDSS Special Events & Projects: Expenditures	115,500	101,000	(14,500)
	9,000	5,500	(3,500)
Parking Lots: Revenue	1,760,000	-	(1,760,000)
Parking Lots: Expenditures	1,372,402	1,201,197	(171,205)
	387,598	(1,201,197)	(1,588,795)
Residence - Windsor: Revenue	3,392,686	1,490,966	(1,901,720)
Residence - Windsor: Expenditures	2,478,378	2,063,597	(414,781)
	914,308	(572,631)	(1,486,939)
Residence - Chatham: Expenditures	45,000	210,000	165,000
St. Clair College Centre for the Arts: Revenue	3,685,401	118,011	(3,567,390)
St. Clair College Centre for the Arts: Expenditures	3,844,975	1,203,226	(2,641,749)
	(159,574)	(1,085,215)	(925,641)
Varsity Sports: Revenue	1,260,000	1,260,000	-
Varsity Sports: Expenditures	1,600,000	1,260,000	(340,000)
	(340,000)	-	340,000
Sports Park: Revenue	230,000	130,000	(100,000)
Sports Park: Expenditures	230,000	130,000	(100,000)
	-	-	-
Woodland Hills Golf Course: Revenue	300,000	300,000	-
Woodland Hills Golf Course: Expenditures	298,150	298,150	-
	1,850	1,850	-
Total Revenue	11,500,960	3,554,946	(7,946,014)
Total Expenditures	10,382,905	6,478,170	(3,904,735)
Surplus/(Deficit)	1,118,055	(2,923,224)	(4,041,279)

Notes: Statement of Revenue & Expenditures

Note 1 REVENUE: Enrolment Based Envelope

Core Operating Grant

Note 2 REVENUE: Differentiation Envelope

Performance Funding

Note 3 REVENUE: Special Purpose / Other Grants

Accessibility Fund for Students with Disabilities
Clinical Education
Collaborative Nursing
COVID-19 Support
International Student Recovery
Mental Health Worker and Services
Municipal Taxes

Note 4 REVENUE: Other

Career Ready Fund
Indigenous Student Success Fund
Reporting Entities
Women Campus Safety
WSIB

Note 5 REVENUE: Other

Administration Fees
Apprenticeship Classroom Fees
Credit Transfer
CT In-Service Teacher Training
Graduation Fees
Miscellaneous Income
Termination Gratuity Fees
Unrestricted Donations

Note 6 EXPENDITURES: Other

Audit Fees
Bad Debt
Bank Charges
Building Repairs & Maintenance
Capital Non-Depreciable
College Employer Council
Field Studies
Food Service
Grounds Maintenance
Learning Resource Material
Long Term Debt - Interest
Postage
Professional Fees
Staff Employment
Student Scholarships: Other
Telephone
Vehicle Expenses

STATEMENT OF FINANCIAL POSITION PROJECTION

The intent of this report is to provide the Board with a forecast of our financial position at the end of the College's fiscal year in regards to Assets, Liabilities and Net Assets, based on information known when the Mid-Year Budget was developed.

**St. Clair College of Applied Arts and Technology
Statement of Financial Position Projection**

(\$ in 000's)

	6/23/2020	11/24/2020	
	Actual	Budget	
	2019-20	2020-21	
	2019-20	Mid-Year 2020-21	
1 Assets	400,341	450,550	450,322
11 Cash and Cash Equivalents	67,984	89,100	86,004
12 Accounts Receivable	11,171	11,171	11,171
14 Other Current Assets	68,408	68,408	132,831
15 CIP	1,967	5,077	5,077
16 Tangible Capital Assets	342,084	380,405	377,812
161 Land	7,058	7,058	5,241
162 Site Improvements	12,591	20,406	17,483
163 Building	231,531	258,631	258,572
164 Furniture and Equipment	85,729	89,134	91,046
165 IT	-	-	-
169 Other TCA	5,175	5,175	5,470
17 Tangible Capital Asset Accumulated Amortization	(161,536)	(173,890)	(172,003)
172 AA Site Improvements	(8,086)	(9,544)	(9,057)
173 AA Building	(75,879)	(81,215)	(81,221)
174 AA Furniture and Equipment	(75,066)	(79,844)	(78,428)
179 AA Other TCA	(2,506)	(3,287)	(3,297)
18 Long Term Receivable	-	-	-
19 Investments and Other Long term Assets	70,261	70,278	9,430
2 Liabilities	267,677	288,068	294,142
21 Bank Indebtedness	-	-	-
22 Accounts Payable and Accrued Liabilities	31,101	31,241	31,156
221 Accounts Payable and Accrued Liabilities	29,787	29,787	29,787
222 Accrued Interest	17	17	-
223 Current Portion of Long term liabilities	1,297	1,436	1,369
23 Deferred Revenue	95,255	95,702	95,702
231 Deferred Revenue	10,726	11,173	11,173
232 Deferred Tuition Revenue	84,529	84,529	84,529
24 Restricted Contribution	705	705	705
25 Deferred Capital Contributions	126,644	147,816	148,976
26 Capital Lease	-	-	-
27 Debt	10,338	8,970	13,970
29 Other Long Term Liabilities	3,634	3,634	3,634
3 Net Assets	132,664	162,482	156,180
31 Unrestricted Net Assets	58,865	56,887	38,546
32 Internally Restricted Net Assets	20,271	45,959	61,428
33 Investment in Capital Assets	44,236	50,328	46,865
36 Restricted Contributions	-	-	-
37 Endowments	9,291	9,308	9,341
38 Accumulated Re-measurement Gain & Losses	-	-	-
Assets - Liabilities - Net Assets	-	-	-

NON-COMMITTED CASH PROJECTION

The intent of this report is to provide the Board with an indication of our non-committed cash surplus position at the end of the College's fiscal year. The report also identifies capital projects that are funded from operating reserves and estimated allocations into internally restricted reserves.

St. Clair College of Applied Arts and Technology
Non-Committed Cash Projection
(\$ in 000's)

	Budget 2020-21 \$	MYR 2020-21 \$	Variance \$
Unrestricted Net Assets, Prior Year ^{1}	45,169	33,865	(11,304)
Operating			
Budget Surplus	25,366	25,284	(82)
Amortization (net)	6,181	4,851	(1,330)
Adjusted Budget Surplus	31,548	30,135	(1,413)
Capital			
Grant Revenues ^{2}	1,321	2,948	1,627
Grant Expenditures ^{2}	(1,321)	(2,948)	(1,627)
Funded by Operating (Reserves)	(12,000)	(8,000)	4,000
Funded by Loan Facility	(5,000)	(5,000)	-
Net Outlay for Capital	(17,000)	(13,000)	4,000
Debt			
Repayment of Long-Term Debt	(1,297)	(1,297)	-
Proceeds from Long-Term Debt	5,000	5,000	-
Net Change in Long-Term Debt	3,703	3,703	-
iii. Other:			
Internally Restricted Deferred Maintenance & Interest	(25,688)	(16,157)	9,531
Net Change in Other	(25,688)	(16,157)	9,531
Unrestricted Net Assets, End of Year ^{1}	37,732	38,546	814
Unrestricted Net Assets Adjustment ^{1}	(6,400)	(6,400)	-
Non-Committed Cash Projection ^{1}	31,332	32,146	814

^{1} The College uses its unrestricted net assets balance from the prior fiscal year-end (after post-employment and vacation pay adjustments), as a planning benchmark for projecting non-committed cash. Adjustments by management are made to the projected unrestricted net assets balance to account for other estimates and assumptions for reported asset and liability amounts (i.e. collectability of student receivables).

FINANCIAL SUSTAINABILITY METRICS

The intent of this report is to provide the Board with an estimate of the Ministry's Financial Indicators, based on information known when the Mid-Year Budget was developed.

**St. Clair College of Applied Arts and Technology
Financial Sustainability Metrics**

		Actual	3/24/2020 Budget	11/24/2020 MYR
		<u>3/31/2020</u>	<u>3/31/2021</u>	<u>3/31/2021</u>
Annual Surplus / Deficit	greater than \$0	\$ 31,083,010	\$ 25,366,113	\$ 25,284,245
Accumulated Surplus / Deficit	greater than \$0	\$ 123,372,258	\$ 143,727,542	\$ 146,839,245
Quick Ratio	greater than 1	4.72	8.96	7.38
Debt to Asset Ratio	less than 35%	11.52%	9.59%	11.06%
Debt Servicing Ratio	less than 3%	0.56%	0.48%	0.53%
Net Assets to Expense Ratio	greater than 60%	126.52%	117.76%	133.97%
Net Income to Revenue Ratio	greater than 1.5%	13.59%	9.47%	10.27%
Number of Flags		0	0	0



TO: THE BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: NOVEMBER 24, 2020

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

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

AIM:

To provide the Board with a “Business Plan Accrual Budget Template – Ministry of Colleges and Universities Format” (Pro-Forma Financial Statements) for the year ending March 31, 2021.

BACKGROUND:

The intent is to provide the readers of the submission with an indication of our projected financial position as at March 31, 2021 based on information known to the College as at November 24, 2020.

Provided is the following:

- Statement of Operations.
- Statement of Financial Position.

RECOMMENDATION:

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

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

	6/23/2020	11/24/2020
	Original Budget	Mid-Year Budget
	2020-21	2020-21
4 Revenue	267,759	246,098
41 Grant Revenue	54,535	59,532
411 Grant Revenue	48,363	53,916
414 Amortization of Deferred Capital Contributions	6,172	5,616
43 Tuition Fees	110,859	101,536
431 Tuition Fee - Domestic	28,150	27,286
433 Tuition Fee - International	81,064	72,847
434 Apprenticeship Classroom Fee	414	336
439 Student Ancillary Fees	1,230	1,066
45 Educational and Other Fees for Services	71,202	63,733
451 Educational Services - Contractual	900	310
452 Other Fee-for-Services	-	-
453 Private Partnerships Revenue	70,302	63,423
46 Ancillary Revenue	11,501	3,555
49 Other Revenue	19,662	17,742
5 Expenses	242,393	220,814
51 Salaries & Wages	79,841	71,525
511 Salaries - Full Time & Partial Load Academic	35,292	34,647
512 Salaries - Part Time & Sessional Academic	13,354	10,927
513 Salaries - Support Staff	21,975	17,854
514 Salaries - Administrative Staff	9,220	8,098
52 Employee Benefits	17,667	16,108
521 Benefits - Full Time & Partial Load Academic	4,240	4,603
522 Benefits - Part Time & Sessional Academic	1,737	1,886
523 Benefits - Support Staff	2,418	2,625
524 Benefits - Administrative Staff	1,051	1,141
525 Pension Plans	7,904	5,558
526 Postemployment Benefits & Compensated Absences	316	295
53 Transportation & Communication	2,052	1,052
54 Services	99,669	95,059
541 Services	30,678	30,139
542 Utilities & Maintenance	12,674	13,116
543 Rental Expenditures	4,726	5,220
544 Private Partnerships Expense	51,590	46,584
55 Supplies & Minor Equipment	6,271	5,730
56 Ancillary Services - Expenditures	10,383	6,478
57 Amortization Expense	12,354	10,466
59 Other Expenditures	14,156	14,395
591 Interest & Insurance Expenses	7,597	6,588
599 Other Expenses	6,559	7,807
SURPLUS/(DEFICIT)	25,366	25,284

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

	6/23/2020	11/24/2020	
	Actual	Budget	
	2019-20	2020-21	
		Mid-Year	
		2020-21	
1 Assets	400,341	450,550	450,322
11 Cash and Cash Equivalents	67,984	89,100	86,004
12 Accounts Receivable	11,171	11,171	11,171
14 Other Current Assets	68,408	68,408	132,831
15 CIP	1,967	5,077	5,077
16 Tangible Capital Assets	342,084	380,405	377,812
161 Land	7,058	7,058	5,241
162 Site Improvements	12,591	20,406	17,483
163 Building	231,531	258,631	258,572
164 Furniture and Equipment	85,729	89,134	91,046
165 IT	-	-	-
169 Other TCA	5,175	5,175	5,470
17 Tangible Capital Asset Accumulated Amortization	(161,536)	(173,890)	(172,003)
172 AA Site Improvements	(8,086)	(9,544)	(9,057)
173 AA Building	(75,879)	(81,215)	(81,221)
174 AA Furniture and Equipment	(75,066)	(79,844)	(78,428)
179 AA Other TCA	(2,506)	(3,287)	(3,297)
18 Long Term Receivable	-	-	-
19 Investments and Other Long term Assets	70,261	70,278	9,430
2 Liabilities	267,677	288,068	294,142
21 Bank Indebtedness	-	-	-
22 Accounts Payable and Accrued Liabilities	31,101	31,241	31,156
221 Accounts Payable and Accrued Liabilities	29,787	29,787	29,787
222 Accrued Interest	17	17	-
223 Current Portion of Long term liabilities	1,297	1,436	1,369
23 Deferred Revenue	95,255	95,702	95,702
231 Deferred Revenue	10,726	11,173	11,173
232 Deferred Tuition Revenue	84,529	84,529	84,529
24 Restricted Contribution	705	705	705
25 Deferred Capital Contributions	126,644	147,816	148,976
26 Capital Lease	-	-	-
27 Debt	10,338	8,970	13,970
29 Other Long Term Liabilities	3,634	3,634	3,634
3 Net Assets	132,664	162,482	156,180
31 Unrestricted Net Assets	58,865	56,887	38,546
32 Internally Restricted Net Assets	20,271	45,959	61,428
33 Investment in Capital Assets	44,236	50,328	46,865
36 Restricted Contributions	-	-	-
37 Endowments	9,291	9,308	9,341
38 Accumulated Re-measurement Gain & Losses	-	-	-
Assets - Liabilities - Net Assets	-	-	-



TO: THE BOARD OF GOVERNORS
FROM: PATRICIA FRANCE, PRESIDENT
DATE: NOVEMBER 24, 2020
RE: RISK ASSESSMENT/MANAGEMENT REPORT
SECTOR: ALL SECTORS

AIM:

To provide the Board with an updated report on the College's Risk Assessment and mitigation strategies.

BACKGROUND:

St. Clair has incorporated risk management into the daily operations of the College by anticipating potential risks, ensuring risk mitigation strategies are in place and continuous review of our eight risk categories identified at St. Clair College.

Since 2009, as part of the College's Risk Mitigation Strategies, a formal Risk Assessment/Management Report is conducted annually and presented to the Board of Governors for information.

Senior Management ensures that appropriate steps are taken to identify, assess and manage risk and potential hazards associated with the organization, its activities and services. The College's risk management strategy provides a structured and coherent approach to identifying, assessing, monitoring and managing risk. A Risk Management Committee meets to review, assess and update new developments or actions taken.

Managers and staff, at all levels, have a responsibility to identify, evaluate, report and manage risks. As a result of Covid-19 and the associated risks, management is working on a strategy to revamp the current reporting model to a new and improved reporting structure. A summary of some of the changes that will be implemented moving forward are highlighted in the attached report.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive the Risk Assessment/Management Report for information.



Risk Management Report

Risk Management

Preamble

St. Clair College has incorporated risk management into the daily operations of the College by anticipating potential risks and planning reasonable recourses. Since 2009, a formal Risk Management Report is conducted annually and presented to the Board of Governors. Other proactive measures include policy development, promoting health and safety, professional development, safeguarding our staff, students and other clients, the development of Business Continuity Plans to ensure the effective, continuous operations of the College and conducting ongoing reviews for risk mitigation opportunities.

At St. Clair College, risk management is the process of identifying, analyzing and addressing areas of existing or potential risks. Proactive risk management practices can help avoid or reduce liability to the College. The risk management strategy has included four basic questions:

1. What can go wrong?
2. What can we do to prevent it from happening?
3. What will we do if it happens?
4. If something happens, how will we pay for it?

A risk management strategy provides a structured, coherent approach to identifying, assessing and managing risk. It builds in a process for regularly updating and reviewing the assessment based on new developments or actions taken.

Risk Management Strategy

The College's risk management strategy will provide a structured and coherent approach to identifying, assessing and managing risk. In 2009, the College implemented a formal Enterprise Risk Management Committee to oversee risk at the College. In addition, St. Clair's strategy incorporates a process for regularly updating and reviewing the risk management assessment based on new developments or actions taken. Risk management is used to compliment the College's business planning and resource allocation processes, at a strategic, departmental, project or site level.

1. Identify the Risk

Every operation involves some degree of risk or uncertainty about future events. An important step in managing those risks is to acknowledge and identify them.

When identifying risks, the College is committed to ensuring that appropriate measures are put in place to:

1. Safeguard the lives and safety of students, staff and visitors.
2. Mitigate personal injuries that can or will occur.
3. Protect the assets of St. Clair College.
4. Preserve our ability to ensure ongoing operations of St. Clair College.
5. Protect the reputation and goodwill of St. Clair College.

To support the above objectives, the following main categories continue to be used to identify potential risks. These include:

1. Academic and Student Services
2. Facilities Management
3. Financial
4. Human Resources
5. Health and Safety
6. Health Services
7. Information Technology
8. Corporate

2. Analyze and Categorize the Risk

Evaluate and prioritize the risk. Under this step, the Senior Operations Group (SOG) assesses the probability of each threat becoming a reality and estimates the possible impact to the institution (effect and cost).

Probability Scale

As reflected in the current 2019-20 Risk Assessment (attached to the agenda), each risk element is identified by the probability of occurrence and is determined based on the following scale:

Symbol	Probability	Colour	Description
H	High	Red	Has happened frequently or has a very significant chance of happening in the future.
M	Medium	Orange	Has happened occasionally or has a reasonable chance of happening in the future.
L	Low	Green	Has happened infrequently or is not expected to happen.
NA	Not Applicable	Not Applicable	Risk is irrelevant to the operation of the College.
TBD	To be determined	To be determined	Additional information is required to determine probability. Considered as high probability until otherwise identified.

Impact Scale

The following simplified scale was used to determine “Impact” if the risk were to occur:

Rating	Description	Impact on Organization
3	High	The issue would have a major impact on services.
2	Medium	The issue would have some impact on services.

1	Low	No service disruption or negative effects are expected. Any negative impact can be corrected without significant effort or visibility.
0	Not Applicable	The risk is not relevant.

3. Future Risk Prioritization

Moving forward, under the new Risk Assessment Model, the sum of the probability and impact associated with each identified risk will be used to prioritize the potential risks and to determine possible outcomes. It is recognized that virtually all activities carry a degree of uncertainty and require the College to strike an appropriate balance between managing risks and pursuing strategic opportunities.

		Impact			
		0	1	2	3
Probability	HIGH	H0	H1	H2	H3
	MEDIUM	M0	M1	M2	M3
	LOW	L0	L1	L2	L3
	NOT APPLICABLE				
	TBD				

Legend: Risk Level



4. Existing Controls

The team will identify any current controls that has been implemented to mitigate each identified risk.

5. Manage the Risk

The next step is to determine how the risk will be managed or minimized. Controls, procedures, policies or operational steps will be outlined indicating how the risk is being managed and/or minimized.

6. Review the Risk

Our risk management process includes regularly updating and reviewing the assessment based on new developments or actions taken. A formal report is brought to the Board of Governors for information annually.

7. Roles and Responsibilities

1. Departmental Level – Managers and Program Chairs

- Determines who is to participate in the risk management framework development within their own portfolio.
- With the input from the identified departmental team, determine the risks within their portfolio that may impact the College's strategic and operational objectives.
- Ensures that a detailed Plan Form is completed for each identified risk and implemented (each plan must be approved by the appropriate Sector Head)
- Monitors, addresses and reports on the status of the key risks monthly to the Enterprise Risk Management Committee.
- Integrates risk management principles into business processes and the management of day to day activities.
- Fosters a culture of risk awareness within their portfolio.

2. Deans, Directors and Associate Vice Presidents

- Provides support and assistance to Chairs and Managers as required.
- Ensures that regular monitoring of each risk occurs and that expected performance levels are being achieved.
- Ensures that monthly updates are received to determine whether the risk management processes, including risk treatment and controls, are suitable, adequate and effective in achieving establishing.
- Escalates any unexpected or newly identified risk to the Sector Head immediately.

3. Enterprise Risk Management Committee

- Meets monthly.
- Ensure that monthly updates are received to determine whether the risk management processes, including risk treatment and controls, are suitable, adequate and effective in achieving mitigation.
- Provides assistance on the internal controls and mitigation plans as required.
- Escalates any concerns to the appropriate Sector Head.
- Ensures similar risks are being addressed corporately.
- Prepares annual report for the Board of Governors.

4. Senior Operations Group

- Reviews each detailed plan and approves appropriateness on the detailed risk plan for their sector.
- Ensure that monthly updates are received to determine whether the risk management processes, including risk treatment and controls, are suitable, adequate and effective in achieving mitigation for their own sector.
- Responsible for reviewing the execution and effectiveness of the College's Risk Management Program.
- Reviews the Risk Management Register on a monthly basis and provide a status update at SOG.

5. Board of Governors

- Receives annual report.
- Reviews, at least annually, the register of high risks and ensuring mitigation plans are in place to address each risk.

Information and Communication

Managers and staff, at all levels, have a responsibility to identify, evaluate, report and manage risks.

Monitoring

The Senior Operations Group will continually measure and monitor the risk environment and the performance of the risk management strategies. The management team will foster a culture that provides for disseminating best practices, lessons learned, and expertise acquired from our risk management activities across the organization. Monitoring will be done through the Enterprise Risk Management Committee, who will provide SOG with a monthly, status update for each risk, through the appropriate Sector Head.

Summary

The College seeks to foster a culture that is risk-aware without being risk-averse, pursuing opportunities that further strategic and operational priorities while effectively managing risk. Senior Management ensures that appropriate steps are taken to identify, assess and manage risk and potential hazards associated with the organization, its activities and services. The College's risk management strategy provides a structured and coherent approach to identifying, assessing, monitoring and managing risk. A Risk Management Committee has been established and endeavours to meet on monthly to regularly review, assess and update new developments or actions taken.

St. Clair College Risk Assessment

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
	<ul style="list-style-type: none"> • ACADEMIC & STUDENT SERVICES 			
1.1	Meeting Enrolment Projections	Low - Medium	2-3	<ul style="list-style-type: none"> • Rebranding campaign commenced (in 2018 and is ongoing) to increase public awareness and position St. Clair College as a “Destination” college. • Creation of a College “Enrolment Management Committee”. <ul style="list-style-type: none"> a. This committee establishes and monitors the Annual Enrolment Management Plan in conjunction with Senior Management. b. Projected enrolment established for the next 5 years by program/AAL/domestic/international/campus program mix. c. Weekly/Daily monitoring of application and registration statistics. d. Statistics are monitored by utilizing a newly developed enrolment management plan by AAL. e. Adjustments are made with review from the academic chairs with respect to updating the master copy of the 5-year plan with current AAL enrolment. • Aggressive marketing strategies for domestic enrolment developed with SOG input. Strategies include: <ul style="list-style-type: none"> a. Offering of specialized scholarships (i.e. skills scholarships). b. Demographic diversification (special focus on non-direct, university transfer students). c. Geographic diversification (GTA as well as international recruitment strategies). The College is exploring other world markets and trying hard to diversify internally. The President was the keynote speaker at ICEF 2019 (International Consultants for Education and Fairs) The ICEF was in Berlin, Germany and is the leading international forum focused on international education.

1.1	Meeting Enrolment Projections continued...	Low - Medium	2-3	<p>Last year 21 agent agreements were signed however little growth due to COVID.</p> <p>d. Special strategies to mitigate loss of high school students to existing programs at Fanshawe and Lambton from Chatham-Kent and Essex County, (i.e. Police Foundations and Business Programs-Fanshawe, Developmental Services Worker – Lambton)</p> <ol style="list-style-type: none"> 1) Continue our strong partnership with the school boards. This includes presentations to school board personnel and high school principals. 2) Continuing the dual credit program which exposes high school students to college. The success rate of students coming from high school to college is extremely high. 3) Participate in community driven education fairs. This includes the Skilled Trades and events that took place last fall and will continue to take place on an annual basis. 4) Expand our brand exposure in the Chatham-Kent community including outdoor advertising and transit shelter advertising. 5) Social media and digital advertising are being developed and will be focused in the Chatham-Kent, Sarnia-Lambton and London regions. These campaigns will be extremely targeted and will focus on individual programs as well as the overall image of the Chatham campus. 6) Continue to run the Amazing Skills Challenge event in Chatham and Windsor. This will expose students in younger grades to the College at an earlier age. 7) Develop an event specifically targeted to parents of high school students for both the Windsor and Chatham-Kent markets. <ul style="list-style-type: none"> • Increase institutional space capacity. • Strategies include: <ol style="list-style-type: none"> a. College facility planning for a physical footprint expansion. Acquired additional space downtown – One Riverside Drive in 2018 and 333 Riverside Drive in 2020. Expansion focused on oversubscribed programs. b. Received Section 28 of the Financial Administration Act on October 1, 2019, in order to construct the Academic Tower. c. Evaluation of academic delivery to optimize both academic quality and delivery efficiencies. d. Increased recruitment strategy through the Human Resources Department to ascertain qualified individuals for program delivery in partnership with the Academics.
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1.1	Meeting Enrolment Projections continued...	Low - Medium	2-3	<ul style="list-style-type: none"> • Continued engagement of the Recruitment and Retention Committee. • Retention strategies developed and implemented (retention is a large part of meeting enrolment targets). • Partnership strategies continue to be pursued (Articulation Agreements). • Stronger emphasis on student life by implementing “Destination College” initiatives: <ul style="list-style-type: none"> a. Student Life Centre. b. Saints Gaming/eSports Arena (SRC). c. Sports Park. d. Academic Tower. e. Windsor expansion. f. International student growth and the provision of culturally diverse events. • Annual Report presented to the Board of Governors regarding the progress of new programs for monitoring purposes and allow for continuous improvement. The creation of Creation of a Manager, Institutional Data and Enterprise Analytics position to provide additional analytical support in understanding enrolment trend(s) and support decision making.
1.2	International Student Recruitment	Medium	2	<ul style="list-style-type: none"> • Currently the College continues to diversify the recruitment effort for international enrolment. See Geographic Diversification in Section 1.1. • Systemization of international application process and implementation of OCAS application system (to mirror domestic process). • International admissions process now integrated within our Student Information System, (SIS). • Daily reports and meetings are conducted to review international application data to ensure consistency amongst College departments who handle international student matters. This will help with challenges and dynamic elements of international student recruitment, for example student visa approval rates that are outside of the College’s control. • Brand recognition in the international marketplace is monitored through frequent feedback provided by partners overseas.
1.3	Program Mix	Low - Medium	2-3	<ul style="list-style-type: none"> • Continual work by the College Program Accountability Committee (CPAC) in the oversight of new program development and existing program sustainability. <ul style="list-style-type: none"> a. Development of new programs and offerings in order to attract a more diverse student population and enhance the destination strategy. b. Program sustainability being performed annually to ensure that we maximize the effectiveness of positively affecting SMA3.

1.3	Program Mix	Low - Medium	2-3	<ul style="list-style-type: none"> Ongoing review and development based on Enrolment Management Committee and community feedback.
1.4	Maintaining/Seeking Program Accreditation	Low	3	<ul style="list-style-type: none"> Complying with program standards and accreditation standards. Annual Internal Program Review. Cyclical Review Process. External Review Process. Internal Auditing of Annual reviews, PLAR, Transfer Credit, Cyclical Reviews, Action item completion and Credit Transfers. Implement recommendations of Accreditation Panels where possible. Ongoing communication with corresponding accrediting bodies. Benchmarking facilities and curriculum against other colleges. Ongoing review of College policies. Upgrading academic equipment/facilities. Community feedback (Placements, Program Advisory Committees, etc.). Oversight of regulations and policies of PPP in Toronto.
1.5	Academic Equipment Replacement/Upgrade	Medium	1	<ul style="list-style-type: none"> Submission of capital requirements incorporated as part of the annual budget process and reviewed at mid-year. Impact analysis is provided for any equipment deemed critical. Provincial government funding for CERF in 2020-21 is \$763,500 which is consistent with the 2019-20 funding level. In addition, the College invests reserve funds for further academic capital upgrades. Capital requirements categorized by priority. Impact of not purchasing is communicated and understood by Senior Operations Group (SOG). Internally Restricted Funds Policy created October 2019. As at June 30, 2020, the College has placed \$40M and \$5M into internally restricted reserves for financial sustainability and deferred maintenance respectively. Maintain inventory of academic equipment which is now tied to Annual Review/Quality Assurance Plans. Over the past four fiscal years, the following funds have been made available for academic equipment: <ul style="list-style-type: none"> a. Grants: <ol style="list-style-type: none"> CERF: \$3,325,400 (2016-17 = \$314,200, 2017-18 = \$2,238,600, 2018-19 = \$772,600, 2019-20 = \$763,500) AEF: \$1,766,656 (2016-17 = \$602,997, 2017-18 = \$607,497, 2018-19 = \$556,162, 2019-20 = \$556,162) Toldo: \$450,000 (2016-17 = \$150,000, 2017-18 = \$150,000, 2018-19 = \$150,000) b. College Funds: <ol style="list-style-type: none"> \$5,292,000

1.6	Quality Assurance	Medium	2-3	<ul style="list-style-type: none"> • Creation and continued engagement from the Quality Assurance Committee, chaired by the College President. <ul style="list-style-type: none"> a. Annual audit of Course Outlines. b. Internal Audits on Advanced Standings, PAC Meetings and Annual Program Reviews. c. Annual Reviews are conducted every spring semester for all programs. d. Cyclical Reviews are scheduled and performed for all programs every 5 years. • Continued investment in the College’s Centre for Academic Excellence. Establishing an Academic Integrity Officer for awareness and oversight of academic integrity. • Program Advisory Committees consisting of industry experts are used to obtain relevant feedback. • Key Performance Indicators reviewed annually, and strategies aligned for improvement with Services and Academics. College’s KPI model is under review with a new Student Satisfaction Survey to be identified in 2021. • Review and adherence of the Quality Learning Environment Policy. • Instructional Feedback Surveys (IFS) conducted and reviewed every semester. • Ongoing annual training and professional development conducted on the following quality assurance components (mainly for new faculty): <ul style="list-style-type: none"> a. Course Outcome Education. b. General Education. c. Creation of Course Outlines (Essential Knowledge and Skills, Essential Employability Skills, Assessment, etc.). • Ongoing training for new and existing faculty – “Refresh and Reboot”. • Internal Audits on Transfer Credits, Cyclical Reviews, Action Items Completion and on Annual Program Reviews. • Ensure Ministry compliance as it relates to Academic programs and courses. • Creation of a depository documenting all Experiential Learning initiatives. • Mandatory review date being applied to all College policies. All policies are to be reviewed, at a minimum, every five years. A new enhanced review process was implemented in August 2020. • Technology used as a tool to facilitate quality teaching (i.e. templates for course outlines, portal used for Internal Program Reviews). • Enhanced online training modules for Blackboard and other effective teaching and learning strategies. • Catalogue of quality teaching materials available to faculty. • Annual funding available for professional development and College Educator Development Program (CEDP). • Ongoing communication to all academic staff regarding Audit requirements. • Ongoing documentation and communication of College processes.
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1.6	Quality Assurance continued...	Medium	2-3	<ul style="list-style-type: none"> • Board awareness and updates provided on “Risk”. • Development of virtual reality team to enhance learning and practical skills while decreasing dependency of in person performance. • Use of technology to maximize knowledge, College resources and awareness.
1.7	Student Accidents/Incidents/Violent Behaviour	Medium	1-3	<ul style="list-style-type: none"> • Code of Student Rights & Responsibilities reviewed and revised annually by internal and external advisors, including the College legal advisor for Code matters. This policy outlines required and expected student behaviour. • Code is reviewed annually with Class Representatives. • Code is posted on the internet/intranet and is communicated to all students. This year and going forward, an attestation of agreement to follow the code is required of all students prior to them having access to their Blackboard courses. • Departmental Health and Safety policies, procedures and regulations are reviewed regularly by the College’s Joint Health and Safety Committee. Suggested changes are reviewed and approved by SOG. Annual review and sign-off of the Health and Safety Policy is conducted by the President. • Respectful Workplace and Education Policy reviewed annually. Changes are communicated to all staff. • Behavioural Assessment and Care Team (BACT) meets regularly to assess behaviour concern reports. This team is made up of a group of multi-disciplinary, targeted employees, operating under an established Terms of Reference, to review behaviour concerns and assess risk. A Behaviour Intervention Plan guides the team, and the College is a member of NaBita, a National threat assessment organization which provides resources and consultation. • Departmental “Violence Risk Assessments” (VRA) are conducted in conjunction with departmental risk assessments. • Workplace Violence and Prevention training is part of the College’s Health and Safety training that all employees must take initially and repeat every 3 years. Community table for VRA’s has been established by Windsor Police. The College has participated in training and awareness and has the ability to move concerns to the table. Many VRA’s have to do with students with mental health concerns and are experienced across the community. • A policy outlining staff protocols for dealing with student behavioural concerns has been updated. This includes a new How To guide. • A Campus Active Shooter Video has been used for Active Attacker training for staff and students. • Security is present at all campus locations. • A staffed Dispatch Centre is in place at the Windsor Campus monitoring all campus locations.

1.7	Student Accidents/Incidents/Violent Behaviour continued...	Medium	1-3	<ul style="list-style-type: none"> • Added Police Presence - Contract Duty Police Officers are hired for Windsor and Downtown campus locations on a rotating 4-hour/day basis in fall and winter semesters. This has been put on hold during the Pandemic. • A Sexual Violence Prevention Committee has been established to implement measures to reduce incidents of sexual violence on and off campus which includes communication, training and education activities. • Annual mandatory consent training at both the Windsor and Chatham residences. • The Sexual Assault and Sexual Violence Policy and Procedure was first initiated in 2016 and underwent a significant update in 2020. • In 2020, the College retained a law firm to address and conduct all sexual assault investigations, leaving the College in a supportive/resource role. • The College works closely with the Sexual Assault Crisis Centre.
1.8	Knowledge/Implementation of Immigration Laws/Regulations	High	1-3	<ul style="list-style-type: none"> • To ensure that St. Clair College is up to date to date on Immigration Laws/Regulations that impact students' ability to acquire a Post Graduate Work Permit (PGWP) and ensure that the College is compliant with all elements of being a Designated Learning Institute (DLI) to host international students. The College will: <ul style="list-style-type: none"> A. The College has three staff members currently in IRCC training to become certified as immigration advisors for the sole purpose of ensuring acquired knowledge of changing immigration legislation/guidelines. B. SOG continues to have monthly updates from the College's immigration lawyers on changing legislation and/or government bulletins. C. <u>All College related admission documents and the website have been reviewed by legal and modified, appropriately.</u>
1.9	Student Lawsuits/Harassment/Bullying Complaints	High	1	<ul style="list-style-type: none"> • Code of Student Rights and Responsibility reviewed annually by the College and legal to ensure compliancy with any changes in applicable legislation (Human Rights, natural justice, etc.) prior to the upcoming academic year. • Formal meeting with student leaders (SRC, TSI and SSAA) monthly and College executive assigned as a liaison. • Quality Learning Environment Policy. • Grade Appeal Policy. • Legal expertise obtained when required. • Staff training conducted annually on "Duty to Accommodate", etc. • "Conduct Depository" created in the Student Administration System to allow better monitoring of progressive/repeated negative behaviour across the College community.

1.9	Student Lawsuits/Harassment/Bullying Complaints continued...	High	1	<ul style="list-style-type: none"> • Dedicated College Resolution Officer appointed to allow for greater dedication of resources consistently across campuses, also to provide updates as required. • Investigations of harassment/bullying now done by third party to ensure unbiased investigations are conducted. • Student Lawsuits/harassment/bully complaints are brought to the Board of Governors for information purposes.
1.10	Compliance with Accessibility for Ontarians with Disabilities Act; Human Rights Commission policies related to Accessibility and Human Rights	High	1	<ul style="list-style-type: none"> • Accessibility Committee meets 3 times a year. • All staff trained in Customer Service for Persons with Disabilities Standards. • All staff who deliver and develop curriculum are trained in Educator Awareness Training. • All staff trained in Integrated Accessibility Regulation Standards. • Website indicates St. Clair's commitment and understanding of compliance obligations; Accessibility Plan posted on the web. • Online training available for new staff. • Transition workshops are hosted at St. Clair College to communicate and promote available services to incoming students with accessibility needs. • Human Resources recruitment policies rewritten for compliancy and reviewed annually. • Development and implementation of Student Equity, Inclusion and Accessibility Policy (2016). • Updated procedures for Academic Accommodation Plan development and disbursement (2016). • Information sessions and online sessions provided to all faculty on the new Ontario Human Rights Code expectations pertaining to post-secondary students with disabilities. • Professional Development opportunities such as Mental Health First Aid Training; Identifying and Referring Students in Distress, Accommodation plan. • Accessibility assessments are being conducted across all sites to develop a plan for compliance with 2025 building code changes as they relate to accessibility.
1.11	Varsity Athletics/Clinic	Low	1	<ul style="list-style-type: none"> • Student consent required to participate in varsity sports/intramurals. • Physical evaluation recommended to all students prior to participation. • Pre-Medical History Summary. • Emergency Information Form provided in the event therapy is required. • Informed Consent Form – Clinic. • Coaches and Assistant Coaches are responsible for oversight of all trips and appropriate behavior from athletes. • Annual Coaches Training.

1.11	Varsity Athletics/Clinic continued...	Low	1	<ul style="list-style-type: none"> OCAA concussion protocol - A Certified Athletic Therapist is at every game. All travel is chaperoned. Due to COVID, OCAA athletics are currently on hold. Practices and Team Rosters are still being completed where it is safe to do so. The College has created a SOP in conjunction with Public Health for every sport.
1.12	SportsPlex/HealthPlex	Low	1	<ul style="list-style-type: none"> Use of SportsPlex/HealthPlex Waiver Forms. Use of Police Clearance Forms. Physical Activity Readiness Questionnaire required for fitness and instructional led courses. Third party events require certificate of insurance naming the College as an additional insured. Due to COVID, the SportsPlex and the HealthPlex are currently field hospitals and assessment centres.
				<ul style="list-style-type: none"> FACILITIES MANAGEMENT
2.1	Deferred Maintenance Items	Low - High	2-3	<ul style="list-style-type: none"> A Facilities Building Condition Assessment was initiated in 2018-19 to review all infrastructure across all campuses. This will be used to set a new benchmark for deferred maintenance. Ontario Colleges have committed to complete a minimum 1/5 of the campus buildings and grounds each year for the next 5 years. St. Clair has committed funds to complete these assessments within a two-year window. The reported deferred maintenance backlog is based on a three-year window of items identified on the BCA. A summary is attached to this report. In 2019-20 approximately \$2.2M was spent in deferred maintenance. This allowed for upgrades to our HVAC and control systems, outdoor lighting, roadway, parking lots, roofs and other interior upgrades. "Impact Analysis" is provided to SOG for all items not funded. Capital contingency available with approval from SOG. Continual advocacy for required funds is communicated consistently on an ongoing basis. The College continues to dedicate funds for deferred maintenance projects for grounds, classroom renovations and campus upgrades. The Internally Restricted Funds Policy was created in October 2019 to ensure ongoing funds and sustainability. As at June 30, 2020, the College has \$40M and \$5M internally restricted into reserves for financial sustainability and deferred maintenance respectively. In addition, in the 2019-20 fiscal year, the College identified the practice of allocating its annual amortization expense 75% and 25% to the internally

2.1	Deferred Maintenance Items continued...	Low - High	2-3	<p>restricted deferred maintenance reserve and in-year deferred maintenance projects respectively.</p> <ul style="list-style-type: none"> The College is targeting to select a third-party vendor to create an asset management plan during the 2021-22 fiscal year.
				<ul style="list-style-type: none"> FINANCIAL
3.1	Asset Protection	Medium	2	<ul style="list-style-type: none"> Operating and capital budgets. Insurance. Investment and Endowment Policy for Foundation investments. Approval/Signature Authorization for Acquisition and/or Sale of Goods and Services Policy. Cash Receipts Control Policy for all College departments. Fixed Assets-Acquisition Policy. Fixed Assets-Disposition Policy. Purchasing Policy. Monthly account reconciliations. External audit. MCU to review and explore options and strategies to reduce duplication and ensure best practices around capital asset management. The College is targeting to select a third-party vendor to create an asset management plan during the 2021-22 fiscal year.
3.2	Internal Fraud/Theft	Low	3	<ul style="list-style-type: none"> Cash Receipt Control Policies/Processes for all College departments. Administrator oversight over cash processes. Approval/Signature Authorization for Acquisition and/or Sale of Goods and Services Policy. Board Audit Committee reviews and monitors annual process as part of annual Audit. Segregation of duties to minimize risk. Physical controls (i.e. vaults). Ongoing management and review of processes. Monthly account reconciliations.
3.3	Revenue	High	3	<ul style="list-style-type: none"> Budget process used to determine revenue projections (Conservative approach is taken). A two-year forecast was included in the 2018-19 and 2019-20 budget. Monthly account reconciliations performed. Monthly reports provided to budget holders. Mid-Year Review used to mitigate financial risk. Chief Financial Officer reports any potential risks to SOG for assessment, review and action.

3.3	Revenue continued...	High	3	<ul style="list-style-type: none"> • Internally Restricted Funds Policy created October 2019. As at June 30, 2020, the College has \$40M and \$5M internally restricted into reserves for financial sustainability and deferred maintenance respectively. • Quarterly financial monitoring reports provided to the Board of Governors. • With corridor funding taking effect in 2019-20 and SMA3 in 2020-21, the following are performed: actively monitor program mix impact on weighted funding unit, impact of new programs that do not bring funding, and long-term enrolment forecasting. • PCPP is actively monitored and managed. MCU PCPP Directive requires growth of partnership international student enrolment to be accompanied by growth of home campus international student enrolment such that the partnership international enrolment does not exceed twice home campus international student enrolment. • Beginning in the Spring 2019 semester, the College began collecting all tuition and related fees, and remitting appropriate amounts to our partner. • An appropriate security deposit is held as a contingency. (MCU's revised entrepreneurial directive allows colleges to grow their PCPP at a ratio of 1;2 based on international student enrolment at the college's home campus.) • MCU directive to reduce domestic tuition by 10% for 2019-20 and keep frozen for 2020-21. The College increased international tuition accordingly. The tuition and ancillary fee framework for 2021-22 has not yet been finalized by MCU. • MCU change to the tuition and ancillary fee framework (i.e. Student Choice Initiative). The College proposed new and updated ancillary fees, as well as adjusted its 2019-20 budget in order to support our partners. Most ancillary fees were maintained for the 2020-21 fiscal year. • MCU (SMA3) will increase the amount of funding that is tied to performance from 1.2% to 25% in the first year and 60% by 2024-25. Performance metrics will decrease from 38 to 10 in order to align with government priorities in skills and job outcomes and economic and community impact, as well as to reduce reporting burden while supporting sustainability through a focus on institutional strengths and differentiation. It will be critical for the College to properly align its metrics with our institutional strengths. In August 2020, MCU announced that due to COVID-19, the performance-based funding of SMA3 will not be at risk and will be frozen for the 2020-21 and 2021-22 fiscal year. At this time, it is uncertain what will happen in 2022-23. Will the College begin at the year 1 performance funding rate of 25% or being at the year 3 performance funding rate of 45%.
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3.4	Expenses	Medium	2	<ul style="list-style-type: none"> • Budget process used to determine expense projections (Conservative approach is taken). A two-year forecast was included in the 2019-20 and 2020-21 budget. • Monthly account reconciliations. • Monthly reports provided to budget holders. • Mid-Year Review used to mitigate financial risk. • Purchasing guidelines available for administration. • Chief Financial Officer reports any potential risks to SOG for assessment, review and action. • Internally Restricted Funds Policy created October 2019. As at June 30, 2020, the College has \$40M and \$5M internally restricted into reserves for financial sustainability and deferred maintenance respectively. • Quarterly financial monitoring reports provided to the Board of Governors. • Participate in centralized buying when possible. • Received Section 28 of the Financial Administration Act on October 1, 2019, in order to construct the Academic Tower. • Established a management agreement with the Student Representative Council and Saints Student Athletic Association to determine the financial and operational responsibilities for the Sports Park. • Bill 148 took effect on January 1, 2018. Human Resources, part-time contract and payroll processes have been updated to comply with the legislation. • Part-time support unionization took effect February 21, 2019. The CBA expires January 31, 2021 and will be collectively bargained. • MCU has implemented centralized procurement (interim measures) across the broader public sector. • MCU has consolidated some transfer payments to reduce administrative costs.
3.5	Insurance	Low	1	<ul style="list-style-type: none"> • Adequate insurance determined, secured and reviewed annually (includes general liability and Director and Officers Liability). • General liability has a total coverage of \$40M. • One of 21 colleges included in “College Insurance Group”. • Any potential risks are communicated and discussed with Insurer. • Cyber insurance, business interruption, active assailant, terrorism and sabotage insurance has been purchased. • Appendix A – Insurance Limits • COVID-19 exclusions have been added to all the College’s liability policies.
3.6	Compliance to College Purchasing Policies	Medium	1	<ul style="list-style-type: none"> • Purchasing Policy. Mandatory requirement to be compliant with Broader Public Sector Guidelines. • Purchasing Department acts as “gate keeper” to ensure compliance with Board and College policies. • Reports provided to SOG.

3.6	Compliance to College Purchasing Policies	Medium	1	<ul style="list-style-type: none"> • Fixed Assets-Acquisition Policy available for guidance. • Government Policies used: Canadian Free Trade Agreement, Comprehensive and Economic Trade Agreement and Broader Public Sector. • Participate in Cooperative Purchasing when possible: OECM, and Windsor-Essex Purchasing CO-OP. • Association memberships and seminars: Ontario Colleges Purchasing Managers Association, Ontario University Purchasing Managers Association, Ontario Public Buyers Association.
3.7	Bill 148 / Bill 47	Low	2	<ul style="list-style-type: none"> • Communication and training provided to Administration by HR. • Part time absence report created to monitor usage. • Support received from the College Employer Council. • Training and consultation provided to HR by Hicks Morley. • Part-time contract template updated. • Part-time wage grids updated. In anticipation of Bill 148, part-time support staff wage grids were revised during 2017. • Financial implications reviewed by the Senior Management Team. • Procedures within the Finance Department updated for Payroll and Part-Time contract processing. • Destination College strategy implemented in order to grow revenues to overcome the substantial increase in costs. • Continue to perform Request for Proposals in order to ensure costs from third party services are reasonable given the minimum wage and price increases as a result of the implementation of Bill 148. • Bill 47 took effect November 21, 2018 and repealed aspects of Bill 148. The College has made the appropriate decisions and updated processes where applicable.
	<ul style="list-style-type: none"> • HUMAN RESOURCES 			
4.1	Staff and Staff Retention (Skill set requirements, staff performance, FT hiring practices for new staff)	High	2	<ul style="list-style-type: none"> • Recruitment and Selection Policy. • Recruitment and Selection Procedure. • Adherence to Faculty and Support Staff Collective Agreements. • Hiring/Selection process in place to ensure equity and unbiased practices. • Hiring based on vocational skills, credentials and organizational fit. Reference checks must be completed prior to a full-time job being offered to an applicant. • Medical note required for all full-time staff at the time of offer. • Confidentiality Agreement must be signed prior to staff commencing their job.

4.1	Staff and Staff Retention (Skill set requirements, staff performance, FT hiring practices for new staff) continued...	High	2	<ul style="list-style-type: none"> • Money allocated annually to support professional development and tuition reimbursement programs. • Probationary period is used to monitor performance and determine organizational fit. • Progressive discipline process used when necessary to clarify performance goals and employer expectations. • Performance appraisals are conducted to promote employee/employer communication. • Strategies to mitigate impact of critical staff leaving includes the following strategies: <ul style="list-style-type: none"> a. Back up staff are designated, or step-by-step instructions are available for most critical functions (Desk manuals). b. Agency staff available for interim requirements of special skills (electrician, etc.). c. Talent Management Policy was developed and created in Fall 2016. d. Succession planning template created populated and reviewed annually. e. Presidential Succession Plan documented for emergency purposes. f. Annual retirement planning. g. Tuition Reimbursement allows employees to continue to pursue educational goals to fulfill career growth opportunities. h. Staff Wellness Committee is critical to the wellbeing of employees. Its mandate is to foster staff relationships, facilitate networking, recognition and engagement among St. Clair College staff while encouraging professional, collegiate environments and experiences. i. Staff Engagement Committee’s mandate is to promote a work environment that encourages healthy lifestyle choices, decreases the risk of illness and disease and addresses our employees’ physical and mental health and general well-being.
4.2	WSIB Claims	Medium	1	<ul style="list-style-type: none"> • Return to Work Committee in place (RTW). • Return to Work Policy incorporates a full Return to Work protocol. • Functional Ability Form (FAF) required for all staff absent from work that may require accommodation(s). • Staff safety and ergonomics training performed annually. • Staff ergonomics assessments completed on request. • NEER (New Experimental Experience Rating) Statements and quarterly WSIB summary reports are submitted and reviewed by SOG.

4.2	WSIB Claims continued...	Medium	1	<ul style="list-style-type: none"> The College has engaged with a third-party claims management company to handle short term sick time. The College has the option to use this firm to address complicated WSIB claims.
4.3	Work Stoppage/Strike	High	3	<ul style="list-style-type: none"> Developed a detailed Work Stoppage Plan for both faculty and support staff. These plans also ensure effective communication with all parties. VP HR/Safety, Security & Facilities Management is designated as liaison to the Unions to support open communication with Support Staff and Faculty Unions. Monthly UCC meetings create an open, collaborative relationship. 2021 is a faculty bargaining year, which could lead to a potential work stoppage.
4.4	Human Rights/Harassment/Bullying Staff	Medium	2	<ul style="list-style-type: none"> Respectful Workplace and Educational Policy reviewed annually. The College Resolution Officer is formally assigned to the Respectful Workplace and Educational Policy for continuity and communication of the policy. Legal advice obtained when required (Expertise in Human Rights/Harassment laws). Adherence to Collective Agreements and legislation. Training provided to staff to communicate staff obligations. This is part of the health and safety training that all new employees must take and that all employees must take every three years. Investigations conducted immediately when required. A third-party investigator now investigates these cases and provides findings and recommendations. The use of this third-party investigator has been useful in expediting these cases and ensures unbiased investigations are conducted.
4.5	Grievances/Lawsuits/Union Relationships	Medium	2	<ul style="list-style-type: none"> St. Clair College is a responsible employer, setting fair personnel policies and meeting all known legal and contractual obligations. Legal advice is obtained when required (Expertise in Collective Agreements, Termination Grievances/Lawsuits). Union College Committees are in place for both Faculty and Support Staff to allow effective communication of key issues. Promote a culture of openness and transparency to support collaboration and discussion. Most internal issues are resolved informally without grievances or lawsuits.

4.6	Part time unionization – Faculty/Support	High	2-3	<ul style="list-style-type: none"> • Unionization of faculty may increase compensation costs (i.e. wages and benefits). New wage structure was developed and implemented that reduced this risk. • Flexibility in operating all areas of the business will be reduced. • UCC meetings are held to continue to promote ongoing communication and collaboration. • Support Staff collective agreement formalized. This agreement expires January 31, 2021. <p>Part Time Faculty certification - there is a scheduled hearing date in November 2020. Once completed a decision will be made if the ballot boxes will be opened and</p>
<ul style="list-style-type: none"> • HEALTH AND SAFETY 				
5.1	Health and Safety/Ministry of Labour Compliance	Low	2	<ul style="list-style-type: none"> • Dedicated Health and Safety Manager and Officer. • Required Monthly Management Inspections assigned and monitored. • Health and Safety training provided for all Managers. • Health and Safety Awareness training required of all new staff within one week of hire and a refresher is required of all staff every 3 years. • Training matrix established for all employee groups and training on equipment and materials are conducted as required by law or CSA standards. • Senior Management participation on the Health and Safety Committee. • Annual review of Health and Safety Polices. Current Policies include the following: <ul style="list-style-type: none"> a. Health and Safety Program Manual b. Health and Safety Policy c. Health and Safety Discipline Policy d. Incident Reporting and Investigation Procedure e. Blood and Bodily Fluid Spills f. WHMIS (Workplace Hazardous Materials Information System) Program Roles and Responsibilities of Workplace Parties. g. Hazard Reporting h. Emergency Eyewash and Shower Station i. Video Surveillance j. Workplace Hazard Assessments k. Personal Protective Equipment (PPE) l. Work Refusal Procedure m. Provision for First Aid and Automatic External Defibrillator (AED) Response

5.1	Health and Safety/Ministry of Labour Compliance continued...	Low	2	<ul style="list-style-type: none"> n. Smoking, Alcohol and Substance Abuse Policy o. Workplace Violence Prevention and Reporting p. Respectful Work and Educational Place Policy q. Footwear Policy r. Workplace Wellness Policy s. Healthy Food Policy t. Employee Fitness Policy u. Infection Control Policy v. Bike Friendly Workplace Policy w. Occupational Health and Safety Orientation and Training Procedure x. Contractor Management Policy y. WSIB Return to Work/ Temporary Modified Work Program z. Workplace Mental Wellbeing aa. Cardiovascular and Respiratory Health Management bb. Slips, Trips and Fall Prevention cc. Take Your Kids to Work Day dd. Staff Protocols for Dealing with Student/Staff Behavioural Concerns ee. Equipment Purchase, Donations and/or Modifications – Safety Review ff. Hot Work Procedure gg. Sexual Misconduct Policy and Procedure hh. Emergency Response Plan ii. Pandemic Related Emergency Addendums jj. Working at Heights Program <ul style="list-style-type: none"> • Progressive Disciplinary Health and Safety Policy in place to ensure compliance to the College’s Health and Safety Program. • Health and Safety is a standard weekly agenda item at SOG meetings. • “Two-Month-Old” items discussed and documented at SOG meetings for resolution. • WSIB report reviewed at SOG monthly. • NEER Statement (New Experimental Experience Rating) reviewed annually by SOG. • Wellness Program incorporated for staff. It should be noted that St. Clair College has won awards for this program every year since 2008. This includes offerings of wellness initiatives including biking, running and walking lunches, staff sports games (basketball, volleyball, pickleball), yoga, meditation, staff engagement activities such as trivia night and special treat days in the staff lounge, etc.
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5.2	Emergency associated with Fire, Active Shooter, Bomb Threat, Violence and Disruptive behaviour, etc.	High	3	<ul style="list-style-type: none"> • A comprehensive Emergency Response Plan (ERP) has been created and is reviewed annually by the Health and Safety Committee and the Emergency Management Planning Committee. A major update to the ERP was implemented in 2018. Recommendations are forwarded to and approved by SOG. Specific plans have been developed for: <ul style="list-style-type: none"> a. Medical Emergencies b. Fire Emergency (for each Campus) c. Severe Weather d. Hazardous Material Release e. Bomb Threat f. Active Attacker g. Elevator Failure Procedure h. Other Emergencies (Power Outage, Gas Leak, Water Main Break) • An Emergency Response Planning Committee meets to review the ERP annually at a minimum. • Training and table-top drills are scheduled at all campuses to effectively communicate evacuation requirements and ensure compliance with above policies. • All ERT members attended IMS 100 and IMS 200 training in 2019. • Fire Detection Systems are tested per Fire Code. • Fire Drill conducted annually at all campuses. • Respectful Work and Educational Place Policy. • Violence Risk Assessment Training completed in June 2013 for identified managers. Extensive training for team members in 2013 with updated training completed in June 2017. New team members attended updated training in July 2019. • Emergency numbers have been set up for Windsor and Chatham campuses. • College has purchased an emergency communication system called Alertus which includes a safety app. Emergency communications are pushed to all users. In addition, staff and students can alert Security to situations through the app. • An Active Attacker video has been purchased for training purposes for staff and students. • Contract Emergency Management Coordinator hired in 2017 to further develop plans, conduct drills and tabletops and enhance partnerships with Police and emergency management resources in the community - Paladin.
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	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
	<ul style="list-style-type: none"> HEALTH SERVICES 			
6.1	Pandemic Planning	High	1 - 3	<ul style="list-style-type: none"> College Pandemic plan has been revised significantly in light of this year's pandemic and is posted on the internet. The Pandemic Steering committee is engaged and meets every two weeks to review cases and make recommendations for additional protection measures. Internet/intranet site created to ensure effective communication to students and staff which allows for ongoing updates as required. This site is used extensively to answer questions and provide updates to both staff and students. Health and Safety, along with College Health Centres, work regularly with local Public Health Units to review best practices, share procedures, ensure communication both ways, discuss cases and strategies to mitigate, keep abreast of new and upcoming health concerns and ensure that vaccination programs are up to date. An International Student SOP (Standard Operating Procedure) has been created. The following has been done: <ul style="list-style-type: none"> In conjunction with our local public health authorities, the College has developed and implemented robust procedures and protocols for international student arrivals to Ontario. Under the direction of Health Canada, criteria was mandated by the Ministry as part of the requirement for post-secondary institutions to demonstrate their readiness to accept international students for Fall 2020 as it relates to COVID-19. The College's SOP also addresses the 14-day quarantine period for all international students coming to Ontario from outside of Canada, including transporting arriving international students from the airport to their isolation location, COVID Testing, ensuring that meals and necessities are available and provided and regularly checking in on those students to ensure they complete the required 14-day quarantine. A Hierarchy of Wellness was developed to address Quarantine Audits and Wellness Checks to monitor and assess international students when they arrive in Canada.

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
6.1	Pandemic Planning continued...	High	1 - 3	<ul style="list-style-type: none"> On August 27, 2020, the new Arrival Protocol Process was submitted to provincial/federal Government Officials and the College is awaiting approval. Until the College's international protocol is officially approved, the College is advising all international students not to travel to Canada. The MCU required that Presidents sign an attestation for Public/Private Designated Learning Institutions outlining 18 requirements related to readiness for international students in Ontario. The President of St. Clair College submitted the final Attestation to the MCU on September 23, 2020, confirming that all 18 requirements are included in the SOP for St. Clair College.
6.2	Substance Control	Medium	2	<ul style="list-style-type: none"> The College has updated its Smoking, Alcohol and Substance Abuse Policy which has been approved by the Health and Safety Committee and SOG. This incorporates the new cannabis de-regulation.
6.3	Other Infections Concerns	Medium	1	<ul style="list-style-type: none"> The College is notified by the Public Health Unit should a student be diagnosed with an infectious disease for which surveillance protocols need to be established. The Manager, Health, Safety and Wellness and the Health Centre team works closely with the Public Health Unit when such concerns arise. Communication and education protocols are put in effect per the Public Health Unit guidelines. (Example: with the increase in International students, there has been a slight increase in cases related to Tuberculosis, as it is a disease that is more prevalent outside of Canada.)
	<ul style="list-style-type: none"> INFORMATION TECHNOLOGY 			
7.1	Information Technology – Data Corruption, etc.	Low	2-3	<ul style="list-style-type: none"> Annual IT Audit performed by external auditors which includes security, change management processes and documentation, account creation/modifications, duties and responsibilities of staff and Disaster Recovery Plan and review of IT Policies and Procedures. Daily, Weekly, Monthly disk to disk backup procedures are in place to protect critical data. Backup disks are kept off site with full redundancy on critical systems.

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
7.1	Information Technology – Data Corruption, etc. continued...	Low	2-3	<ul style="list-style-type: none"> • Backup tape drive and tapes have been purchased and stored offline, to provide further protection from cyber-attacks. • As set out in section 3.5, Cyber and business interruption insurance has been purchased. • Annual review of IT Policies include the following: <ol style="list-style-type: none"> 1. Asset Management: <ul style="list-style-type: none"> ➢ Asset Control ➢ Peripheral Devices ➢ Maintenance 2. Software Licensing/Deployment: <ul style="list-style-type: none"> ➢ Software Licensing ➢ Software Procurement ➢ Software Deployment 3. Software Maintenance/Upgrades/Enhancements: <ul style="list-style-type: none"> ➢ Software Maintenance ➢ Software – Request for Modification 4. Network Infrastructure: <ul style="list-style-type: none"> ➢ Network Access ➢ Wireless Technologies ➢ Firewall ➢ Virtual Private Network (VPN) 5. Web/Email: <ul style="list-style-type: none"> ➢ User Accounts ➢ Usernames and Passwords 6. Web Pages: <ul style="list-style-type: none"> ➢ Acceptable Use Policy ➢ Computing, Network Communication Resources 7. Principles: <ul style="list-style-type: none"> ➢ Unacceptable Uses ➢ Discipline, Jurisdiction and Penalties 8. Supplemental Email Use Policy 9. Student Email Policy
7.2	IT Security	High	1-3	<ul style="list-style-type: none"> • IT Services reviews security resources on an ongoing basis. • The College has created its first Cyber-Security strategy. This strategy will provide the College an opportunity to grow its security posture. • IT policies pertaining to Security include: <ol style="list-style-type: none"> a. Defining the Need for Security.

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
7.2	IT Security continued...	High	1-3	<p data-bbox="1220 201 1444 228">b. Security policy.</p> <ul style="list-style-type: none"> <li data-bbox="1077 237 1524 264">• Security Processes audited annually. <li data-bbox="1077 269 1829 297">• Security investigations completed and documented as required. <li data-bbox="1077 302 1598 329">• Zero tolerance given for security breaches. <ul style="list-style-type: none"> <li data-bbox="1220 334 1906 459">a. New firewalls have been acquired with the capability of: Intrusion detection that will not allow any IP address into the College network unless an explicit rule has been put in place. <li data-bbox="1220 464 1898 524">b. State full packet inspection as well as application analysis that will help with unwanted access to the College. <li data-bbox="1220 529 1906 589">c. Logging all user traffic which allows the College to conduct security investigation in a more efficient manner. <li data-bbox="1220 594 1843 654">d. Locking of specified sites are handled by our security software. <li data-bbox="1220 659 1898 751">e. Minimal access is allowed for VPN (Virtual Private Network) access which requires 2 levels of authentication into the College. <li data-bbox="1220 756 1913 849">f. Student and College Administration domains are separated to prevent unauthorized access, as well Finance systems are only available internal to the College network. <li data-bbox="1077 854 1839 914">• IT Services is currently in talks with third party Security Vendor to augment security and threat monitoring. <li data-bbox="1077 919 1892 1076">• The College has signed a 1-year renewal agreement with ORION, along with 12 other Colleges and 5 Universities for a shared CISO – Chief Information Security Officer. The goal of this group is to share security governance models, as well as share security threat intelligence and remediation. <li data-bbox="1077 1081 1854 1141">• IT Services currently has 3rd party after hours monitoring of College network connectivity. <li data-bbox="1077 1146 1854 1239">• The College is a stakeholder member of CWE (Connecting Windsor Essex), this group provides the College with additional oversight of upstream network providers. <li data-bbox="1077 1243 1892 1369">• In 2019 a high-level security event had taken place, the College quickly reacted to the situation and retained forensics services from “SecureWorks”. SecureWorks was able to quickly identify and provide the College with remediation. No data was lost.

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
	• CORPORATE			
8.1	PCI Compliancy	Low	2	<ul style="list-style-type: none"> Payment Card Industry (PCI) Committee formed (includes VPs, IT, Registrar's Office, SCCCA, Government Electronic Tendering Service). Review PCI Compliancy Plan on an ongoing basis. Firewalls have been acquired that now conform to PCI compliancy standards. Removal of acceptance of credit cards for tuition payments has been in place since September 2017.
8.2	Special Events/Alcohol/Pubs/Golf Course/St. Clair College Centre for the Arts	Low	1-3	<ul style="list-style-type: none"> Liability Insurance. Smart Serve. Police presence mandated for Pub Nights and special events with high attendance. Liquor serving policies/protocols documented. SRC/TSI now have their own Liquor license and no longer use the College license.
8.3	Ministry Compliance/Special Projects, (CERF/Multi-Year Agreement, Special Funding, etc.)	Low	1-3	<ul style="list-style-type: none"> Project Leads identified for all major projects. Major projects are standard agenda items on SOG Agenda to ensure compliance, and project progress (on date/on budget). College review and follow up prior to deadline submissions by Presidents Office.
8.4	Goodwill and Reputation of St. Clair College	Low	1-3	<ul style="list-style-type: none"> Identified senior manager responsible for St. Clair College media to ensure consistent messaging and build relationships with the media. All media inquiries are reviewed and responded to. Potential risks are discussed and reviewed at SOG. Monthly meetings scheduled with SRC/TSI/SAA and the SOG to ensure complaints or concerns are dealt with in a timely manner. President's Office has an open-door policy to encourage communication and dispute resolution. Social Media is monitored and responded to in a timely fashion.
8.5	Strategic Mandate Agreement Performance and Accountability (SMA2) and SMA3	Medium	1-3	<ul style="list-style-type: none"> Complying with SMA3 mandate- identified senior managers responsible and strategies in place for execution of organizational mandate.

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
8.5	Strategic Mandate Agreement Performance and Accountability (SMA2) and SMA3 continued...	Medium	1-3	<ul style="list-style-type: none"> • In recognition of the COVID-19 pandemic situation, the Government has decided to delay the planned activation performance-based funding for a minimum of two years, Year 1 (2020-21) and Year 2 (2021-22) of SMA3. • The Government is committed to using the SMA3 Annual Evaluation process to determine readiness to proceed with activation for the remaining years of SMA3. • Achieving metrics outlined in the SMA3 - performance measures monitored by semester/annually, as applicable, to ensure on target. • Creation of a Manager, Institutional Data and Enterprise Analytics position to provide additional analytical support for the SMA3 process. • Establishing benchmarks in order to measure performance. • Ongoing communication regarding SMA3 requirements. • Acceptability of system-wide and institutional metrics – Provincial government consulting with stakeholders and opportunities to provide input. • Outcomes that are objective, accurate and reasonably within the College’s control. • Increased competition across College sector to maximize incentive funding - reduction or elimination of regulatory barriers that stand in the way of better outcomes. <p>Preparation and submission of SMA3 Annual Evaluations – identified senior managers responsible and plan in place to ensure analysis, feedback/input and engagement with the Ministry.</p>

Appendix A - Insurance Limits

Property

Primary = \$200,000,000 per occurrence

Excess = \$100,000,000 per occurrence

Total = \$300,000,000

There is \$10,000,000 in extra expense coverage under the property policy. This type of coverage pays for additional costs in excess of normal operating expenses that an organization incurs to continue operations while its property is being repaired or replaced after having been damaged by a covered cause of loss.

Commercial General Liability

Primary = \$25,000,000 per occurrence

Umbrella = \$15,000,000 per occurrence

Total = \$40,000,000

Directors & Officers

Primary = \$5,000,000 each loss

Excess = \$10,000,000 each loss

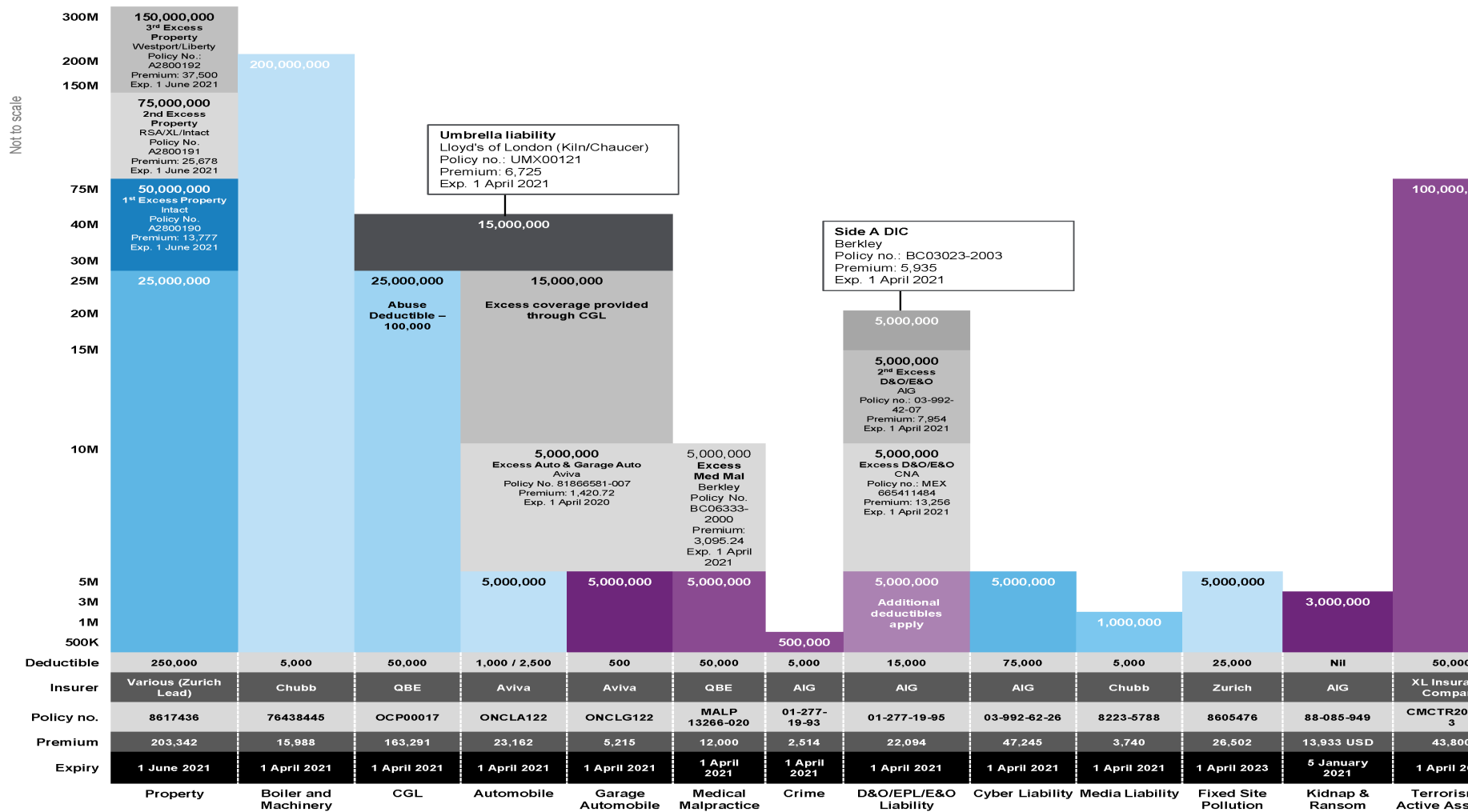
Total = \$15,000,000

Cyber insurance coverage is in place for \$5,000,000. If a cyber-related event were to occur, the cyber insurance policy would cover: data breach crisis management, business interruption, cyber extortion, network security liability and privacy liability.

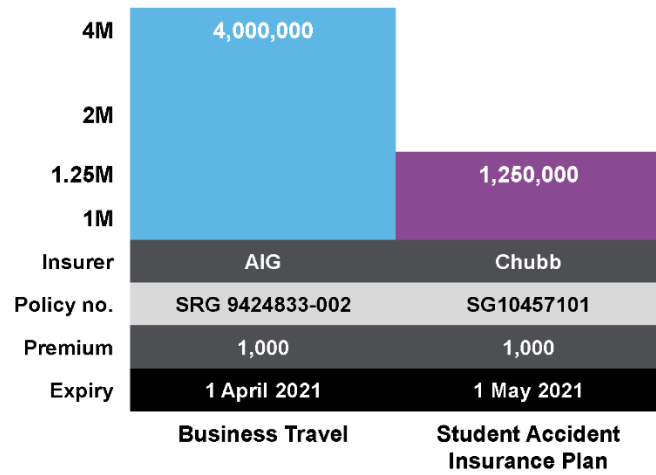
Active Assailant coverage is in place for \$10,000,000. If an active assailant (*i.e.* active shooter) event were to occur, the active assailant policy would cover liability, including bodily injuries, property damage, and business interruption, including loss of attraction. Terrorism and Sabotage coverage is in place for \$100,000,000. If a terrorism event were to occur, the terrorism policy would cover liability, including property damage, bodily injuries, and business interruption.

St. Clair College of Applied Arts and Technology

Property and Casualty Program Structure



Health and Benefits Program Structure





POLICY TYPE:	Executive Limitations	NUMBER:	2003-17
POLICY TITLE:	Compensation and Benefits	DATE:	May 2003
		REVIEWED:	April 2009 November 2020

With respect to employment, compensation and benefits to employees, consultants and contract workers, the President shall:

1. Not change his or her, own compensation and benefits.
2. Not provide for or change the compensation and benefits of other employees except in accordance with collective bargaining agreements or with salary schedules and plans.
3. Not promise or imply permanent or guaranteed employment except in accordance with approved policy and procedures.
4. Not grant fringe benefits to employees except in accordance with approved policy and procedures.



POLICY TYPE:	Executive Limitations	NUMBER:	2003-18
POLICY TITLE:	Budget Development	DATE:	May 2003
		REVISED:	May 2009
		REVIEWED:	November 2020

Budget development or expenditures during any fiscal year or the remaining part of any fiscal year will not deviate from Board Ends priorities, risk fiscal jeopardy, fail to be derived from a multi-year plan nor fail to show a generally acceptable level of foresight.

The President shall not cause or allow a budget to be developed which:

1. Contains too little information to enable credible projection of revenues and expenses, separation of capital and operational items and disclosure of planning assumptions.
2. Does not provide the annual operating funds for Board prerogatives such as Board development, Board and Committee meetings and Board professional fees.
3. Projects the expenditures in any fiscal year of more funds than are conservatively projected to be received in that period.
4. Endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve Ends in future years.
5. Incorporates a forecast deficit.

The President will:

1. Present a budget that takes into account the Board's directions and the Strategic Directions.
2. Propose a budget which includes reasonable expected outcomes, anticipated returns on expenditures and processes of accountability for new projects and initiatives.
3. Propose a budget which sets a reasonable level of expenditure for travel and accommodation commensurate with the directions of the Board and with the economic realities of the day.
4. Review and recommend the current condition of the internally restricted Board Reserves which includes related generated income.

PRESIDENT'S REPORT

Meeting of the Board of Governors
Full Board – November 24, 2020

1. Healthy Workplace Awards

Congratulations to the Wellness Team for their ongoing efforts to support employee wellness. Due to their hard work, the College has achieved the **Gold** level in both the **Health & Safety Award** and the **Mental Health Promotion Award** from the Windsor-Essex County Health Unit. This is the highest achievable level for an organization and a great realization of the Wellness Team's efforts.

In addition, St. Clair College also received the **Organizational Social Responsibility Award** which really reflects the College's efforts to support the community during COVID. *Kudos to all!*



2. GEM Residence Construction

Staff, students and the community got a sneak peek of the new \$23-million GEM residence under construction at South campus. A Media Event was held on Thursday, November 12, 2020 to showcase the project's progress. The building is being constructed with prefabricated units produced by Z-Modular, a Zekelman Industries subsidiary company.

The 106,000 square foot structure will house 512 students and has been described as one of the most innovative student residences in North America. "Strictly from the perspective of the unique construction method, in addition to being a residential complex, this is going to prove to be something of an educational site," said President France. "I have no doubt that our faculty and students in such programs as Architectural Technology, Interior Design, Civil and Construction Engineering Technology and several other trades-related fields will be examining the modular construction method for many years to come."



The new student residence is anticipated to be open in the Fall of 2021.

3. Sports Park Ribbon Cutting

Students, staff and community members gathered outdoors on Tuesday, November 17, 2020 to celebrate the completion of the new \$26 Million Sports Park, located at the South end of the Main Campus in Windsor. The project was overseen by the Student Representative Council and the Saints Student Athletic Association. Support from the community made the dream a reality with a generous sponsorship from the Barry and Stephanie Zekelman Foundation and Michael Schlater, CEO of Domino’s Canada. Support from other community partners included WFCU Credit Union, Fortis Group, Architecturra Inc., the City of Windsor and the Town of Tecumseh.



4. College Online Remembrance Day Ceremony

At 10:55 a.m. on Wednesday, November 11, 2020, the SRC and TSI went “live” with an online virtual Remembrance Day video that was produced by both Student Governments. SRC President, Jorge Guitterez Calzada and TSI President, Kash Yeck, led the pre-taped ceremony.

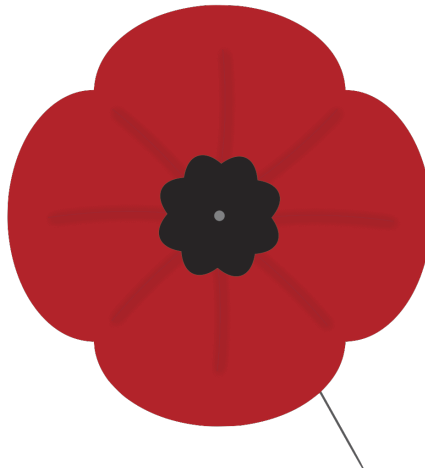
You are invited to join staff and students as we pause on **NOVEMBER 11TH** to focus on this day of remembrance.

This year, our SRC President Jorge Guitterez Calzada and TSI President Kash Yeck will lead us in our remembrance ceremony.



PLEASE WATCH AT 10:55 AM TOGETHER WITH COLLEGE STAFF AND STUDENTS.

WATCH HERE



5. Easter Seals Telethon 2020

The 2020 Windsor-Essex Easter Seals telethon was taped at St. Clair College in the Student Life Centre. This year the telethon was aired during the television breaks of two Harry Potter movies on Saturday, October 31, 2020 and Saturday, November 7, 2020. The movies were broadcast on the Southwestern Ontario CTV network. St. Clair College co-sponsored the event with the SRC in partnership with the Toldo Foundation.



6. SRC Class Rep Meeting

The SRC held their first Class Rep Meeting of the 2020/21 Academic Year on Tuesday, November 10, 2020. The President and Senior Operations Group participated in the inaugural meeting to introduce themselves to the Class Reps.



7. St. Clair Moving from Student Satisfaction KPI to Student Experience Survey

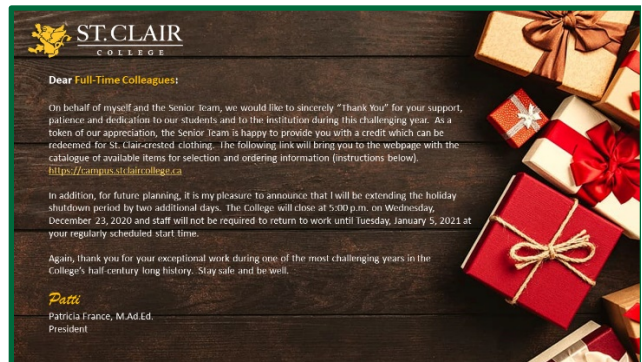
In 2019, MCU formally announced the immediate suspension of the Student Satisfaction KPI survey. As this survey formed an integral part of the Quality Assurance processes of many colleges, St. Clair and 18 other colleges formed a consortium to maintain the status quo in administering the survey and distributing the results for the 2019 – 2020 academic year. Now, having an opportunity to improve survey questions and increase efficiency of survey administration, several colleges have decided to create a replacement survey to be administered completely online. The new Student Experience Survey was drafted by a working group of colleges so that the results would capture data relevant to colleges, permit differentiation when needed and maintain continuity of capstone questions in a cost-efficient manner. In February 2021, St. Clair will join approximately 12 other colleges in administering the Student Experience Survey online. All Quality Assurance processes will continue to have relevant data for decision-making and costs are expected to be reduced by 60%.

8. Staff Recognition

Due to the COVID-19 pandemic, the College has had to forego some of our traditional annual events such as St. Clair Day, the Welcome Back Lunch and the Staff Christmas Brunch. In lieu of these staff recognition events, the President presented all full-time and part-time staff with a \$50 gift card to one of the College’s food service outlets. The gift is a small token of the immense gratitude for, and admiration of, staff efforts throughout this very challenging year.

As a thank you for their support, patience and dedication to students and to the institution, the President and Senior Team also provided all full-time staff with a credit which can be redeemed for St. Clair-crested clothing. A webpage was developed with a catalogue of items available for selection.

In addition, the President announced that she will be extending the holiday shutdown period by two additional days. As such, the College will close at 5:00 p.m. on Wednesday, December 23, 2020 and staff will not be required to return to work until Tuesday, January 5, 2021.



St. Clair College In The News

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Wallaceburg grad wins 2020 student award

Postmedia - October 21, 2020



Kallista Everaert, centre, receives the Carlo Rossini Memorial Diabetes Foundation award from Jan Mallory-Wood, left, and Jean Rossini, right. Everaert, a Wallaceburg District Secondary School graduate, is now enrolled in the veterinary technician program at St. Clair College in Windsor. (Handout/Postmedia Network)

A Wallaceburg District Secondary School graduate has received the Carlo Rossini Memorial Diabetes Foundation's 2020 student award.

Kallista Everaert will use the \$2,000 bursary towards her education. She is now enrolled in the veterinary technician program at St. Clair College in Windsor.

The award is granted each year to a student living with Type 1 diabetes.

A news release said Everaert was diagnosed in 2014.

"The diagnosis not only changed Kallista's life but also the daily routines of her very supportive family," the release said.

Story continues below

"Kallista faced her Type 1 diabetes with determination and realized that diabetes changes your everyday life but it does not change who you are or what you can achieve."

Carlo Rossini died in 1996 at the age of 21 in a car accident, according to the foundation's website. He was diagnosed with Type 1 diabetes the year before.

The Rossini family established the foundation in 2007.

Applicants for the award must be in their graduating year from a secondary school within the Municipality of Chatham-Kent and entering a college, university or apprenticeship program.

Local healthcare workers asked to complete survey about mental health during pandemic

CTV Windsor Web Writer / Reporter - Monday, October 26th 2020



Angelo Aversa

A local study is asking all local healthcare workers to complete a [short survey](#) indicating how the continued efforts of working in healthcare through the COVID-19 pandemic is affecting their mental health.

It's the second part of a study launched in June and is made possible through the Igniting Discovery grant program from WE-SPARK Health Institute, Hotel-Dieu Grace Healthcare is leading the study with research partners from University of Windsor and St. Clair College.

"The goal is to explore ways in which we can support, promote and restore the emotional well-being of healthcare staff who have experienced so much during the COVID-19 pandemic," said a news release from HDGH.

Completion of the survey during the second wave of COVID-19 will allow the team to compare overall trends.

Ema Sisic, a social worker at the regional children's centre, said walking into work was completely different once the pandemic hit.

"Initially, it was quite stressful, we didn't know what we were walking into," she said.

Sisic was moved to the rehab unit to help those patients who could no longer see family.

"As healthcare workers, we still experience effects of COVID in our personal lives which is then compounded by showing up to work every day," she said.

June's survey saw the participation of over 400 healthcare workers. The team is hoping to get the same response if not more this time around.

The completion of this survey is voluntary and responses will remain anonymous. It will capture sociodemographic information, occupation and work history among other things.

It is open to anyone working for a healthcare organization or in the healthcare profession. This could include, but are not limited to "medical" and/or "clinical" professionals (physicians, nurses, personal support workers, dentists, optometrists, first responders, pharmacists, medical laboratory technicians, etc.) and "nonmedical" personnel (administrators, clerical staff, dietary, facilities and maintenance workers, etc.)

Part two of the survey is open from Oct. 26 to the end of November, with a goal of sharing study findings in the new year.

"Results from our first survey showed that many of our local healthcare professionals were experiencing high levels of psychological distress during the early months of the COVID-19 pandemic, which was influenced by increased job stress, concerns about being infected with COVID-19 and then passing the disease on to family members, and concerns about access to appropriate personal protective equipment" said Jennifer Voth, research associate at HDGH.

The survey found 70 per cent of participants were experiencing high levels of psychological distress including depressed mood, nervousness and restlessness.

"There's this really clear need to really support and safeguard the emotional well-being of our local healthcare work force," Voth said.

Those who worked in hospital reported the highest level of stress.

"We can really make these targeted recommendations to leaders about what they can do in order to address the emotional needs of their staff," she said.

The 15-20 minute survey can be found on the [HDGH website](#).

Closer to normal at Transit Windsor, with fare collection and front-door boarding

Windsor Star - Oct 26, 2020



Passengers board a Transit Windsor bus outside the Windsor International Transit Terminal, Monday, Oct. 26, 2020. Today is the first day passengers are boarding at the front of the bus since safety protocols were put in place for COVID-19. Photo by Dax Melmer /Windsor Star

Transit Windsor officials are watching closely to see what happens to ridership numbers, now that it's collecting fares for the first time since the pandemic descended seven months ago.

After fitting most of its buses with plexiglass barriers to protect drivers from possible exposure to COVID-19, "we are back to front door entry and collecting fares as of this morning," executive director Pat Delmore said Monday.

Requiring rear-door entry to lower the risk to drivers, and not collecting fares as a result, has been in force since May 4 when Transit Windsor resumed operations after a one-month shutdown at the start of the pandemic. Oct. 19 was supposed to be Day 1 of front-entry and fare collection, but not enough of Transit Windsor's 100 buses were outfitted with the barriers by then, leading to a one-week delay.

On Monday, there were still a small number of buses not ready, but the bus service moved forward with front-door entry and fare collection on all but its least-frequent routes.



A Transit Windsor bus driver sits behind a protective plastic shield while he waits for passengers to embark outside the Windsor International Transit Terminal, Monday, Oct. 26, 2020. Today is the first day passengers are boarding at the front of the bus since safety protocols were put in place for COVID-19. Photo by Dax Melmer /Windsor Star

“Those are the last ones we’ll switch over to the front door,” said Demore, who expects all the buses will be front entry and collecting fares in the next day or two.

He said when other municipalities resumed collecting fares, ridership actually went down because some people who’d been riding for free didn’t want to pay.

“We’ve got to monitor this,” he said. “We don’t know what percentage is going to be paying cash at the door, what percentage is going to be buying bus passes, how many people are going to say ‘I no longer need a bus pass.’ It’s a lot of unknowns.”

Delmore said the service remains an enhanced Saturday service, which provides less frequent runs than regular full service.

“We can’t have the full service back when we still have 60 per cent fewer riders,” he said, explaining that Transit Windsor relies on students — high school, college and university — for 50 per cent of its ridership. With St. Clair College and the University of Windsor switched to online learning and high school students attending school in fewer numbers and on a rotating basis, “people just aren’t going to class,” Delmore said.

Fares normally pay about half the cost of running a transit service like Windsor’s, with municipal taxpayers paying the rest. A \$6.3-million federal/provincial Safe Restart grant was announced for Transit Windsor in August to help keep it running.

The maximum number of passengers allowed on the bus has gone from 10 to 20 to seated capacity. Now that the front of the bus is opened up, another six to eight seats are gained, said Delmore, who said Transit Windsor is following provincial guidelines.

“We recognize that we don’t have the ability in public transit to provide two metres of distance. That’s why the insurance of a mask is so very important.”

He said the new barriers totally enclose the driver.

“We’ve put every safety measure in place for our drivers.”

Windsor Ad Agency Wins Six International Awards

WindsoriteDOTca News - Tuesday October 27th, 2020



Douglas Marketing Group's award-winning handbook for St. Clair College

A local advertising agency has been recognized with six international awards from two award shows.

Windsor's Douglas Marketing Group received the awards — from Summit Awards and Hermes Awards — for their work on COVID-19 response communications and printed materials in both Canada and the United States.

President Kay Douglas says she's proud of the success they've been able to achieve for their clients.

“We are honoured to be recognized by our industry leaders for our work,” says Douglas. “Our international region is rich with talent that shines.”

The agency won three Summit Creative Awards, one award for their Coronavirus Response Playbook for Wayne County Airport Authority, another award for their [Stay at Home Website](#) which offers families stay at home activities, mental health and financial resources during the pandemic, and a third award for their work on St. Clair College's 2020-2021 Admissions Handbook.

“With vetted judges, tough judging criteria, two-phase blind judging processes, and strict bylaws limiting winners, only deserving entries receive recognition,” says Jocelyn Luciano, Managing Director for the Summit Creative Awards.

Douglas Marketing Group also won three Hermes Awards, one award for St. Clair College's 2020-2021 Admissions Handbook, one award for work on St. Clair College's digital recruitment campaign for the Zekelman School of Business, and one award for work on Michigan's Children's Foundation annual report.

St. Clair College President Patti France congratulated the agency on their win.

“In the two years DMG has been our agency of record, St. Clair College's brand recognition has risen to new heights,” says France. “Our 2020-2021 Admissions Handbook and its unique cover design stood out among the sea of other books in the college system and the Zekelman School of Business and Information Technology has received the recognition it deserves as one of our leading programs.”

Douglas Marketing Group was chosen from among 6,500 entries in the Hermes Creative Awards 2020 competition. The agency says they competed against entries from corporate marketing and communication departments, advertising agencies, PR firms, design shops, production companies, and freelancers.

St. Clair College's Fall Virtual Convocation Ceremonies To Air Thursday

WindsoriteDOTca News - Tuesday October 27th, 2020



St. Clair College will hold seven virtual convocation ceremonies on Thursday, October 29th for nearly 2,400 graduates.

The convocation ceremonies will each include messages from St. Clair College President Patti France, Board of Governors Chair Nancy Jammu-Taylor, the Chairs of each academic school, Alumni Association President Andrew Rowberry, Windsor Mayor Drew Dilken and Chatham Mayor Darrin Canniff, along with a special message from Prime Minister Justin Trudeau.

All students were offered the opportunity to submit a slide, with a photo and a quote. Students who received academic awards and those who graduated with academic distinction are also being recognized.

Each session will begin at 3pm on stclaircollege.ca.

New Study Aims to Measure Pandemic's Mental Health Impact on Health Care Workers

AM800 CKLW - Tuesday, October 27th 2020



Hotel-Dieu Grace Healthcare wants to know impact the COVID-19 pandemic is having on the mental health of local health care workers.

The hospital is once again partnering with researchers from the University of Windsor and St. Clair College to conduct another study which will ask emergency workers to complete a survey on their well being and mental health.

Hotel-Dieu research associate Jennifer Voth says a similar study was carried out in June and her team is looking to touch base again with frontline staff.

She says phase one of the study found some alarming numbers.

"Over 70 per cent of respondents reported experiencing high levels of psychological distress and I think what it shows is the clear need to support the emotional well being of our local health care workforce."

She says one major concern came up over and over again in the first phase of the study.

"The number one concern was health care workers potentially being exposed to COVID-19 while working on their job," Voth says. "And then bringing that infection home to the members of their family or other vulnerable members within our community."

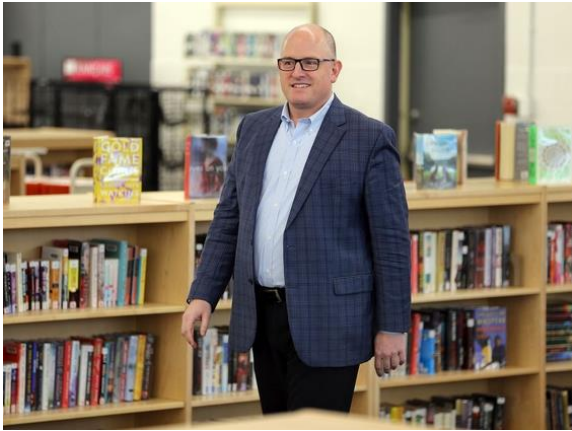
Over 400 surveys were received in the first round of research and Voth is hoping to have a similar number this time around, adding, "We're looking to see what are the trends in psychological distress among our local health care workforce and what are some of the different types and resources and supports that they would likely use."

The survey is voluntary and responses will remain anonymous.

Frontline workers interested in taking part in the study can head to the [Hotel-Dieu Grace Healthcare website](#) for more information.

City seeks proposals for library-anchored downtown development

Windsor Star - Oct 28, 2020



Windsor Mayor Drew Dilkens dropped in to get a sneak peek of the Windsor Public Library Central Branch located in the Paul Martin Building at 185 Ouellette Ave. Friday. Photo by Nick Brancaccio /Windsor Star

There's been lots of interest and ideas bubbling up in response to a recent call for ambitious downtown projects involving a new central library, the city's mayor said Tuesday.

"It's actually kind of exciting," Drew Dilkens said of the early response to the city's Library Central Branch Catalyst Project. The idea is that instead of the city going on its own and building a \$39-million-plus standalone library, it could dangle the library out as a carrot to spur a much larger development project that would include the library as a tenant. According to Dilkens, there's been a big mix of ideas from investors. The due date to make submissions is Nov. 27, with the expectation that council could be starting to choose among the best applicants in the first quarter of next year.

Even the most modest project the mayor has heard about would be really interesting and good for the downtown core, he said.

Based on the high-quality submissions the city received when it asked for expressions of interest on the former Grace Hospital site (Ohio-based Fairmount Properties was chosen in July to develop a "mixed-use international village" with hundreds of housing units), "we really feel the time is right" to seek a creative project involving the central library, said Dilkens.

"There's a lot of interest and lots of ideas and I look forward to seeing those developers putting pen to paper and figuring out what makes sense and make a great submission to the City of Windsor for our consideration."

He said the successful project could combine the library with residential units, a hotel, commercial space, retail, restaurant, cultural space, commercial, or mixed uses involving classrooms for students at St. Clair College or University of Windsor, which both have downtown campuses but no downtown library.

"The idea is to make this a very vibrant space and have all sorts of people gather there."

After selling and vacating its 101,000-square-foot Ouellette Avenue central branch last year, the library moved into the former Canada Post sorting operation (22,000 square feet) at the back of the Paul Martin Building. The city had purchased the Paul Martin Building from the feds for \$10, with the promise it would serve a municipal use — in this case as a public library — until at least 2022. The future of the building remains in question, though Dilkens expects at least one of the Library Central Branch Catalyst Project proposals will involve redevelopment of the building with the library as one of the tenants.

The city is looking for at least a \$15 million investment and a 30 per cent increase in municipal assessment from the project, with the expectation it will spur additional investment in the surrounding area. City solicitor Shelby Askin Hager said the city wants the central branch to be designed and located in such a way as “to acknowledge it’s an important piece of civic life and an important part of the vibrancy of the downtown core.” It also wants one or more complementary uses to increase the catalyst effect, and architecture that enhances the public realm and supports the people who live, work and visit downtown. The request from the city also talks about the importance of increasing the residential units downtown and reusing vacant buildings.

“We’d like to see as many of these things come together as possible,” Askin Hager said. “It’s kind of a unique opportunity right now, with the library having the opportunity to recreate its main branch somewhere.”

The Windsor Public Library board endorsed a functional plan for its new central library in 2018. The new library must have 50,000 to 75,000 square feet of space, room for 150,000 to 200,000 books, accommodate people with disabilities, and be located within the downtown’s cultural hub — an area north of Wyandotte Street, east of Janette Avenue, west of Windsor Avenue and south of Riverside Drive.

Library CEO Kitty Pope said the library’s requirements are included in the catalyst project’s criteria. She said the temporary central branch has proven quite popular, even with the lack of St. Clair students downtown due to the pandemic. Because of social distancing requirements, the branch can only accept half its normal capacity. By mid to late morning, every chair is filled.

“It’s not the people who are coming to stay for the day, it’s the people here for an hour or so, on the computer, reading a newspaper or picking up resources,” said Pope, who remarked that while use of the city’s libraries has rebounded, during the pandemic it has shifted away from physical visits and towards digital uses. But the central branch has seen a return to more traditional library usage, she said. “We are thrilled, I’ve got to tell you.”

One of the benefits behind the new library being part of a larger development is the city wouldn’t have to foot the big bill of a new building — estimated two years ago at almost \$38 million — instead paying rent as part of a bigger project that improves the downtown. But the mayor added that the numbers still have to work.

“This isn’t using the library at any cost to get a development,” he said. “It’s about seeing whether this library stream of revenue is attractive enough to make something exciting happen in the downtown area.”

Help wanted: Women in Windsor face additional challenges in COVID-19 'she-cession'

'Women have been front lined and sidelined by this pandemic'

CBC News · Oct 28, 2020



Derric'Ka Talbot says when the pandemic hit, she felt like she had 'stepped into the Twilight Zone' as she went from working two jobs to none. (Submitted by Derric'Ka Talbot)

Derric'Ka Talbot finally thought her career was moving in the right direction, when all of a sudden it felt like her life had been "put on pause."

The 26-year-old was working as an apprentice millwright through an earn-while-you-learn program at St. Clair College, hoping to move away from her primary job as a personal support worker (PSW).

Then the pandemic hit and everything fell apart. She went from working two jobs to none.

Her apprenticeship ended prematurely and she was forced to quit being a PSW to care for her 4-year-old son, who was suddenly without daycare.

Living with her 75-year-old grandmother also made Talbot worry that she might bring the virus home.

Talbot is one of 1.5 million Canadian women who became a casualty of what's been dubbed COVID-19's "she-cession." A lack of childcare and pandemic shut-downs hitting female-dominated sectors combined to force women out of the workforce. And in Windsor, where the economy depends on a typically male-dominated manufacturing sector and historically female-led tourism, retail and food sectors, Talbot wasn't the only local woman to find herself unemployed.

"It's tough ... it's a sticky situation for women out there. I feel like you're just damned if you do and damned if you don't. And it's just difficult to make any decision right now at all, no one knows what's going on, no one knows what's happening," Talbot said.

"You're trying to do what's best for your children, yet keep a roof over your head."

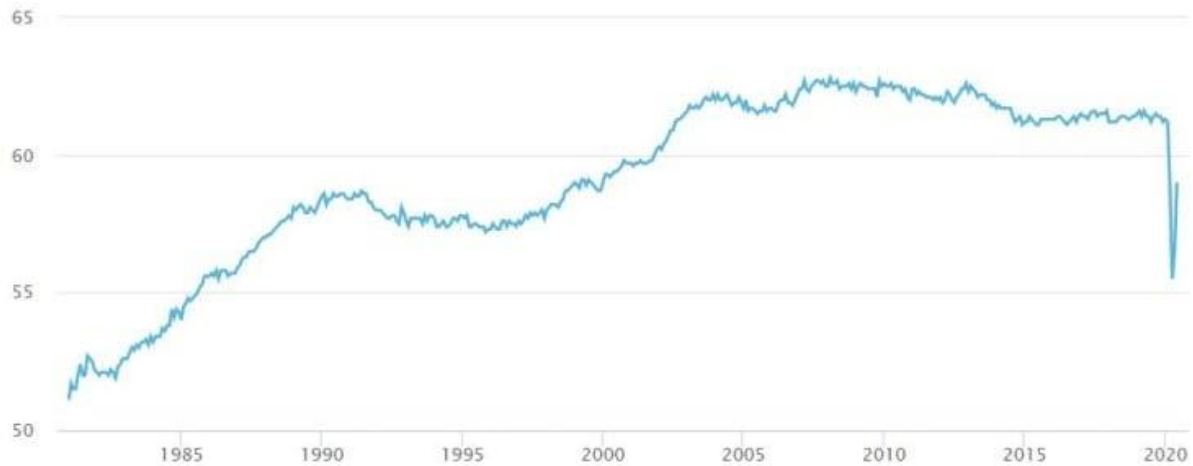
She-cession disproportionately impacts working women

The recession sparked by the pandemic put thousands out of work, but it disproportionately affected women.

A July report from [RBC Economics](#) called the hit on women's employment "unprecedented," noting that in April, women's participation in the Canadian workforce fell to 55 per cent — a level last seen in 1986.

In April, women's participation dipped to 55% for the first time since the mid-80s

Participation Rate: females, 15 years and over, seasonally adjusted, %



Source: Statistics Canada, RBC Economics

This year women's participation in the Canadian workforce fell to levels last seen in 1986, according to an RBC report. (RBC)

In Windsor, that economic hit was especially felt by women, who already have the odds stacked against them.

Windsor 6th lowest on best Canadian cities for women

In [2019's Best and Worst Cities to be a Woman in Canada](#) report, Windsor placed 20 out of 26 cities.

The report looks at the gender gap in areas such as education, poverty and income.

Author of the report, Katherine Scott, a senior researcher with the Canadian Centre for Policy Alternatives in Ottawa, said on average, women in Windsor earn less, have lower levels of employment and have experienced rates of poverty higher than the national average.



Researcher from the Canadian Centre for Policy Alternatives Katherine Scott says Windsor women face many economic challenges. (Submitted by Katherine Scott)

"It's shaping up to be a huge economic challenge for women. It'll be really hard in a community like Windsor where women already had relatively lower incomes to start with," she said.

Scott also mentioned data from Statistics Canada that shows in 2018, Windsor had the fourth highest rate of female poverty in the country.

This alone, she said, paints a "picture of considerable challenge" for women locally.

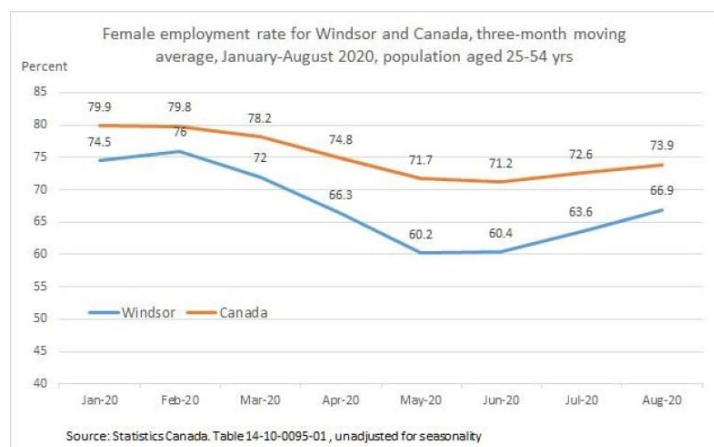
Data from the 2016 census shows that the Windsor areas has more than 14,000 single moms. And according to a United Way cost of poverty report from 2014, some 42 per cent live in poverty.

'Front lined and sidelined' by pandemic

In the past few years, Scott said, Windsor-Essex was actually seeing a narrowing of its gender employment gap, but that's now increasing across the region and the rest of Canada.

But Scott says it's "especially troubling" for Windsor, where women's employment is typically lower than other Canadian cities.

"We know that women have been front-lined and sidelined by this pandemic and by that I mean certainly large numbers of women of course are essential workers working on the frontlines, whether it's in our hospitals, community services or whether it's in retail and the like," she said.



The above graph shows Windsor's average employment for women ages 25 to 64 from January to August 2020 and compares it to Canada's. (Statistics Canada)

One of those pushed to the sidelines was Maryam Malih, who had just landed her dream placement at a spa in Windsor.

She said she was promised full-time work at the company, until COVID-19 arrived.

"During my placement, everything was going fine. But at the very end of my placement, that's when COVID hit and because of that, I was laid off," Malih said. "She lost a lot of business, the owner, she couldn't take me back."

"I was going to practice there and maybe get more experience so I could go to the school maybe there or open my own business. But now that I don't have the training because I got laid off, I can't really do any of that now."

Unable to find a job elsewhere, Malih said she plans on going back to school.

As economy reopens, region far from being in the clear

As more businesses reopen in Stage 3, the unemployment rate among women is slowly improving.

But, manager of projects and research for Workforce WindsorEssex, Tashlyn Teskey said it's still a far-cry from where it was last year.

In 2020, women's unemployment in Windsor peaked in May at 14.7 per cent. As of September, it dropped to 12.1 per cent, but it's still about five per cent higher than the same time last year, Teskey said.



Caesars Windsor reopened earlier in October after being closed since March. It only brought back a small fraction of its 2,600 employees, more than 55 per cent of which are female. (Chris Ensing/CBC)

"So we're not quite at pre-COVID levels, but we're working in the right direction," she said, adding that she's still concerned things might get worse again before they get better.

"With many working in the tourism or restaurant industry, as we move into winter, a lot of those restaurants are going to be pulling back their capacity with patios closing and delivery possibly being limited by weather ... we might see kind of a return to lower capacity and potentially more layoffs as they move out of their peak season again," she said.

Affordable and accessible childcare needed

Moving forward, Scott said a key factor in getting women back in the workforce is affordable and accessible childcare.

"We have to focus on those who are disproportionately impacted and in doing that, we raise the bar for everyone," Scott said.

As for Talbot, when she exhausted the Canadian Emergency Response Benefit, she knew she had to get back in to the workforce.

So, she compromised — she's a part-time PSW so she can still care for her son.

Local Schools Battle for ESports Bragging Rights

AM800 CKLW - Wednesday, October 28,2020



St Clair Saints -ESports- (photo courtesy of St Clair College)

The Saints and Lancers are set to do a big gaming event Thursday night at 8pm and it will be broadcast on the Saints Twitch channel: <https://www.twitch.tv/saintsgamingca>

Both teams enter the match with a 1-1 record in Ontario Post Secondary Esports regular season matches. The Lancers beat Trent in week one (2-0) and went on to lose to Carleton (0-2). The Saints meanwhile were able to take down Fanshawe (2-1) but then fell to the University of Toronto (0-2).

The match will be a battle between an established program in St. Clair College with three years of competitive experience versus a brand new team in the University of Windsor in their inaugural season.

The Saints have momentum on their side coming off a tournament win at last weekend's Drury University League of Legends Invitational.

The Saints went 8-1 over the weekend taking on varsity teams from the United States including Northwood University, Indiana Tech, and Illinois College who they defeated 2-1 in the grand finals.

The Saints overall on the year have a program record of 82 wins and 33 losses, easily their most successful season start in program history.

This will be the first meeting between these local programs and the organizers hope to see a rivalry develop.

WRH to close COVID-19 assessment centre at Sportsplex



St. Clair College Sportsplex. (Photo by Adelle Loiselle)
Blackburn News - October 29, 2020

After Friday, Windsor Regional Hospital will shut down its COVID-19 assessment centre at the Sportsplex at St. Clair College.

Any tests scheduled after Friday will be conducted at the assessment centre at the Ouellette Campus. If it is needed, a new centre will open at the Met Campus.

The Sportsplex will still be available for a field hospital if there is a spike in hospitalizations because of the virus.

The hospital said there has been a drop in the number of tests since the province ordered testing be done by appointment only.

“Our local testing capacity puts us in an enviable position to make adjustments depending on fluctuations in demand for tests,” said Vice-President of Critical Care and Clinical Support Services, Karen Riddell. “We will continue to monitor our testing needs, and we are ready to open the Met Campus assessment centre with short notice should the need for a second COVID-19 assessment centre arise.”

Before the province moved from a walk-up model for testing, Windsor Regional Hospital averaged 447 tests a day. Demand has dropped in the last week to about 200 daily.

The Ouellette Campus can test 330 people a day and can accommodate the current demand.

The hours at the centre have not changed. They are still from 8 a.m. to 7 p.m. during the week and from 9 a.m. to 4 p.m. on weekends and statutory holidays.

You can [schedule an appointment for the COVID-19 test at the assessment centre online](#). Those who are asymptomatic can [book an appointment at Shoppers Drug Stores](#) in the city by going online.

St. Clair College Holding Virtual Fall Convocation Ceremonies

AM800 CKLW – October 29, 2020



St. Clair College will hold its' fall convocation ceremonies today.

Due to restrictions around the COVID-19 pandemic, the college will hold seven fall virtual convocation ceremonies for graduates in Windsor and Chatham.

Associate Vice President, Student Services Mike Silvaggi says the college has tried its best to replicate the virtual ceremony to an in-person event.

He says the students have worked hard to receive their diploma or certificate.

"We do our best to at least imitate and give the student an opportunity to hear their name, get it officially recorded in the St. Clair College books and in some cases that is the ultimate completion," says Silvaggi.



He says the ceremonies feature a number of guest speakers including Prime Minister Justin Trudeau.

"We do replicate some of our traditional formats," says Silvaggi. "There will be the piper. There will be an O Canada, trying to replicate what we would do in person. We will have a lot of video guest speakers. We have some very important messages from of course our president Patti France.

He says graduating students deserve a convocation ceremony.

"We're trying to ensure that students have that experience and it's well deserving," says Silvaggi. "They've worked hard and this is the least we can do."

The convocation ceremonies are for Academic Studies Chatham, Community Studies, Engineering Technologies, Apprenticeship and Skilled Trades, Health Sciences & Nursing, Media Art & Design, Business and Information Technology and Ace Acumen Academy.

The college will honour 2,400 students during Thursday's ceremony.

The ceremonies begin at 3 p.m.

St. Clair College holding seven fall virtual convocation ceremonies

CTV Windsor Web Writer / Reporter - Thursday, October 29, 2020



The entrance to St. Clair College's main campus in Windsor. Photo taken August 22, 2019. WINDSOR, ONT.

St. Clair College is holding seven virtual convocation ceremonies on Thursday for nearly 2,400 graduates.

Each session will begin at 3 p.m. Go to the [St. Clair College website](#) and click on Fall Virtual Convocation Ceremonies.

“Our graduates deserve to be recognized and celebrated for their incredible accomplishments during these uncertain times,” said college president Patti France. “We applaud them for their determination and resilience, which will serve them well as they embark on their future careers.”

The schools represented will be: Academic Studies Chatham, Community Studies, Engineering Technologies, Apprenticeship and Skilled Trades, Health Sciences & Nursing (including Chatham), Media Art & Design, Business and Information Technology and Ace Acumen Academy.

The convocation ceremonies will each include messages from college officials and politicians.

All students were offered the opportunity to submit a slide, with a photo and a quote. Students who received academic awards and those who graduated with academic distinction are also being recognized.

All slides will be available to download once the ceremony is live and they will be available to share on social media.

Graduates and their families are also encouraged to share the ceremony via social media using the hashtag #SCCGrad2020.

For those who are unable to attend the live viewing at 3 p.m., the ceremony will remain on the website to view at any time.

St. Clair College Covid-19 Assessment Centre to Close

WindsoriteDOTca News - Thursday October 29th, 2020



The COVID-19 Assessment Centre at the St. Clair College Sportsplex will close on Friday, and all outstanding scheduled tests will be accommodated at the Ouellette Campus COVID-19 Assessment Centre.

The hospital says that this change reflects the reductions in volumes for COVID-19 testing.

Should the need for additional testing come up, officials say that the new facility to house an assessment centre at Met Campus is ready to open should volumes warrant.

“Our local testing capacity puts us in an enviable position to make adjustments depending on fluctuations in demand for tests,” said Karen Riddell, Vice-President, Critical Care, Cardiology, Stroke, Trauma and Clinical Support Services. “We will continue to monitor our testing needs, and we are ready to open the Met Campus assessment centre with short notice should the need for a second COVID-19 Assessment Centre arise.”

The Ouellette Campus has the capacity for more than 330 tests per day, and amid current volumes, it can accommodate same-day appointments. Hours at the Ouellette Campus COVID-19 Assessment Centre remain unchanged from 8am to 7pm on weekdays, and 9am to 4pm on weekends and statutory holidays.

The Sportsplex remains available to reopen as a field hospital should circumstances once again necessitate its use.

COVID-19 Testing Centre Closing Down at St. Clair College

AM800 CKLW – October 29,2020



A man receives a nasal swab COVID-19 test. (Joseph Sorrentino/iStock)

The COVID-19 Assessment Centre at the St. Clair College Sportsplex in Windsor is being shutdown as of Friday.

Windsor Regional Hospital has announced plans to close the centre after the last scheduled test tomorrow and increase testing capacity at the Ouellette campus.

On October 2, the provincial government changed the COVID-19 testing requirements, moving all testing centres to an appointment based system from a walk-in system.

Vice President of Critical Care, Karen Riddell, told AM800's The Morning Drive they were testing an average of 447 people a day but after the changes, it dropped to an average of 200 people per day.

"We have the capacity to do about 330 tests a day at the Ouellette site, which should be enough based on what we're seeing right now," she says.

Riddell adds they do have the second assessment at the Met Campus, which is now ready to go.

We'll be able to reopen that if the demand in the community changes and we'll be able to do that on a dime in a 24-hour period," she adds.

Hours at the Ouellette Campus COVID-19 Assessment Centre remain unchanged – 8 a.m. to 7 p.m. on weekdays and 9 a.m. to 4 p.m. on weekends and statutory holidays.

[**CLICK HERE**](#) to schedule a COVID-19 assessment appointment and select a certain date/time for your appointment or by “first available time.” Please have your health card in hand when booking on-line or calling in.

St. Clair College COVID-19 testing centre closing

Windsor Regional Hospital says change made to reflect reduced demand for tests

CBC News · Oct 29, 2020



Windsor Regional Hospital will close a COVID Testing Centre at St. Clair College, with the last test on Friday Oct.30, 2020.

Windsor Regional Hospital is closing the COVID-19 Assessment Centre at the St. Clair College Sportsplex at the end of this week.

The last test at the St. Clair assessment centre will take place on Friday, Oct 30, after which all scheduled tests at that location will move to the Ouellette Campus COVID-19 Assessment Centre.

WRH says it's closing the testing centre because of a reduced demand for tests. The average number of daily tests has fallen to less than half what it was since the provincial government switched testing from walk-in to appointment only — from 447 to 200, according to the WRH.

The WRH says that the Ouellette Campus Assessment Centre is capable of administering 330 tests a day, and that with current testing levels it can accommodate same day tests. With the closure, it is now the only WRH Covid assessment centre in the city.

"Our local testing capacity puts us in an enviable position to make adjustments depending on fluctuations in demand for tests," said Karen Riddell, vice-president, critical care, cardiology, stroke, trauma and clinical support services at WRH, in a press release. "We will continue to monitor our testing needs and we are ready to open the Met Campus assessment centre with short notice should the need for a second COVID-19 Assessment Centre arise."

The move comes little more than a week after the WRH said it was reducing the operating hours of the assessment centre at St. Clair College. The WRH again attributed that decision to lower testing volumes.

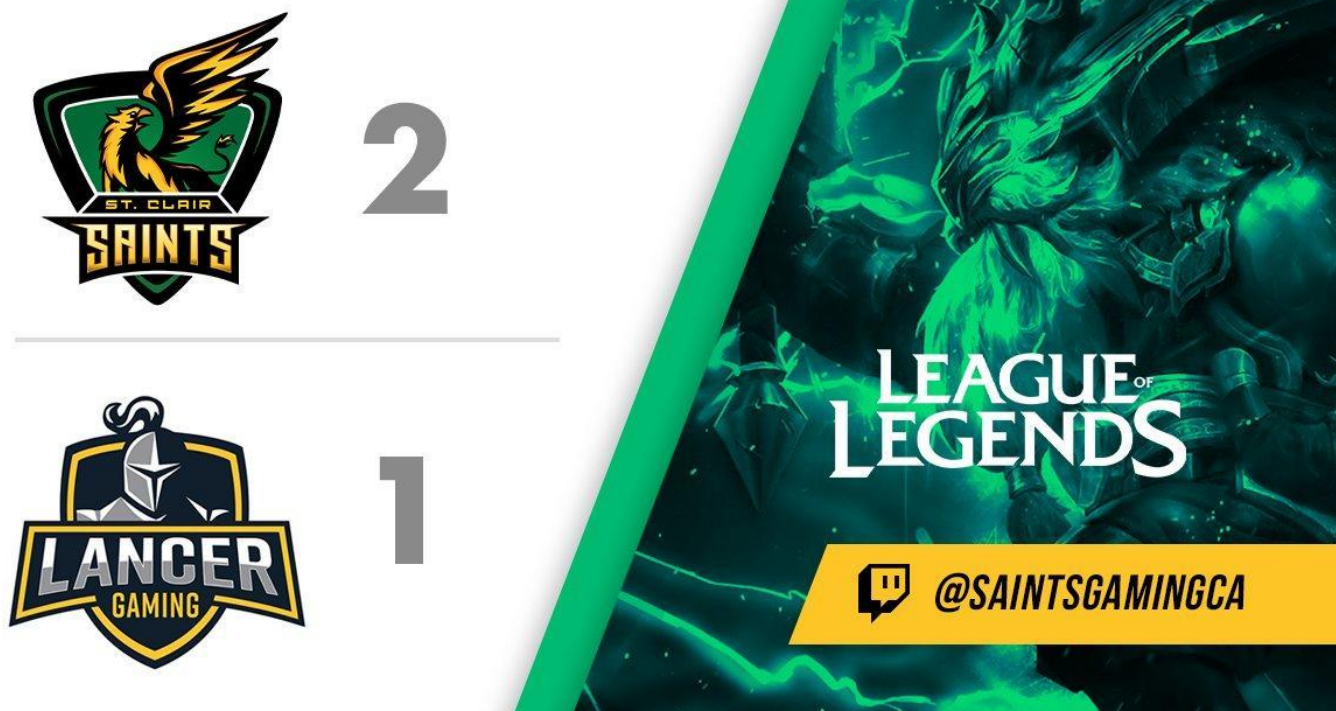
At that time, CBC News asked the Windsor-Essex County Health Unit in a briefing if it had concerns about the reduced amount of testing and number of people seeking a test.

Windsor-Essex medical officer of health Dr. Wajid Ahmed replied that testing guidelines are changing — particularly when it comes to whether to asymptomatic individuals should get tested.

"There has to be some consideration as to who is likely to have the disease," he said. "We have to make sure we are using all of those [testing] resources in the right way."

Saints Gaming Earns a Win Over Lancer Gaming

[AM800 News](#) - Friday, October 30th 2020



The inaugural match-up between Saints Gaming and Lancer Gaming goes to St. Clair College.

Saints Gaming hosted Lancer Gaming through in League of Legends Ontario Post-Secondary esports play Thursday, the first official meeting between the two hometown teams.

As the Saints were the home team, they had the ability to host the event on their Saints Gaming Twitch channel.

In a best of three series, the Lancers took an early lead thanks to Osama Al Eisawy, a second-year neuroscience major and "Jungler" for the Lancers, who made excellent team decisions in the trenches to coordinate a win over the neighbouring Saints to take a 1-0 Lancer lead.

During Game Two, the tide turned back in the favour of the Saints despite some clean picks and critical stops of all shen units made by 3rd year business administration major, Michael Clarke in the top position. But the Lancers made critical errors throughout the game where the Saints maintained pressure across the board to claim a win leaving it tied at one-all.

In Game Three, pressure unfolded back and forth as the Lancers Al Eisawy's elder dragon steal began to pave the way, though the Lancers drained their "elder steal" after a near comeback over the Saints to lose in the end.

The Lancers next see action against Queen's on November 5 at 6:00 p.m.

Windsor-Essex asked to do a good deed this Random Act of Kindness Day

CTV Windsor / AM800 CKLW - Tuesday, November 3rd 2020



Buying a coffee for a stranger, helping someone with a small favour — Windsor-Essex residents are asked to pay it forward this Friday and do something nice for someone else.

Random Act of Kindness Day is a community-building initiative that has been promoted by Windsor Essex Community Foundation since 2008 with the message to do something nice for someone while asking for nothing in return, except that they do something nice for another, “it does not have to cost a cent.”

“We are working toward that goal of creating free social media content that promotes kindness toward others and inspires people of different cultures and backgrounds to be generous in a variety of ways,” team leader Navneet Kaur said in a news release. “Some of the ways people could participate is by recycling, cleaning parks, treating someone to a cup of coffee, helping an isolated senior, or by simply being considerate to friends and neighbours.

With Random Act of Kindness Day occurring during a pandemic, more groups are getting involved. The Event Management Students of St. Clair College is working with the Rotary Club of Windsor – Walkerville to help spread the word.

In another effort to help spread the word, those performing an act of kindness are asked to take a picture and post under the hashtag #RAKWindsorEssex.

The goal of Random Act of Kindness Day is to remind people to bring kindness to the top of their list every day.

Windsor council looks at spending \$20K for 'reverse' Santa parade

[CTVNewsWindsor.ca](https://www.ctvnews.ca/windsor) - Friday, November 6, 2020



WINDSOR, ONT. -- Windsor city council is considering a \$20,000 grant to allow a proposed COVID-safe Santa Claus parade in the city.

If passed by council on Monday, the “reverse” parade would be held on the grounds of St. Clair College.

City administration is recommending council approve the request from the Windsor Parade Corporation for up to \$20,000 for the 2020 Santa Claus Stationary Parade.

Due to the COVID-19 pandemic, the Windsor-Essex County Health Unit would permit a traditional parade due to the potential for it to attract a large crowd of people standing in close proximity to one another for an extended period of time.

“As an alternative, the WPC is proposing to create a stationary parade where the floats and displays stay in one place while vehicles drive by to view it,” said the city report.

The report said the City’s Special Events Resource Team has no concerns with St. Clair College as the new location for the stationary parade.

Hosting the event is expected to require about four weeks to organize.

Windsor council looks at spending \$20K for 'reverse' Santa parade

AM800 CKLW - CTVNewsWindsor.ca - Friday, November 6th 2020



Windsor Santa Claus Parade

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Hosting the event is expected to require about four weeks to organize.

Santa parade organizers seek \$20K city sponsorship

Windsor Star – Nov. 07, 2020



Hoping for a visit from Santa. Bonnie Kozma, a volunteer with the Windsor Parade Corporation, works on a Christmas float in Tecumseh on Friday, Nov. 6, 2020. City council on Monday will be asked for a grant to make this year's parade possible. Photo by Dan Janisse /Windsor Star

City council is being called upon to save this year's Santa Claus Parade with a \$20,000 grant, so a low-risk "reverse" version can be staged where the parade features remain stationary and viewers cruise by in their cars.

The date — Saturday, Dec. 5 at 6 p.m. — has already been set, and so has the location. St. Clair College has stepped forward to offer up its South Windsor campus, parade officials and Windsor Mayor Drew Dilkens announced on Friday.

Without the sponsorship from the city, "I don't think we can do it, because that would eat into the little bit we have left," said Windsor Parade Corporation board member Maggie Durocher, explaining how the non-profit organization has been financially walloped due to COVID restrictions that shut down its main moneymaker — its annual Summer Fest celebration on the riverfront.

Parades, by comparison, really don't make money, she said. The parade corp has been forced to shut down its office, lay off its paid employee, cancel its phone line, and is left with only its warehouse.

"So we're hanging on for dear life."



Getting Santa's reindeer ready. Dennis Jones, a volunteer with the Windsor Parade Corporation, works on a Christmas float in Tecumseh on Friday. Photo by Dan Janisse /Windsor Star

The \$20,000 grant is essential to mounting the 52nd annual parade after losing the previous sponsor, said Durocher, who explained that canceling the parade is something they want to avoid because they want to survive to the other side of the pandemic, in 2021 or 2022.

"We still want to be there," she said. "We want people to know that even when we had nothing we were still willing to come out and provide a Santa Claus parade because, as much as it's a struggle for us, I think about families and little kids and everything they've lost. It's important we do this."

Dilkens is bringing the motion to council Monday seeking the \$20,000 for the reverse parade. The money will come from surplus Holiday Lights funds that won't be spent this year because of the cancelation of Bright Lights in Jackson Park.

"This is really the city stepping in to say, the one thing people look forward to for sure is the annual Santa Claus Parade and we want to make sure it happens," Dilkens said.

While the city hasn't provided funds in the past for the parade, it has waived fees for street closures and other measures that add up to \$8,397 annually. In previous years, local business improvement associations have offered sponsorships to attract visitors to their commercial areas.

But in January, the Downtown Windsor BIA announced it would stop funding both the Canada Day and Santa Claus parades, which forced parade organizers to find a new sponsor. That fell apart, however, after the health unit determined last month that only a reverse parade would be safe, and the city's Special Events Resource Team balked at the proposed Erie Street location due to safety concerns. Several other sites were debated before St. Clair came through with its location, but in the meantime the sponsor had backed out.



Volunteer Bonnie Kozma works on a Christmas parade float in Tecumseh on Friday.

The mayor recalled that early on in the pandemic, when the city loosened up patio regulations and waived fees, he said it was going to be the summer of flexibility. "And now it's turning into the fall and winter of flexibility," he said, describing the reverse parade as a needed family activity as the holiday season approaches.

"At this point it's a good community collaboration, something we can all be proud of, and I hope on Monday city council does approve the \$20,000."

College vice-president John Fairley said logistics for the event still need to be worked out, but the college is excited to help out with this new reverse parade concept that should provide families with a fun activity.

"Everybody needs something right now."

The Parade Corporation is also putting on reverse parades in Kingsville on Nov. 21 and Amherstburg on Nov. 28.

The \$20,000 being requested from council would largely pay for talent such as horses, inflatables, pipe bands and the parade corporation's floats, Durocher said in a letter to council.

"Our volunteers have been working for months on our floats to ensure that they are at their best for this year's parades, and they're hoping that we are able to parade."

Several Nursing Students Test Positive For COVID-19

[windsoriteDOTca News Staff](#) - Sunday November 8th, 2020



Windsor Regional Hospital reports that several nursing students who have been participating in clinical placements at the hospital have tested positive for COVID-19.

The hospital says they were notified Sunday that four University of Windsor nursing students who tested positive for COVID-19 were doing their clinical placements at the hospital. Three were on the 7West and 6Eas units at the Ouellette campus on November 3rd and November 6th, and a fourth was on the 8North unit at Met Campus on November 3rd.

The hospital was subsequently notified that a St. Clair College nursing student tested positive for COVID-19 was at the 6North unit at Met Campus for student placement on November 2nd.

In all cases, the hospital says their initial positive contact with COVID-19 came from the community, not from inside the hospital.

In response, the hospital has initiated the following actions:

- Notifying possible staff contacts.
- Offering all staff on those units, or who have worked on those units especially during this past week, the opportunity to be swabbed as soon as possible on the floor or at the Ouellette Assessment Centre. Staff can continue to work so long as they do not have symptoms for COVID-19 and must monitor symptoms as normal.
- They are identifying patient contacts. Since these are students placements, contacts with patients are limited. All patients on these floors and any visitors from the past week are offered the same opportunity for a COVID-19 swab test.
- Temporarily stopped any movement of patients from these floors, except when they are to be discharged home.
- All nursing student placements from the University of Windsor and St. Clair College on any unit at WRH have stopped until further notice. Also, all clinical student placements from the University of Windsor (except for Schulich clinical placements) and St. Clair College on 7W and 6E at Ouellette and 6N and 8N at Met have been halted until this issue is cleared.
- They are in the process of completing an immediate deep clean of the impacted units.
- Effective immediately, they have suspended any visitation to these floors (7W, 6E Ouellette and 6N, 8N at Met) until the issue is cleared (with exceptions for end of life and palliative patients).

The Hospital says they will continue to collaborate with the Windsor-Essex County Health Unit, the University of Windsor and St. Clair College and will keep the community informed during this situation.

5 Nursing Students Positive for COVID-19 at Windsor Regional Hospital

AM800 CKLW - Sunday, November 8th 2020



Windsor Regional Hospital Met Campus (AM800 News flie photo)

Five nursing students currently taking their placement at the Windsor Regional Hospital have tested positive for COVID-19.

[The hospital was notified that the University of Windsor had four nursing students test positive for the virus Sunday](#) who worked at the Ouellette Campus on Nov. 3 and Nov. 6 — one student from St. Clair College worked at Met on Nov. 2.

Hospital CEO and President David Musyj confirmed all five cases were contracted in the community.

"It just shows just how easy it can start. Some of us might be 'immune to it' and be fine, but when you working with vulnerable populations, especially in a hospital, you just got to take that extra precaution when you're outside of the hospital," he added.

Musyj says the students worked in a limited capacity and were wearing full PPE, but officials are still assessing the threat of exposure for all patients and staff.

"To ensure they are swabbed for COVID-19 and monitored for any symptoms and hopefully it's isolated, but it will have to play out to see where this goes," he added. "They [staff] wear PPE when they come into the hospital and follow proper health measures and hygiene, etc.; hopefully it wasn't spread once they got into facility."

Musyj says the placement program will be suspended for at least two weeks while they ensure there are no more outbreaks within the nursing student population.

The hospital has temporarily suspended visitation for the 6E and 7W floors at Ouellette Campus and 6N and 8N floors at Met. Officials have also have stopped moving patients from those floors unless they are being discharged to go home and isolate.

The affected units are also undergoing a deep cleaning according to Musyj.

Nursing students test positive for COVID-19 while participating in placements at Windsor Regional Hospital

CTV News London.ca News Acquisitions Editor - Sunday, November 8, 2020



Windsor Regional Hospital (CTV News / Christopher Campbell)

WINDSOR, ONT. -- Several nursing students currently taking their placement at the Windsor Regional Hospital have been tested positive for COVID-19.

The hospital was notified by the University of Windsor that four of their nursing students who tested positive for the virus were currently taking their placement at the hospital.

Of the four infected students, three were on the 7West and 6East units at the Ouellette campus on November 3 and 6, and the other student was on the 8North unit at Met Campus on November 3.

A positive St. Clair College nursing student was also at the 6North unit at Met Campus for their placement on November 2. While this student attended a lab on campus, they were in full PPE while at Windsor Regional Hospital.

In response to the recent cases, Windsor Regional Hospital is:

- contacting staff who may have been in contact with the students
- offering all staff testing. Those who do not show symptoms are able to continue to work
- contacting all patients who may have been in contact with the students
- have stopped moving patients from the floors unless they are being discharged to go home
- conducting a deep cleaning of the impacted units

The hospital says nursing student placements from the University of Windsor and St. Clair College on any unit at WRH have stopped until further notice. Also, ALL clinical student placements from the University of Windsor (with the exception of Schulich clinical placements) and St. Clair College on 7W and 6E at Ouellette and 6N and 8N at Met have been halted until this issue is cleared.

The hospital has suspended visitation to the following floors:

- 7W - Ouellette
- 6E - Ouellette
- 6N – Met
- 8N – Met

Sunday evening, WECHU informed the University of Windsor about [an unauthorized student Halloween party](#).

“This is a strong reminder to our student community that we cannot become complacent with our protocols and guidelines during this pandemic. There is simply too much at stake and we need to be stringent now more than ever,” said University of Windsor President and Vice-Chancellor Rob Gordon.

Both schools, the Windsor-Essex Health Unit and Windsor Regional Hospital will continue to work together to keep the community informed during this time.

Several students attending placements at Windsor Regional Hospital test positive for COVID-19

Four nursing students from the university and one from the college are positive

CBC News · Nov 09, 2020



Windsor Regional Hospital says a handful of its nursing placement students from local postsecondary institutions have tested positive for COVID-19 Sunday. As a result it has suspended most placements at this time.

The University of Windsor and St. Clair College reported new cases of COVID-19 in students on the weekend, all of whom were attending placements at Windsor Regional Hospital.

In news releases Sunday, the university said four Faculty of Nursing students tested positive for the disease, while St. Clair College said it was notified of one student who tested positive.

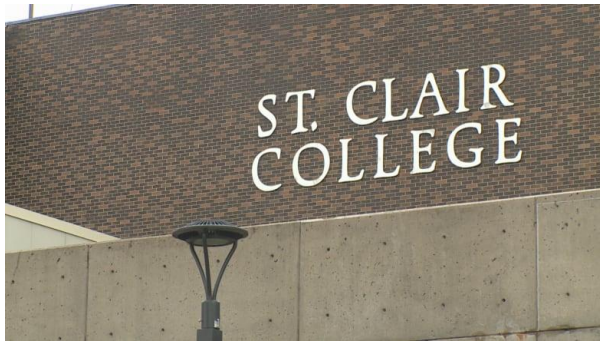
All of the students were attending placements at Windsor Regional Hospital, though the hospital confirmed in its own news release that the disease was not contracted in its facilities. Rather, it said these people contracted COVID-19 from the community.

According to the hospital, three of the four university students were on the 7West and 6East units at the Ouellette campus on Nov. 3 and Nov. 6, and the fourth was on the 8North unit at Met Campus on Nov. 3. Meanwhile, the college student was located at the 6North unit at Met Campus on Nov. 2.

Since the hospital found out about the cases, it has taken a number of measures to prevent any possible spread of the disease, including:

- Notifying possible staff contacts.
- Offering all staff in the affected units, or who have worked in the units in the past week, the opportunity to get tested as soon as possible.
- Identifying patient contacts.
- Temporarily stopping any movement of patients from the affected floors, except in cases they need to be discharged home.
- Stopping all nursing student placements from the University of Windsor and St. Clair College on any unit at the hospital until further notice.
- All clinical student placements from the University of Windsor, except Schulich clinical placements, and St. Clair College on 7W and 6E at Ouellette campus and 6N and 8N at Met campus, have been stopped until the issue is cleared.
- Starting deep cleaning of affected units.
- Visitation to the affected floors/units has been suspended until the issue is cleared, except for end-of-life and palliative patients.

"Since these are student placements, contacts with patients are limited," the hospital's statement reads. However, it says any patients and visitors from the affected areas are offered the opportunity to get a COVID-19 test.



St. Clair College said one of its students has tested positive for COVID-19. The student also attended a lab in person last week. Windsor Regional Hospital said it was a nursing student. (Sanjay Maru/CBC)

In a news release, St. Clair College said its student also attended a lab last week. Though they were wearing full personal protective equipment, staff in the affected area have been notified and students who had any contact will hear from the school or local health unit.

'Unauthorized Halloween gathering' under investigation

Along with the four positive student cases, the University of Windsor said in a news release that it is also investigating an "unauthorized Halloween gathering," after being advised to do so by the Windsor-Essex County Health Unit (WECHU).

It said the university is closely working with WECHU and will provide details as they become available.

These cases at the university are in addition to two others reported last week, on Nov. 3 and Nov. 5. Both were part of the campus community, according to the university.

Following this series of events, the university said it is reminding the campus community to "restrict social gatherings and strictly adhere to COVID-19 prevention protocols."



The university said the local health unit has also advised an investigation of a Halloween gathering. (Jennifer La Grassa/CBC)

"This is a strong reminder to our student community that we cannot become complacent with our protocols and guidelines during this pandemic. There is simply too much at stake, and we need to be stringent now more than ever," University of Windsor president and vice-chancellor Rob Gordon said in a news release.

"We all need to be responsible and consider how our behaviour today may affect our friends, family, and members of the larger community tomorrow."

Nursing students at St. Clair College and U of W test positive for COVID-19



BlackburnNews.com file photo of Windsor Regional Hospital's Metropolitan Campus, July 16, 2015.
Blackburn News - November 9, 2020

The Windsor-Essex County Health Unit (WECHU) has confirmed multiple cases of COVID-19 were identified in nursing students at both of Windsor's post-secondary school campuses.

One nursing student attending the main campus at St. Clair College has tested positive for the virus over the weekend. On Sunday, health officials determined the student attended a lab on campus last week, they also participated in a school placement at the Windsor Regional Hospital (WRH). Staff and students who were in the affected area of the college have been notified, and St. Clair says it's working with the health unit to enforce any necessary regulations and restrictions.

Elsewhere, the University of Windsor was notified that four nursing students, who were completing clinical placements at the WRH, have tested positive for COVID-19. Additionally, the WECHU was notified of an unauthorized gathering of students that occurred on Halloween, though no positive cases have been traced back to the gathering, the health unit said it will continue to investigate the matter. Due to all the added risk factors, the university is urging students to restrict social gatherings and practice social distancing whenever possible.

In both cases, the hospital has confirmed that all the infected students involved contracted the virus from the community, and not the hospital. Three of the U of W students were on the 7 West and 6 East units at the Ouellette campus on November 3 and 6. The fourth student was on the 8 North unit at the Metropolitan campus on November 3.

The St. Clair College student was on the 6 North unit at the Metropolitan campus on November 2. The hospital added that all student placements have stopped until further notice. Except for end-of-life and palliative patients, the hospital has also suspended visitation to the affected floors until the issue is cleared. Other information regarding steps the hospital is taking can be found on its [website](#).

Both the university and the college have implemented remote learning models for many classes this year. Students attending campus for classes and labs are required to wear masks and urged to practice good hygiene. Only those contacted by public health are considered to be at risk and will be advised to seek testing and self-isolate for two-weeks.

Those with questions or concerns regarding testing and contact tracing methods should call the WECHU at 519-258-2146 extension: 1420.

'Definitely headed in the wrong direction:' Health unit warns as Windsor-Essex COVID-19 cases rise

The region has seen 67 new cases in the last four days

CBC News · Nov 09, 2020



The Windsor-Essex County Health Unit reported 20 new cases for the region Monday. (Sanjay Maru/CBC)

The local health unit is warning that Windsor-Essex is headed in the wrong direction and needs to act fast to reverse the rising trend of COVID-19 cases in the region.

The region has seen 67 new cases over the last four days — more than half the total number of active cases in the region. Currently there are 113 active cases.

"With this pace right now, we are definitely headed in the wrong direction," said the Windsor-Essex County Health Unit's medical officer of health Dr. Wajid Ahmed.

This spike is related to several Halloween-related social gatherings that the health unit said it is investigating.

"People do not maintain physical distancing as much as they think and people do not follow all of those guidelines that we always talk about," he said.

"Who doesn't want those gatherings? Who doesn't want to socialize? But this is a different time, this is a different year."

One of the gatherings has already been linked to the University of Windsor, where the school said in a news release that an ["unauthorized Halloween gathering"](#) is under investigation.

Windsorites who spoke to CBC News said they are concerned about the growing numbers, but some also expressed optimism that the region could turn things around.

"I think the kids are crazy," said Kathleen Peltier. "They need to stay home and social distance so that we can all be safe."

"I think as long as they [the health unit] keep strong with the warnings and keep telling people, and we see the numbers, the facts are there, I think people will respond," said Therese McCloskey.

The University of Windsor also reported four cases in Faculty of Nursing students and the St. Clair College also reported a positive case Sunday.

During the health unit's daily briefing Monday, 20 new cases were reported. Of these, 13 are close contacts of a confirmed case, two are travel-related outside of North America and five are being investigated.

There are four long-term care and retirement homes under outbreak:

- Berkshire Care Center in Windsor has two staff cases.
- Riverside Place in Windsor has two staff cases.
- Lifetimes on Riverside has four resident cases and four staff cases.
- Iller Lodge in Essex has four resident cases and one staff case.

Over the weekend, the health unit reported 32 new COVID-19 cases for Saturday and Sunday. Of these, 19 are still under investigation.

Pandemic status stays at medium/orange

As for if the case increase will change the region's pandemic status before the week is up, Ahmed said that is something his team is looking into.

The public health unit is actively monitoring the situation and will update "if needed," he added, noting that the risk level is creeping up to the "red" level.

Ahmed said it's important to remember what these cases look like for our region.

What we know, he said, is that 10 per cent of our cases have needed hospitalization and three per cent of people die.

With 100 cases in a week that would mean that 10 would go to hospital and three would die.

"Think about where we are heading and what could happen, these are the realities of our region and when things are good people are probably not thinking and paying attention," Ahmed said. "Before you get to the point where it's unmanageable, we have to take action now to prevent that from happening ... We need to act right now, it's already too late but we still have time, we can change it."

He then made a plea for the region to act quickly.

"So please act now to change the course where we are heading right now," he said.

In Ontario's COVID-19 response framework, Windsor-Essex falls under the green or "prevent" status — the lowest level, which means the provincial government is not considering new restrictions or enforcement measures.

But that may not last.

Ryan Imgrund, a Newmarket-based biostatistician, says that Windsor's recent COVID-19 numbers mean the region could get moved into the yellow "protect" status.

"Given the numbers, you can probably say there's a high likelihood that Windsor will be moved to the protect zone the coming Friday."

Nursing placements halted at Windsor Regional Hospital after positive COVID-19 tests

Hiatus is until further notice, says Windsor Regional Hospital

CBC News · Nov 09, 2020



Windsor Regional Hospital is putting students placements on pause after four University of Windsor students and one St. Clair College student tested positive for COVID-19 — all of whom were doing placements at the hospital.

Windsor Regional Hospital is suspending nursing student placements after four University of Windsor nursing students and one St. Clair College nursing student [tested positive for COVID-19](#).

All clinical placements on floors where the students were working are also on hiatus until further notice — with the exception of Schulich School of Medicine clinical placements.

"I'm hoping that it's just going to be these five impacted students, but you honestly never know," said Erika Vitale, director of infection prevention and control at WRH.

According to the hospital, none of the students got the virus from their time at the hospital and had been working in the following units:

- The 7West and 6East units at the Ouellette campus on Nov. 3 and Nov. 6
- The 8North unit at the Metropolitan Campus on Nov. 3
- The 6North unit at Metropolitan Campus on Nov. 2.

Vitale said the students' placement had them at WRH one day a week. She added that the students were wearing Personal Protective Equipment on these shifts and would typically only see one to two patients per shift.

Alternatives to placements for students

Waseem Habash, vice-president academic at St. Clair College, said the infected student at his college developed symptoms on Wednesday, got a test on Thursday, and then contacted the school of nursing when their test came back positive Saturday.

In spite of symptoms, the student showed up to a lab on the campus on Friday.

Habash said he thinks Windsor Regional Hospital made the right call in suspending student placements.

"It's important to make sure we protect the patients of the hospital, and protect their staff, our staff, and we will make up the time for the students that missed the clinical [placement] over the next two weeks," he said.

Habash said he estimates the move will affect between 100 to 120 students at his college over two weeks and in the meantime they will provide alternative modes of learning.

"What we're going to do with those students is they're going to come in, and we'll work with them in the lab to make sure they get some skills that they might need," he said. "We'll look at the outcomes at the end of the semester and see if they need additional times for clinical, and we will arrange that with the hospital."

Vitale, from Windsor Regional Hospital, said the situation goes to show that healthcare workers and students need to be extra cautious.

"We have all gone into healthcare for a reason, and usually it's for the greater good," she said. "Sometimes we have to make sacrifices, so sometimes we can't have that party, we can't have that get together, we shouldn't be out together."

"We have to make those sacrifices because we're here to take care of our patients."

The hospital said it is taking additional measures to keep patients safe: It has stopped all movement of patients from the floors the students were on, with the exception of patients being discharged from the hospital. It has also recommended testing for 28 people who had direct contact with the infected students, and has committed to providing testing for anyone who thinks they may have been in contact.

Repurposing Of Erickson And Bothwell Arenas Passed, Ice Will Be Removed From Both

Chatham Kent Sports Network - [November 9, 2020 10:14 pm](#)



Chatham-Kent Crush action at Erickson Arena in 2019 – Photo by CKSN.ca

Chatham-Kent council had significant discussion Monday night regarding the removal of ice, and repurposing of Erickson Arena and Bothwell Arena.

When the final vote was tallied, the repurposing of Erickson Arena was passed with 82% support, while the repurposing and removal of ice from Bothwell Arena was a narrower margin, passing with 53% support from council.

Concerns were raised by many about the need for consultation with user groups, and a break down of the proposed savings.

According to the information heard, all of Chatham-Kent's ice usage needs can currently be satisfied by 6 of the Municipality's current 10 arenas.

One concern brought up by Councillor Amy Finn was the potential impact of opening up Municipal space for indoor sports on other businesses and organizations such as the WISH Centre, YMCA, and St. Clair College, will now be competing with the Municipality for rentals.

"I've talked to some of the user groups, they look at the WISH Centre, YMCA, and St. Clair College, and the feeling from all of these groups is they could use more capacity within their group," said Thomas Kelly, Chatham-Kent's general manager of infrastructure and engineering services.

"We're also looking at expanding that to other sports like indoor soccer," he added.

The belief, according to Kelly, is that many of the snowbirds who would typically travel South will be looking for activities while staying in Chatham-Kent this winter.

Councillor Brock McGregor called the move a chance to increase opportunities for people in Chatham-Kent, including athletic clubs. He stated that the community should see this as a positive, and an opportunity for new activities this winter.

Regardless of opinion on the matter, the ice will soon be coming out of Erickson Arena and Bothwell Arena until at least the Fall of 2021.

Windsor Santa Claus Parade To Be Held At St. Clair College

[windsoriteDOTca News Staff](#) - Tuesday November 10th, 2020



This year, the Windsor Santa Claus Parade is a go, with a few changes.

The parade will be held on the campus of St. Clair College and will be a reverse parade.

That means that the parade floats will be set up, and Windsorites will drive by them throughout the campus grounds.

It takes place on Saturday, December 5th, from 6pm to 9pm.

Modified Windsor Santa Claus Parade moving forward



Santa Claus Parade (BlackburnNews.com photo by Dave Dentinger)
Blackburn News - November 10, 2020 5:40am

With the help of the City of Windsor and St. Clair College, the [Windsor Parade Corporation](#) is hosting a stationary Santa Claus Parade in the city.

The parade floats will be set up throughout the St. Clair College property and people will be able to drive-by the displays.

“The parade stands still and people drive by,” said Maggie Durocher with the Windsor Parade Corporation. “That way they get to view the inflatables, the entertainment, the floats, all while sitting within the confines of their vehicle. Staying safe and socially distancing. It’s not perfect, but it’s a parade and Santa is at the end of it.”

City of Windsor councillors voted to sponsor the event for \$20,000 at Monday’s council meeting. The money comes from the holiday light budget.

The parade will be Saturday, Dec. 5 2020 from 6 p.m. to 9 p.m.

Similar stationary parades are being hosted in Kingsville and Amherstburg.

College, university open houses go virtual

Windsor Star - Nov 11, 2020



The University of Windsor campus is shown in this May 2017 file photo. Photo by Dax Melmer /Windsor Star

Fall open houses for prospective students thinking of attending St. Clair College or the University of Windsor have gone virtual.

For now, the COVID-19 pandemic has put an end to the traditional style where students and their parents wander freely around the hallways and campus of the post-secondary institution they are interested in.

In early March, the University of Windsor's spring open house attracted some 3,000 people to campus.

A conventional open house is "a full festival, it's a show case," said Chris Busch, the University of Windsor's vice president of enrolment management.

As it turns out, UWindsor was the only university that hosted a spring open house as the continuing pandemic knocked down others across the province.



The main campus of St. Clair College in Windsor. Photographed June 17, 2020.

St. Clair College likewise had to cancel its spring open house and has organized a virtual fall event that will “allow visitors to learn about the college, its facilities, programs and faculty.”

St. Clair and the University of Windsor have both chosen Nov. 21 to host an open house.

The college’s will run from 10 a.m. to 1 p.m. while the university’s is 11 a.m. to 3 p.m.

St. Clair’s event will feature videos highlighting student life, athletics, financial aid and how to apply for college. Faculty from all 100-plus programs will be taking part in a live video feed, to answer questions or engage in discussions with visitors.

To sweeten the interest, the college is awarding \$10,000 in tuition scholarships just for registering and attending the open house.

“With our previous open houses, prospective students and their parents were able to come on campus and talk to faculty from the programs that interested them and have a look around campus,” said Roseann Danese, the college’s manager of marketing and recruiting. “We feel this experience will add other elements to this experience, so while not physically on campus, students will be able to look around campus through our virtual tour, interact with faculty and also get a sense of student life and what it’s like to belong to Saints Nation.”

Busch said the university held a virtual open house primarily aimed at international students in October but this next one will “scale up and do more. When you compare it to some other institutions, we’ve personalized it to showcase the university. It’s an immersive experience. Some of it is creative out of the box thinking.”

Students can take a guided tour of the university with a student ambassador. They can attend live webinars to find out about programs, financial aid and they can connect with faculty and current students.

“I think we’ve done a good job of engaging with people,” Busch said.

To register for St. Clair’s open house go to stclaircollege.ca. To sign up for the University of Windsor open house go to the school website at uwindsor.ca.

Both Busch and Danese believe virtual open houses will continue to be used in the future as another means of recruitment.

The fact that both institutions are hosting open houses the same day was not planned.

“The open house date happened coincidentally with the University of Windsor, but we believe the two events will complement one another,” Danese said.

St. Clair College sticks with online learning for Winter 2021 semester

Windsor Star - Nov 11, 2020



St. Clair College will continue with online learning through the Winter 2021 semester.

St. Clair College has announced that course delivery for the Winter 2021 semester will continue to be primarily delivered online due to the COVID-19 pandemic.

College President Patti France made the announcement Monday in a lengthy online message posted to the college website.

“It is the college’s intention, at this moment, to deliver the Winter 2021 semester in the same manner as the Fall 2020 semester: chiefly online, with essential labs, clinics and workshops taking place on campuses (with ongoing requirements for mask-wearing, social-distancing and the wearing of personal protective equipment),” France said.

She noted “administration, faculty members and support staff have been constantly adapting, evolving and experimenting since the viral outbreak began in mid-March.”

France said “based on feedback from our students and staff, in an effort to increase student engagement and participation, we will be moving most online courses for the winter semester to a synchronous (“real time”) delivery.”

For students in need, the college is offering a reimbursement of up to \$500 for the purchase of a tablet or similar technology that would allow for synchronous delivery. Details on that program will be forthcoming.

France announced other additional financial supports for 2020-21 in terms of bursaries and emergency loans.

“These bursaries will be targeted for students in need who have incurred additional expenses associated with COVID-19, beyond the purchase of a tablet/technology,” she said.

The registrar’s office will announce those details in the near future.

The Winter 2021 semester will cover a 13-week time frame beginning Jan. 18. Some programs that demand 15 weeks due to accreditation requirements will begin Jan. 11.

March break will start March 15 and final exams will begin April 19.

Students will also receive a \$50 rebate to recognize the fact that fitness and athletic facilities at the SportsPlex and the HealthPlex have been unavailable this year.

“None of us consider the current situation to be ideal in the least, but your adaptability and dedication has made this altered educational method quite effective,” France said. “Until we — our school, our community, our province, our nation — are given the “all clear” notification from public health officials, we will, we must, continue to operate in this chiefly online manner.”

The University of Windsor announced back in September that its Winter 2021 semester would be conducted through remote online learning.

Cystic Fibrosis Canada says 'life-changing' drug coming to Canada, but approval months away

The drug's manufacturer says it's moving forward with its CF medicines in Canada

CBC News · Posted: Nov 11, 2020



22-year-old Aalaya Fleming says Trikafta is a game changer. (Submitted by Aalaya Fleming)

It's what Cystic Fibrosis (CF) patients and advocates have been fighting for — for more than a year.

Cystic Fibrosis Canada [announced on Monday](#) that it understands the "life-changing" drug Trikafta is on its way to availability in Canada.

For 22-year-old Windsorite Aalaya Fleming, who lives with the disease, this news is "amazing."

"Like a little kid opening a present on Christmas," she said, describing the moment she learned the news.

Trikafta has been hailed a game changer for those living with the progressive, life-threatening, genetic disease, which mainly affects the digestive system and the lungs.

The manufacturer of the drug Vertex Pharmaceuticals told CBC in a statement that it has "made the decision to move forward with our new CF medicines in Canada."

However, Health Canada says it has yet to receive a new drug submission from the manufacturer to market Trikafta in Canada.

In an e-mailed statement to CBC, the federal agency said there are currently no cystic fibrosis products under review, and it cannot release any information around potential submissions prior to an official filing.

But Kim Steele, the director of government relations for Cystic Fibrosis Canada, says she feels confident about what it announced.

"We wouldn't have that type of communication unless something was to happen," Steele said.

"This is very tremendous news for our community."

Community is 'fed up' with the wait

Cystic Fibrosis is caused by a genetic mutation that affects protein. While previous methods worked to address the symptoms of cystic fibrosis, Trikafta binds to the protein so that it can function forever.

The medicine has the potential to treat 90 per cent of people with cystic fibrosis, and [increase the median age of survival by nine years](#), research has shown.



Kim Steele, with Cystic Fibrosis Canada, says this is 'tremendous' news for the community. (CBC)

The drug was approved by the U.S. federal drug agency in October of last year, and the European Medicines Agency's human medicines committee recommended granting market access to the drug in the United Kingdom earlier this summer, but to date, [it has not been approved in Canada](#).

"The road to here has really been our community being quite frankly fed up," Steele said.

"We're losing people. There are medicines that could help slow the progression of the disease, and for some, it seems to be halting the disease ... So our community cannot just sit idly by while we watch other countries get this."

Fleming, who is a St. Clair College student and a liaison with CF Canada, agreed that it shouldn't have taken this long for the process to start.

"It's kind of heartbreaking," she said.

Concerns over pricing guidelines

Right now, the drug is only accessible in Canada through the federal Special Access Programme, which grants non-marketed drugs when other therapies have failed or are unavailable. Health Canada stated that as of this month 160 Canadians had qualified for it through the program.

But according to Steele, that program helps only the sickest patients. While that's important, she said the drug should be accessible to everyone who needs it, so that it can prevent others from getting extremely sick.

According to CF Canada, the manufacturer had not previously submitted an application to bring the drug to Canada over concerns and uncertainty around the changes to the Patented Medicine Prices Review Board (PMPRB). The new drug regulations are aimed at lowering drug costs.

Trikafta costs roughly \$300,000 US a year.



Trikafta is being hailed as a lifesaving drug for people with cystic fibrosis. The drug is not yet available in Canada.

Vertex Pharmaceuticals said in its statement to CBC that the decision to move forward with medicines in Canada came after reviewing the final PMPRB guidelines.

The company said that it's still "genuinely concerned" that the guidelines might impact access for Canadians to new innovative medicines in the future, adding that it continues to share its concerns with the federal government.

With the new pricing guidelines in place, Steele, said it's not clear yet how pricing will work if the drug is approved in Canada.

"We have asked for clarification from the manufacturer and Health Canada," she said.

Steele also hopes to see Trikafta's application for approval and pricing review expedited, so that it can be approved within the next year.

CF Canada has also said that in a recent meeting with the Federal Minister of Health, a commitment was made to fast track Trikafta through Health Canada for approval and pricing review.

Minister Patty Hajdu made that same commitment during Question Period on Friday.

"We have had promising conversations with Vertex and we stand by, ready to rapidly review the drug using evidence from other regulatory bodies," she said, adding that she encourages Vertex to accelerate its work with Health Canada.

Meanwhile, Fleming is just excited for the moment when she hopes to see Trikafta officially approved by Health Canada — and she looks forward to the ways in which she expect the drug to improve her day-to-day life.

St. Clair winter semester to be offered online



St. Clair College, south Windsor main campus. Blackburn News file photo.
Blackburn News - November 12, 2020

St. Clair College will continue to offer the majority of its classes online for the Winter 2021 semester.

President Patti France made the announcement in a letter to students posted on the [college's website](#) this week.

“None of us consider the current situation to be ideal in the least, but your adaptability and dedication has made this altered educational method quite effective,” France told students after commending them for their perseverance during the first term offered strictly online.

Essential labs, clinics and workshops will continue to be offered on-campus while adhering to strict public health measures like wearing masks and keeping a distance from others.

However, after surveying students and staff most online courses offered during the winter term will be delivered using a real-time model. This is an effort to improve student engagement throughout the term.

Most winter classes will begin on January 18, 2021, and run for 13-weeks. Some programs will begin January 11 and run for 15 weeks to adhere to accreditation requirements.

PHOTOS: New St. Clair Student Residence Starts To Take Shape

WindsoriteDOTca news - Thursday November 12th, 2020

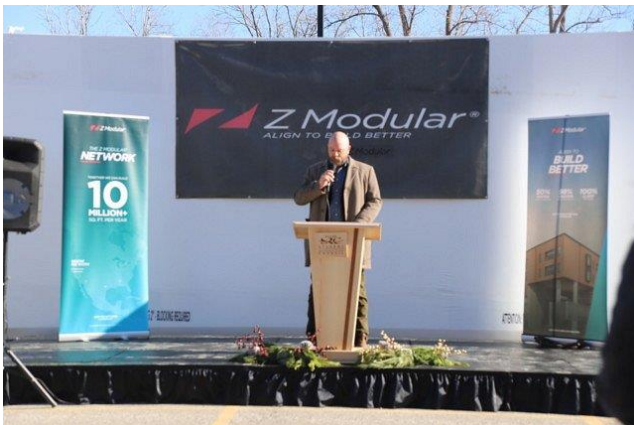


An event was held Thursday morning at St. Clair College to show off the new prefabricated and finished bedroom modules for the GEM student residence.

Construction involves an innovative process using “Z-Modular” units constructed in a factory and shipped to the site. The units will be stacked and connected through a phase-by-phase process that will see a completed building within approximately 45 days.

Substantial completion of the project is slated for July 16th, 2021.

This will give the management company approximately one month to set up all requirements for a fall 2021 opening.





Government funding allows public board to create enhanced construction program

Windsor Star - Nov 13, 2020



Student Joel Lepain and 18 other high school students with the Greater Essex County District School Board demonstrate some of their skills following a funding announcement by MPP Rick Nichols Thursday. The province is providing assistance to the Enhanced Construction Program which is operated in partnership with the United Brotherhood of Carpenters and Joiners of America. The program introduces students to the construction industry and provides employers with a new source of skilled workers. Photo by Nick Brancaccio /Windsor Star

Teenager Cassidy Atkinson knows she wants to eventually work in a skilled trade but after giving plumbing a try her interest in that line sort of drained away.

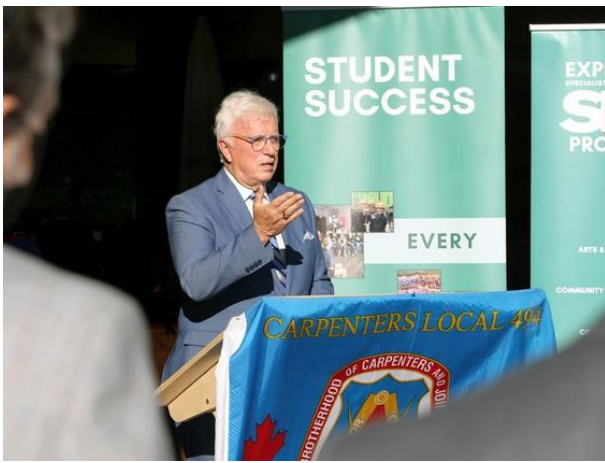
So the 16-year-old General Amherst student jumped at the chance to apply for the new Enhanced Construction Program being offered by the Greater Essex County District School Board through a partnership with the United Brotherhood of Carpenters and Joiners of America.

The board was able to offer the program to 19 students from seven different schools courtesy of \$348,646 in financial support from Ontario's Skills Catalyst Fund.

MPP Rick Nichols (Chatham Kent-Leamington) gathered with board officials, local contractors and union officials at Carpenters' Local 494 and the Carpenters' Training Centre on Fasan Drive in Oldcastle to make the formal announcement Thursday.

The world is changing and the trades are changing

"We are pouring a lot of money into apprentice programs and training," Nichols said of a \$37 million initiative to access training and upgrade skills. "This reaffirms our government commitment for people to gain skills and training."



MPP Rick Nichols (PC – Chatham-Kent / Leamington) along with GECDSD Director of Education Erin Kelly and Tomi Hulkkonen of UBC Local 494 announce support from Ontario’s Skills Catalyst Fund for the Enhanced Construction Program for public high school students November 12, 2020. The unique program introduces students to the construction industry and provides employers with a new source of skilled workers. Photo by Nick Brancaccio /Windsor Star

Nichols said the government investment would ultimately lead to 15,000 skilled trades’ jobs.

“We know good jobs can change lives,” he said.

The Enhanced Construction Program was one of three projects unveiled on Thursday. The second was a \$480,000 commitment to a program in partnership with FCA Canada to provide student employment opportunities and create experiential learning opportunities in research and production.

The third project involved a \$772,750 commitment to work with St. Clair College and its Career Ready Initiative that will help create 200 placement and co-op positions within the automotive and advance manufacturing sector.

GECDSD Director of Education Erin Kelly noted “when a need in the community is identified we have an obligation to recognize and respond to it.”

All three programs aim to bridge a growing and ominous skills trade gap.

“The world is changing and the trades are changing,” said Tomi Hulkkonen, of UBC Local 494. “We’re hoping to provide you with the most relevant and current training to meet the demands of the construction industry.”



Cassidy Atkinson, centre, Jacob Primeau, left, and 17 other high school students with the Greater Essex County District School Board listen to MPP Rick Nichols

during a funding announcement for the Enhanced Construction Program at UBC Local 494 in Oldcastle November 12, 2020. Photo by Nick Brancaccio /Windsor Star

The union local contributed \$400,000 to create a state of the art classroom and update its shop.

“It’s got all brand new saws,” Atkinson said. “It has a band saw which I’ve never used before. I’m learning a lot and building things I probably wouldn’t have on my own.”

Atkinson initially worked with her father in the family plumbing business.

“I’ve always wanted to get into a trade and I’ve always been good at working with my hands but plumbing just wasn’t for me,” she said. “This is definitely something I want to continue with down the road.”

The ECP students come from Amherst, Sandwich, Riverside, Vista, Essex, Western and Belle River.

Program co-ordinator Angela Ciarlaliello-Bondy said they primarily chose students in Grade 12, those who came from a school without a technical learning option and they also focused on county schools since the funding allowed for student transportation to Oldcastle.

As the board’s teacher consultant for co-operative education, Ciarlaliello-Bondy helped establish a partnership with the carpenters’ union several years ago in order to place students in co-op positions.

“What we noticed is they didn’t all have the same skills,” she said. “With this program, they will have skills before they go out on a co-op.”

Each student received a tool pack, hard hat and work boots through the program.

“This is a good opportunity to get into construction,” said 17-year-old Vista Academy student Matteo Summer. “It’s a great first step and we get to do a lot of cool stuff here.”

Among the projects so far, students have built tool caddies, saw horses and a mini wall.

Once they complete the program, students will have the opportunity to take a co-op placement in the industry for their second semester.

“Students have an opportunity for great careers and it’s partnerships like this that keep the region and the province moving in the right direction,” Kelly said.

Module installation underway at new St. Clair College residence

Windsor Star - Nov 13, 2020



A crane hoists a prefinished modular containing a bedroom unit and a living room unit onto a new residence building at St. Clair College's main campus on Thursday, Nov. 12, 2020.

The company behind a new St. Clair College residence building being constructed in modules at a factory nearly 300 kilometres away and delivered to the campus on trucks gave officials a sneak peek inside on Thursday morning.

Minutes after a crane hoisted two modules — large, white structures not unlike shipping containers — onto a conventional steel structure, a tour of parts of the residence revealed fully-furnished units, each with four bedrooms, two bathrooms, a kitchen, and a shared living space.

“It’s very much needed,” St. Clair College President Patti France said of the five-storey building that will house 512 students. “Our residence is full. There’s a waiting list, and ... certainly, housing (in Windsor) is an issue. This is part of that solution.”

The building is composed of 350-square-foot box-like modules constructed at a factory in Kitchener by Z Modular, a company owned by local steel magnate Barry Zekelman. The modules are then delivered to Windsor in batches of 10, so workers on-site can install some while construction on others continues up the 401.

Zekelman on Thursday described the construction method as more quiet, safe, and clean than a traditional build. It also “streamlines” and “speeds up” the construction process, with inspections performed before the building even arrives at the site.



St. Clair College president Patti France checked out a student living space inside a new residence building being constructed on the college’s main campus on Thursday, Nov. 12, 2020. Photo by Taylor Campbell /Windsor Star

The college building is expected to take only 30 days to finish, only slightly surpassing the goal of a November completion date set before the COVID-19 pandemic hit Windsor-Essex. In eight days, workers have assembled two floors.

Once finished, the residence will be the first multi-unit modular building in Canada, according to David Petretta, owner of Petretta Construction which handled the project.

“When it comes to multi-unit construction, this is the way of the future,” Petretta said.

“We believe this step change in design and construction technology will propel the industry in its efforts to meet the real demand.

President France said the residence will be examined in the coming years by students studying architectural technology, interior design, civil and construction engineering, and other trade-related fields. She also expects it to spark the interest of professionals interested in modular construction.

“I truly believe that many prospective developers will be dropping by to examine the merits of this affordable, convenient, sustainable, and relatively rapid construction method,” France said. If such tours should foster some off-campus, private sector apartment building construction, “that would be a great service to our students as well.”

With eight students living in each separate unit, the residence’s design also lends itself to less interaction between large numbers of students than a typical dorm building, an increasingly important feature as the COVID-19 pandemic continues.



A dorm room for two inside a new student residence on campus at St. Clair College is seen on Thursday, Nov. 12, 2020. Photo by Taylor Campbell /Windsor Star



A crane hoists a prefinished modular containing a bedroom unit and a living room unit onto a new residence building at St. Clair College’s main campus on Thursday, Nov. 12, 2020. A worker guides a prefinished modular

containing a bedroom and living room into place at a new residence building under construction on St. Clair College's main campus on Thursday, Nov. 12, 2020.

A set of sinks inside a new residence building being constructed on St. Clair College's main campus is seen on Thursday, Nov. 12, 2020.



David Petretta, owner of Petretta Construction, speaks about a residence build at St. Clair College's main campus on Thursday, Nov. 12, 2020.



Patti France, president of St. Clair College, speaks about the construction of a new residence building on the college's main campus on Thursday, Nov. 12, 2020. Photo by Taylor Campbell /Windsor Star



Barry Zekelman, owner of Z Modular, speaks about the construction of modular units for a new residence building going up on campus at St. Clair College on Thursday, Nov. 12, 2020.

New St. Clair residence showcases innovative construction

Believed to be the first of its kind in Canada, construction consists of prefab modular units



One of 300 Z-Modular units is lifted into place at the GEM residence at St. Clair College on Nov. 12, 2020.

The Windsor Local - Sunday, November 15, 2020

The new \$23 million student GEM residence at St. Clair College is taking shape, showcasing a revolutionary modular construction technique.

The international student residence, believed to be the first of its kind in Canada, uses prefab Z-Modular units constructed in a Kitchener factory and shipped to the St. Clair site.

Once shipped, stacked and connected through a phase-by-phase process about 300 units will make up a completed 106,000 sq. ft. building – within approximately 45 days.

The Z-Modular Corporation is a subsidiary of Zekelman Industries, which is owned by the College's corporate patrons Barry and Stephanie Zekelman.

The facility is being built in partnership with Global Education Mihome, St. Clair College, Petretta Construction and Victoria Steel Erectors.



David Petretta, president of Petretta Construction leads Patti France, Windsor mayor Drew Dilkens and Z-Modular CEO Barry Zekelman through a newly finished student residential apartment at St. Clair College on Thurs. Nov. 12.

At a press conference held Thursday, officials were able to observe rigging, hoisting and setting of several modules, as well as a guided tour of a finished module – open for interior viewing.

“The building will be five stories and consist of 62 four-bedroom apartment-style dorms, and four two-bedroom units – accommodating up to 512 students.” said Mason Oliver, director of operations for Z-Modular. “Each floor has a common area lounge, and the ground floor will feature a laundry room, a common kitchen, a dine-in cafeteria and sunken patio.”

St. Clair president Patty France says that she is pleased with the way the construction of the building is progressing and looks forward to its completion.

“It’s very spacious and I think the students will love the accommodations,” said France, who was involved in the design of the project. “Our residence is full. There’s a waiting list, and this is part of that solution.”

Two modules were installed by crane in approximately 10 minutes. The rapid construction method decreases construction time, budget constraints, safety issues and skilled labour shortages, while leaving a greener carbon footprint to the overall process.

The Z Modular Building Ecosystem brings the latest advances in manufacturing and operations to the construction industry — enabling greater productivity.

“If we can standardize the process, gain trust in the process and ultimately in the product, then we can speed up the entire process,” added Zekelman. “Design and engineering are catalogued, shop drawings are a click away, and inspections are done and certified before the buildings even arrive on site.”

According to Zekelman, construction sites are smaller and cleaner, safer with less trades to contend with on-site – leading to projects being completed up to 50 per cent faster – resulting in less disruption to the community.

“When it comes to multi-unit construction, modular is the way of the future,” said David Petretta, owner of Petretta Construction, the general contractor.

“We believe this step change in design and construction technology will propel the industry in its efforts to meet the real demand.”

Nicholl's riding getting \$1.6 million for skills training

Chatham This Week - November 16, 2020



The Ontario government plans to spend \$1.6 million to help boost training for the skilled trades and automotive sectors in Chatham-Kent and Leamington. File photo/Postmedia Network

The Ontario government plans to spend \$1.6 million to help boost training for the skilled trades and automotive sectors in Chatham-Kent and Leamington.

An investment of \$772,750 in the Career Ready program run by the St. Clair College of Applied Arts and Technology will be made to train individuals in the automotive and advanced manufacturing sectors.

College president Patti France said the funding will benefit not only students, but businesses as well.

“St. Clair College is pleased to have this additional provincial funding to help support our local employers in the automotive manufacturing and advanced manufacturing sectors,” she said in a release.

“This funding will help local employers with wage incentives and support our students in entering the workforce to gain the knowledge and skills they will need on the job.”

France said the college is committed to “increasing both the quantity and quality of experiential learning opportunities” available to students, recent graduates and apprentices.

Across Ontario, the government is contributing \$37 million through 86 projects to help thousands of job seekers acquire needed skills, the release added.

This training is provided by universities and colleges, as well as community and industry organizations.

Chatham-Kent–Leamington MPP Rick Nicholls said jobs “change lives” and that these industries play a significant role in the local economy.

“These programs can create exceptional opportunities for individuals changing career paths or just entering the workforce,” he said.

Monte McNaughton, minister of labour, training and skills development, added that learning a new skill is key for many people during the pandemic.

“As we reopen our economy, training and retraining are essential,” he said. “People need jobs. More businesses need skilled workers. Projects like the ones we’re supporting in Chatham-Kent–Leamington will help bring them together.”

St. Clair receives grant to help train students

Education News Canada - November 16, 2020



MPP Rick Nicholls (left) and Lido Zuccato, Dean of Engineering Technologies, Skilled Trades and Apprentices, following Thursday's announcement.

St. Clair College has received a \$772,750 grant from the provincial government for its Career Ready program to train individuals in the automotive and advanced manufacturing sectors.

"St. Clair College is pleased to have this additional provincial funding to help support our local employers in the automotive manufacturing and advanced manufacturing sectors," said St. Clair College President Patti France.

The grant was announced Thursday by Rick Nicholls, MPP for Chatham-Kent Leamington and accepted by Lido Zuccato, the College's Dean of Engineering Technologies, Skilled Trades and Apprentices.

The provincial funding will be used for student placements through the 2020 Career Ready Fund Auto Stream. Funding from this program will support wage incentives, which cover portions of the salary of eligible participants undertaking a work placement with an employer.

The Career Ready Fund Auto Stream seeks to increase both the quantity and quality of experiential learning opportunities available to students, recent graduates and apprentices in Ontario's Auto Manufacturing and Advanced Manufacturing sectors.

St. Clair College Unveils \$26-million Sports Park

AM800 CKLW - Tuesday, November 17th, 2020



Soccer/Football field at St. Clair College's new Sports Park, November 17, 2020 (Photo by AM800's Rob Hindi)

St. Clair College has officially unveiled its \$26-million Sports Park.

A ribbon cutting ceremony was held on Tuesday at the South Windsor Campus.

The park features a soccer/football field, a ladies softball diamond along with an indoor tennis centre and a sand volleyball complex.

It also includes various social settings for students.

Matthew Montaleone is a Saints varsity soccer player and says he can't wait to play at the stadium.

"Right when I got here and I started playing, they said this field is coming and every year it just got pushed back, pushed back so now that we're actually here, we're standing here, we get to practice on it, it's just so exciting," says Montaleone. "We've been waiting for it for so long."



St. Clair Colleges indoor tennis centre includes four courts, November 17, 2020 (Photo by AM800's Rob Hindi)

Cassie Nicholas is a striker with the Saints women's soccer team and says it's nice to finally have a home field.

"Being home for once, it's so nice not having to drive out to Amherstburg to play," says Nicholas. "The experience is unexplainable especially when we haven't had our own home field for so long so there's no other words to describe it, honestly."

The college says the Sports Park is 95 per cent completed with crews working on some finishing touches.

Teams return home as St. Clair College proudly unveils new Sports Park

Windsor Star – Nov 18, 2020



St. Clair College officials, athletes and guests gather on the football/soccer stadium field during the official opening of St. Clair College Sports Park on Tuesday. jpg

The St. Clair College Saints officially reclaimed home-field advantage on Tuesday.

Nearly a decade ago land expropriation of part of St. Clair College for the Rt. Hon. Herb Gray Parkway sent several Saints athletic teams scattering around Essex County to play.

“It definitely has been our wish for the past decade to see the Saints come marching home onto campus on fields and diamonds reflecting their excellence and to provide an atmosphere and amenities, which would encourage substantial fan attendance,” St. Clair president Patti France said.

Many of those teams now have that new home after Tuesday’s ribbon cutting for the Sports Park, which is located on 14.75 acres of college land and officially cost \$25,808,658.

“Once we get through this pandemic, this will be the premier sports facility in the Canadian college system,” said Ron Seguin, who is vice-president of international relations, campus development and student services.

The facility features a 1,500-seat stadium for football and soccer, a ladies’ softball diamond, a four-court indoor tennis centre that will operate year round and four beach volleyball courts. However, men’s baseball at the college will continue to play out of Lacasse Park in Tecumseh.

“There is no question that this sports park is a game changer as we continue to strive to be a destination college in Ontario,” said Nancy Jammu-Taylor, who is chair of the school’s board of governors. “We look forward to all of the opening days for all of the different sports represented here at our sports park and it will happen.”

The college had hoped to have its ribbon cutting in August, but the COVID-19 pandemic put an end to the OCAA conference season for all sports as work continued.

“From concept, to drawings, to choosing a contractor, to getting to this day, it’s been about six years,” Seguin said. “We would have liked to have done this in late August. We wanted to close (the work on) this facility this fall. We told the board of directors we would finish this fall and cut a ribbon. It’s a little deeper in fall than we thought, but it’s done.”

The Sports Park comes just over six years after the school completed building its \$25 million indoor SportsPlex.

“The huge crowds, which have turned out for our basketball and volleyball games since we built the SportsPlex several years ago, clearly demonstrates that if you build it, they will come,” France said.



St. Clair College Fratmen football players Josh Allen, left, and Jared Hayes-Willias participate in the official opening and ribbon cutting for the St. Clair College Sports Park Tuesday.

But it also took the work of corporate and local sponsors to get this project to the finish line along with the school’s Student Representative Council (SRC) and the Student Athletic Association (SSAA).

“SRC and SSAA have been the driving forces behind this development,” said France, who noted that students will help operate the facilities. “I cannot commend the student leaders enough for the contribution that they’ve made to their fellow students, to students yet to come and the community at large, which will also benefit from this athletic complex.”

The school extended the recreation and fitness centre capital fee for students that funded the SportsPlex and Seguin noted students remained behind the project to the finish.

“Every time we had an idea that cost a few more bucks, they were there to support it,” Seguin said.

And SRC president Jorge Gutierrez Calzada says he can’t wait to see what’s next.

“We’ve got a meeting (Wednesday) to figure out what we can build next,” he said.

Whether it was lighting, turf, seating capacity or scoreboard, the school did not hesitate to shoot for the stars on the project and while a few small details still need to be complete, 38 varsity team practices have already been held at the complex.



Stephanie and Barry Zekelman acknowledge the athletes behind them during the ribbon cutting ceremony for the impressive St. Clair College Sports Park Tuesday. The Zekelmans were sponsors of the Zekelman Tennis Centre.

“For a college in today’s world to come up with \$27 million that this took, it took the co-operation of a lot of groups,” Seguin said. “The end product is much bigger than the original design. It’s kept growing.

“People may not understand, college is competitive and kids have choices. More so, kids want to be proud of where they went to school and I think facilities play a huge role in that. Our phone’s ringing off the hook.”



Flanked by Saints’ athletes, St. Clair College president Patti France at the podium during the official ribbon cutting for the impressive St. Clair College Sports Plex Tuesday. Photo by Nick Brancaccio /Windsor Star



St. Clair College vice president John Fairley can’t wait to hit the tennis courts during the official opening and ribbon cutting ceremony for the impressive St. Clair College Sports Park on main campus Tuesday.

St. Clair approved to welcome back international students

Windsor Star - Nov 18, 2020



St. Clair College will continue with online learning through the Winter 2021 semester.

St. Clair College will welcome several hundred first-time International students to Canada in just a few weeks' time.

A college plan to ensure the safety of international and domestic students in the face of the COVID-19 pandemic was recently approved by the federal and provincial governments.

St. Clair and the University of Windsor were added to the updated list of Designated Learning Institutions on Tuesday.

In addition to protecting the safety of students, staff and the surrounding community, an institution must lay out its plan to manage an international student's mandatory 14-day quarantine period and details about how it will support a quarantined student's need for food or medication.

"Of all the COVID-related policies and procedures we've had to put in place, those associated with safely welcoming our international students to our community, and to Canada, have been the most complicated — and rightfully so, of course," said St. Clair president Patti France. "We are confident that the plan ensures the health and safety of both the students we're welcoming and the communities they will be entering."

The college developed its plan with the assistance Windsor Regional Hospital, Windsor Essex County Health Unit, the Ministry of Colleges and University and the Department of Immigration, Refugees and Citizenship Canada.

Ron Seguin, the college's vice-president of international relations and campus development, said 300 students who already have approved study visas are expected to arrive in early December.

"This is the beginning stages of rolling out our arrival protocol," he said. "It's a very robust plan."

Students will receive a detailed package outlining pandemic protocols before leaving for Canada. They will be picked up by college staff upon arrival at Toronto International Airport.

"They will be screened by border officials, they will be screened by St. Clair College staff and they will go directly by transportation to a destination where our quarantine will be centralized. We will supervise them with our own staff and medical staff at various hotels," Seguin said.

He said the college has hired a team of nurses and doctors to oversee quarantining students and to test them for COVID-19.

“Our staff will have eyes and ears on them from the minute they arrive,” Seguin said.

The University of Windsor will require students to provide an address where they will be staying during quarantine along with details of how they will access food and other necessities.

Over the next six months, as more study visas are approved, Seguin said the college will bring over 3,500 international students.

“Some will go to our Toronto campus but large numbers are coming to Windsor,” he said. “But it will be spread out. It’s staggered, it’s planned and it’s supervised. It’s not a huge population showing up tomorrow.”

College staff will be in daily contact with quarantining students to ensure their overall health and well-being while being isolated so far from home.

“That can be hard on a young person,” Seguin said. “That’s why we’re going to wrap them in support.”

There are now 56 post-secondary schools on the DLI list with a further update expected Dec. 1.

International Students Begin Arriving At St. Clair College In December

[windsoriteDOTca News Staff](#) - Wednesday November 18th, 2020



International students will begin to arrive at St. Clair College in December after Immigration Canada gave approval.

The College is on the federal government's list of Designated Learning Institutions with an approved COVID Readiness Plan, which allows the school to invite its students into Canada to continue their studies.

“It has been a long process to ensure protocols are in place for the safe arrival of our International students to our campuses in Windsor, Chatham and Toronto,” said College President Patti France.

The College's Plan includes arranging ground transportation when the International students arrive in Canada and securing hotel rooms during their mandatory 14-day quarantine period.

Students who will arrive in December are students who started their studies in May but have been taking their courses online in their own countries because of COVID.

Before coming to Canada, the students must provide to the College a study visa issued by the federal government and proof they have completed the school's protocols.

The College has arranged for Windsor-bound students to quarantine for 14 days at a hotel in the city. Students studying at the College's partner institution, Ace Acumen Academy in Toronto, will quarantine at a GTA hotel.

Security guards will be stationed at the hotels to ensure no one leaves their rooms. Arrangements have also been made to provide the students with food and other necessities. A nurse will also be checking in on the students' well-being, and a physician will be available if more extensive medical resources are required.

University of Windsor, St. Clair College receive COVID readiness stamp to welcome more international students

By the end of the year both institutions will start welcoming students back

CBC News · Nov 19, 2020



The students will be kept in touch with through the International Students Centre, says the university. (Chris Ensing/CBC)

Both the University of Windsor and St. Clair College have had their "COVID readiness plan" approved this week by the provincial and federal governments, meaning they can now fully welcome back their international students population.

International students returning to the university this month can expect to be met with a "rigorous pandemic plan," according to the school.

UWindsor is fully approved to welcome back its international student population after accepting very few since the end of the last academic year, the school said this week. While some international students were already continuing their studies from Canada, others could not travel over due to COVID-19.

But staff at the school said since their "COVID readiness plan" has now received approval, they can take in all international students.

"The approval of a COVID readiness plan really opens the door for us to be able to safely welcome [international students] for them to be able to start their experience," associate vice-president of enrolment management Chris Busch told CBC News.

"A lot of students were quite nervous about starting their degree program remotely with the potential of maybe never being able to travel to Canada for the foreseeable future. This is a breath of fresh air for those individuals who want to be able to settle within our community and continue to learn in a very effective manner."

Busch said they still don't know how many students will decide to travel to Windsor, but they are expecting 1,200 new international students to start in the winter term.

Considering a majority of the university's courses are being offered online, Busch said students are not obligated to be in the city unless they have a program-specific requirement they need to fulfill.

Students will be expected to complete a checklist before travelling to Canada and must undergo a mandatory 14-day quarantine upon their arrival, as per federal government guidelines.

The university said in a news release that it will also require the following details from students:

- Date of arrival.
- Address they will stay at during quarantine.
- Arrangements they have made to feed themselves and obtain other essential supplies during quarantine.

Students still also need a study permit, which Busch said the government has been slow to issue this year due to the pandemic.

Chris Busch, associate vice president of enrollment at the University of Windsor, says he's not yet sure how many international students will travel to Canada as the school was just approved this week to accept those from abroad. (Sameer Chhabra/CBC)

The school will use its International Students Centre will keep track of incoming students and stay in touch with them.

Busch said the university will keep in close contact and support students during their quarantine. He said they have also set up a shuttle service for students needing transportation from Toronto to Windsor.

"We've developed a comprehensive plan to ensure the safety and well-being of both our international students and the broader community. The plan helps students stay healthy and puts in place supports if they fall ill."

Last year, international students made up nearly one quarter of the university's enrolment, according to the school, which is about 5,500 people.

While some live in Canada, for those who live at home attending online students can be difficult due to "electricity outages or poor Internet access," along with different time zones, the university stated.

"I would probably classify [the] response [from international students] as elated," Busch said. "The university had submitted our international readiness plan to government months ago and finally just received approval."

International students to arrive at St. Clair College in December

St. Clair College also received approval to bring back its international students come December.

"It has been a long process to ensure protocols are in place for the safe arrival of our International students to our campuses in Windsor, Chatham and Toronto," said college president Patti France in a news release Wednesday.

"Our end goal has been to keep our staff, current students and community safe, while ensuring our newest students — from all areas of the globe — arrive in Canada safely."

Prior to landing in Canada, students are asked to provide the college with a study visa and proof that they have completed school protocols.



St. Clair College will welcome students back in December. (Melissa Nakhavoly/CBC)

The college said its COVID readiness plan also includes transportation for students and securing hotel rooms for their 14 day quarantine. Students headed to the Toronto campus will have a hotel in the Greater Toronto Area and those coming to Chatham or Windsor will stay in a Windsor hotel.

The college's vice president of international relations Ron Seguin said in a news release that at the hotels where students will quarantine, the school will have security guards at the location to ensure no one leaves their rooms.

The school says it has also made accommodations for food and other necessities, along with having a nurse that will check in on students and a physician if medical help is needed.



Financial Monitoring Report: Mid-Year Budget Report 2020-21

Presentation to the Board of Governors
Full Board Meeting
November 24, 2020

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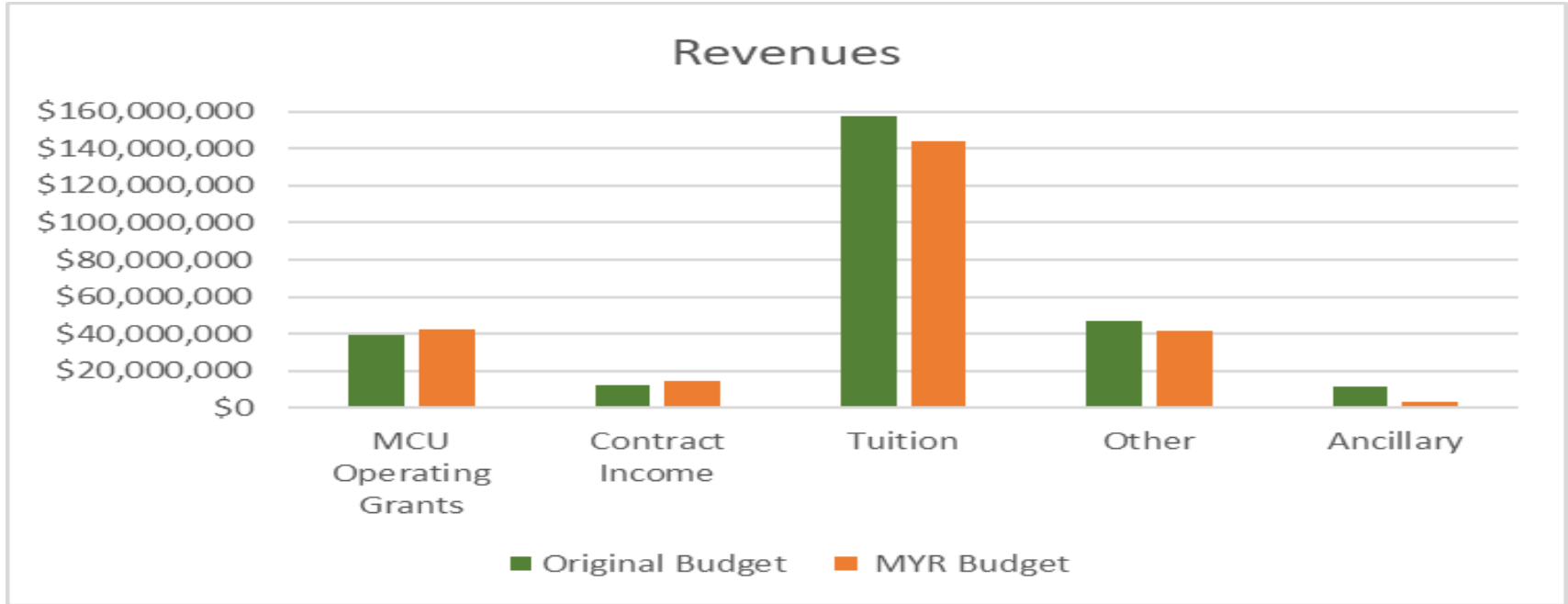
- Statement of Operations Budget
- Statement of Financial Position Projection
- Non-Committed Cash Projection
- Internal Reserves
- Financial Sustainability Metrics
- Recommendation



Statement of Operations Budget

Schedule I (in 000s)			
Line Item	Original Budget	MYR Budget	Variance
Revenue	\$267,759	\$246,098	(21,661)
Expenditures	\$242,393	\$220,814	(21,579)
Surplus / (Deficit)	\$25,366	\$25,284	(82)

Revenues



Revenues

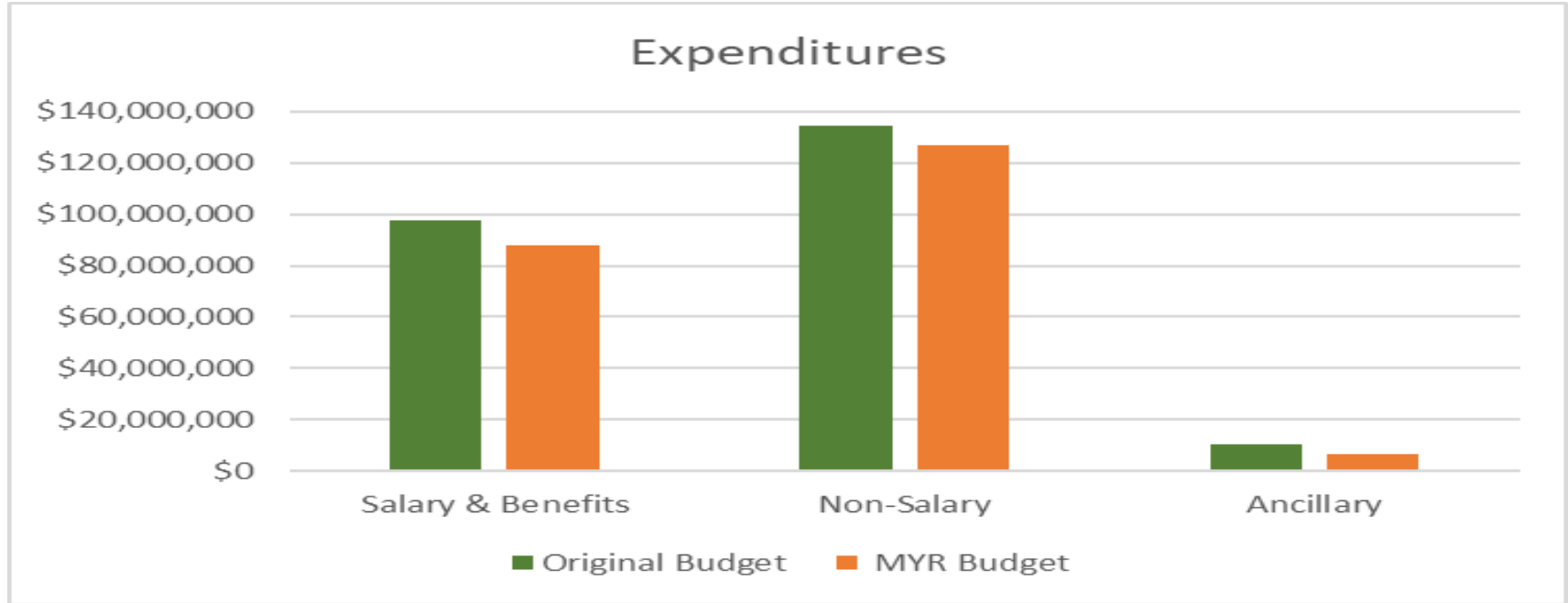


- *MCU Operating Grants
- *Contract Income

- *Tuition
- *Investment Income
- *PCPP Fee-for-Service
- *Divisional Income



Expenditures



Expenditures

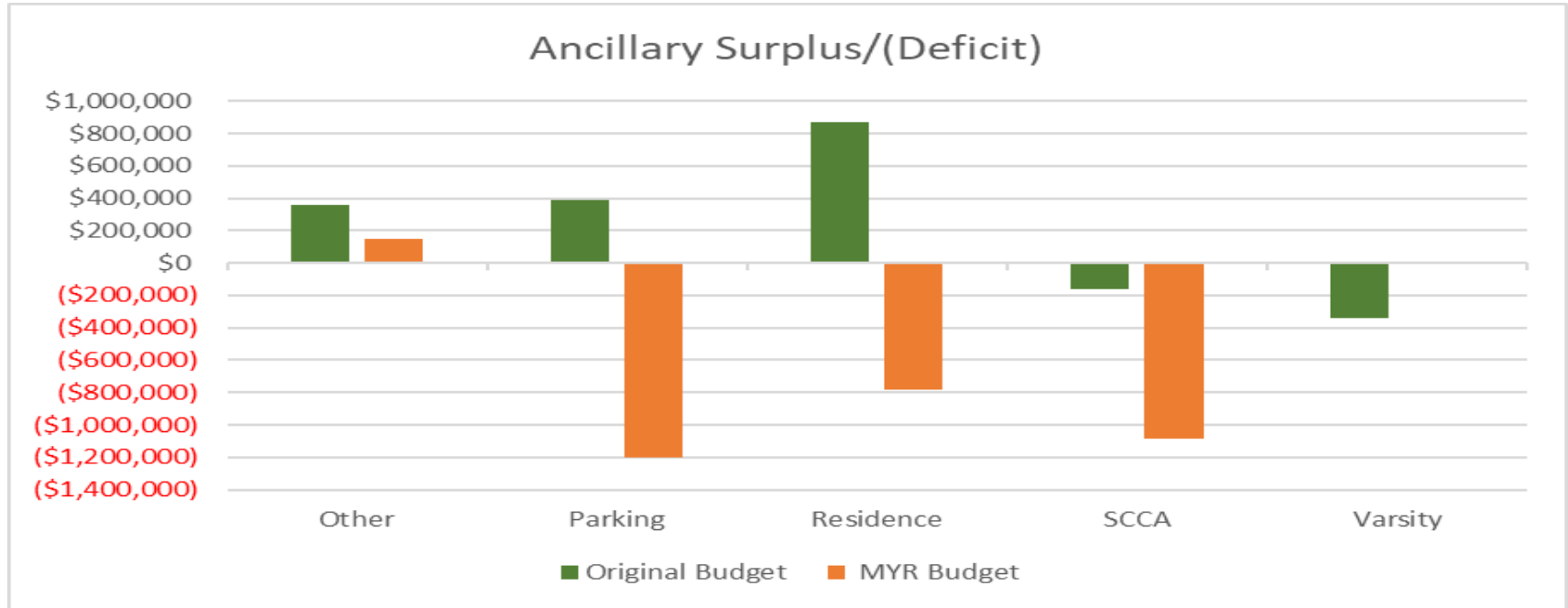


- *Premise Rental
- *Stipends & Allowances
(technology bursaries)

- *Salaries & Benefits
- *Cont. Educational Services
- *Insurance
- *Travel
- *Amortization



Ancillary



Budget Assumptions & Variables

- **MCU Operating Grants:** Budget reflects funding being received or confirmed. Variance could occur due to international enrolment impact on ISR program.
- **Contract Income:** Tied to transfer payment agreements. Budget could vary given participation levels or expenditures realized (cash managed).
- **Tuition:** Budget reflects IRCC approval of the College's COVID-19 readiness plan, international student intake (2,235) for the Winter 2021 semester, and attrition. Variances could occur due to immigration matters (IRCC list Nov.17), government directives, tuition refunds, retention (drop rate between AAL1 to AAL2), and lower intake.

Budget Assumptions & Variables

- Other Revenue: Variance could occur due to (not exhaustive list):
 - Lower enrolment impact on PCPP Fee-for-Service.
 - Lower enrolment impact on kit/material fees, insurance fees, etc.
 - Timing of capital project completion
 - Receive unplanned grants
 - Higher/lower miscellaneous income

Budget Assumptions & Variables

- Salaries & Benefits: Variances could occur due to:
 - Conservative budget holder submissions or inexperience
 - Unused part-time staff budget allocations
 - Hourly compensation rates higher/lower than planned
 - Unplanned absences and retirements, unrealized backfill costs, and delayed hires
 - Higher/lower overtime
 - Accrued vacation days

Budget Assumptions & Variables

- Non-Salary Expenses: Variances could occur due to:
 - Conservative budget holder submissions, inexperience, or unused budgets
 - International SOP costs related to COVID-19 readiness plan (3,500 students require 14-day quarantine by April 30, 2021)
 - Implementation of new initiatives (i.e. tablet reimbursement, Examiy, AlphaKhor), and Athletics & Operating fee refund (\$50).
 - Agent commissions
 - PCPP flow through funds
 - Arbitrations and professional fees that are not realized
 - Amortization - timing of capital project completion
 - Bad debt expense

Statement of Financial Position Projection

- Assets = \$450M
 - Cash and Cash Equivalents \$86M
 - Capital Assets \$377M
- Liabilities = \$294M
 - Deferred Revenue \$95M
 - Debt \$13M
- Net Assets = \$156M
 - Unrestricted \$38M
 - Internally Restricted \$61M



Non-Committed Cash Projection (in 000s)

Line Item	Original Budget	MYR Budget	Variance
Prior Year Balance	\$45,169	\$33,865	(\$11,304)
Operating Surplus	\$31,548	\$30,135	(\$1,413)
Capital Outlay (net)	(\$17,000)	(\$13,000)	\$4,000
Long-Term Debt	\$3,703	\$3,703	-
Internally Restricted	(\$25,688)	(\$16,157)	\$9,531
Adjustment	(\$6,400)	(\$6,400)	-
Non-Committed Cash Projection	\$31,332	\$32,146	\$814

Internal Reserves

Date	Financial Sustainability	Deferred Maintenance	Total
June 23, 2020	\$40,270,740	\$5,000,000	\$45,270,740
November 24, 2020	-	\$4,713,643	\$4,713,643
March 31, 2021*	\$832,562	\$10,611,061	\$11,443,623
Total	\$41,103,302	\$20,324,704	\$61,428,006

* indicates estimate

Administration will revisit the Financial Sustainability reserve closer to March 2021. More will be known about the Winter 2021 semester enrolment and the 2021-22 budget.



Financial Sustainability Metrics

Metric	Measure	Actual 2019-20	Original Budget	MYR Budget
Annual Surplus / Deficit	> \$0	\$31,083,010	\$25,366,113	\$25,284,245
Accumulated Surplus / Deficit	> \$0	\$123,372,258	\$143,727,542	\$146,839,245
Quick Ratio	> 1	4.72	8.96	7.38
Debt to Asset Ratio	< 35%	11.52%	9.59%	11.06%
Debt Servicing Ratio	< 3%	0.56%	0.48%	0.53%
Net Assets to Expense Ratio	> 60%	126.52%	117.76%	133.97%
Net Income to Revenue Ratio	> 1.5%	13.59%	9.47%	10.27%
Number of Flags	-	-	-	-

Recommendation

- IT IS RECOMMENDED THAT the Board of Governors:
Approve the 2020-21 Mid-Year Budget Report.



Questions?



Business Plan Accrual Budget Template (MCU Format)

Presentation to the Board of Governors
November 24, 2020

START **HERE** GO ANYWHERE



Business Plan Accrual Budget Template (MCU Format)

Statement of Operations (in 000s)

Line Item	Board Approved 2020-21 Budget	MCU Format Accrual 2020-21 Budget	Actual 2019-20
Revenue	\$267,759	\$246,098	\$228,693
Expenditures	\$242,393	\$220,814	\$197,610
Surplus	\$25,366	\$25,284	\$31,083

START **HERE** GO ANYWHERE



Business Plan Accrual Budget Template (MCU Format)

Statement of Financial Position (in 000s)

Line Item	MCU Format Accrual 2020-21 Budget: June 2020	MCU Format Accrual 2020-21 Budget: Nov. 2020	Actual 2019-20
Assets	\$450,550	\$450,322	\$400,341
Liabilities	\$288,068	\$294,142	\$267,677
Net Assets	\$162,482	\$156,180	\$132,664

START **HERE** GO ANYWHERE

Recommendation

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



Questions?

START **HERE** GO ANYWHERE



ST. CLAIR

COLLEGE

**ENTERPRISE
RISK
MANAGEMENT**

Board of Governors

November 24, 2020

Full Board Minutes:
November 24, 2020

Item #6.3
1 of 13



Risk Management



- Risk-aware without being risk-averse.
- Furthering strategic and operational priorities.
- Identifying, assessing, monitoring and managing risk.

Risk Management Categories

- 1. Academic and Student Services**
- 2. Facilities Management**
- 3. Financial**
- 4. Human Resources**
- 5. Health and Safety**
- 6. Health Services**
- 7. Information Technology**
- 8. Corporate**

Risk Management - Probability

Symbol	Probability	Colour	Description
H	High	Red	Has happened frequently or has a very significant chance of happening in the future.
M	Medium	Orange	Has happened occasionally or has a reasonable chance of happening in the future.
L	Low	Green	Has happened infrequently or is not expected to happen.
NA	Not Applicable	Not Applicable	Risk is irrelevant to the operation of the College.
TBD	To be determined	To be determined	Additional information is required to determine probability. Considered as high probability until otherwise identified.

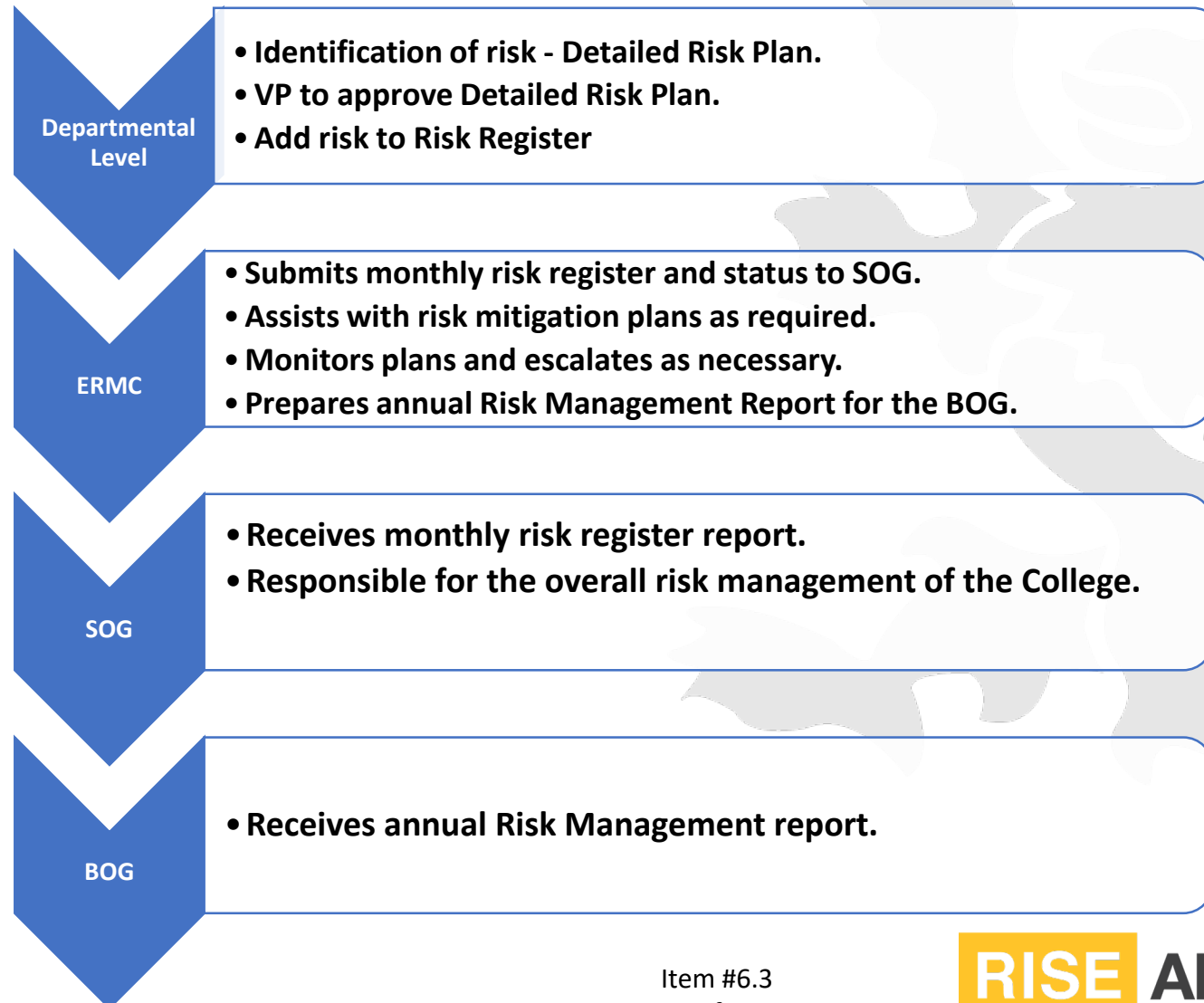
Risk Management - Impact

Rating	Description	Impact on Organization
3	High	The issue would have a major impact on services.
2	Medium	The issue would have some impact on services.
1	Low	No service disruption or negative effects are expected. Any negative impact can be corrected without significant effort or visibility.
0	Not Applicable	The risk is not relevant.

Prioritizing the Risk

		Impact			
		0	1	2	3
Probability	HIGH	H0	H1	H2	H3
	MEDIUM	M0	M1	M2	M3
	LOW	L0	L1	L2	L3
	NOT APPLICABLE				
	TBD				

Risk Management Flow



Detailed Risk Plan

Section 1: Risk Identification

Risk #	Risk Category/Sector:		
Description of Risk: <i>Please provide a high-level description of the risk</i>			
Lead/Team:			Date:
Risk Factors: • <i>Please identify who and what may be affected by this risk. i.e. students, staff, academic integrity, delayed graduation, infrastructure issues etc</i>			
Risk Impact: • <i>Please identify what will happen if the risk materializes</i>			
Existing Control Procedures: • <i>Please list the current controls that are in place to mitigate this risk</i>			
Risk Rating	Direct Risk		SECTOR HEAD APPROVAL
	Probability Scale	Impact Scale	DATE:
		<i>Combination of probability & impact scale</i>	SIGNATURE:

Section 2: Risk Mitigation

Possible Mitigation Options	Analysis Result (Accept/Reject)	
	<i>Will this option provide the anticipated/expected outcomes?</i>	
Risk Mitigation Plan		
Action Item	Action By	Timeline
Resource Requirement:		
Reporting and Monitoring Required:		
Completed By:	Date:	

Committee Purpose/Mandate

The ERMC is an operational committee set up by the Senior Operations Group (SOG) to oversee and provide direction on matters of Risk Management at the College. The committee reports to SOG.

The purpose of enterprise risk management is to integrate the process of managing risk into the overall governance, strategy and planning, management and reporting processes of the College.

ERMC Responsibilities

Oversee the College-wide Risk Management process on behalf of SOG.

- Recommend Risk Management Policy, framework and procedures.
- Monthly review of Risk Register and status.
- **Ensure that risks associated with emergency preparedness and business continuity are addressed in appropriate plans.**
- Assist in the identification and quantification of fundamental risks affecting the College and ensure follow-up arrangements are in place to mitigate those risks.
- Informs SOG of risks and controls that need further assessment.
- **Help embed a risk management culture into major decisions through risk education, high level controls and procedures.**
- **Provide monthly Risk Register update to SOG.**
- Prepare Risk Management Report for the Board of Governors.

Meetings

- The committee shall meet monthly.
- Ad-hoc meetings shall be held as required.
- Minutes shall be recorded and submitted to SOG on a monthly basis.

Membership

Membership shall be **cross functional** and appointed by SOG and include the AVP/Director or designate from the following departments:

- SOG
- President's Office
- Financial Services
- Facilities Management
- Student Services
- Registrar
- Information Technology
- Academics
- Human Resources
- Security Team Lead
- Occupational Health and Safety

Risk Management Monitoring

- Continuously measure and monitor the risk environment and strategies.
- Monitoring through monthly, status update for each risk, through the appropriate Sector Head.
- Fostering a culture of best practices, lessons learned, and expertise acquired.



ST. CLAIR
COLLEGE

Questions?