

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

MINUTES OF THE

FULL BOARD MEETING of the BOARD OF GOVERNORS

Held on June 27, 2023, at 5:30 p.m. in the President's Board Room #A3315E,
Windsor Campus.

Present:

Mr. A. Barron
Mr. M. Beale, virtually
Mr. K. Beaudoin
Ms. P. Corro-Battagello
Ms. P. France, **President**
Mr. C. Hotham
Ms. R. Khosla
Mr. J. Parent
Ms. J. Piccinato, **Chair**
Mr. A. Provost
Mr. R. Renaud
Mr. G. Rossi, **Vice Chair**
Ms. S. Sasseville
Mr. E. Sovran, **Past Chair**, virtually
Mr. A. Teshuba
Ms. M. Watters
Ms. G. Wrye

Regrets:

Mr. W. Beck

Also Present:

Ms. K. Adams, Board Secretary
Ms. R. Anguiano Hurst, Incoming Community Representative,
Observer
Mr. E.P. Chant, Editor, SAINT, Student Newspaper
Mr. J. Fairley, Vice President, College Communications and
Community Relations
Mr. G. Fenn, Incoming Community Representative, Observer
Mr. W. Habash, Senior Vice President, Academics and
College Operations
Mr. B. Jones, Retirees' Association, Observer
Mr. M. Jones, Vice President, Finance and Chief Financial Officer
Mr. R. Kobielski, Faculty Observer
Ms. B. Kressler, Incoming Student Representative, Observer
Mr. R. Nicoletti, Executive Director, President's Office, Corporate
Secretary and Ministry Compliancy

Mr. M. Silvaggi, Vice President, Academic and Registrar
Mr. R. Seguin, Vice President, International Relations, Training and
Campus Development
Mr. G. Vrantsidis, Faculty Observer
Mr. J. Sirianni, Vice President, Human Resources, Safety and
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. J. Piccinato chaired the meeting and Ms. Adams was the recording Board Secretary.

The Board Chair welcomed the Observers joining this evening's meeting and noted that they will be starting their Board term as of September 1, 2023; Ms. Bryanna Kressler as the Student representative and Ms. Rose Anguiano Hurst, Mr. Garnet Fenn and Mr. Steven Salmon were also in attendance as observers and will be brought forward as community representatives, for approval.

1.0 Adoption of the Agenda and Declaration of Conflict of Interest

A recommendation for the following amendment to the agenda was brought forward:

- Item #7.1: Alumni Association Annual Report to follow Item #3.0: Constituent Reports.

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

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

2.0 Approval of the Minutes of the Full Board meeting held on Tuesday, May 23, 2023, in Windsor, ON

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

RESOLVED THAT the Board of
Governors approve the Full Board
minutes of the May 23, 2023
meeting.

3.0 Constituent Reports

Retirees' Association

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

- The Retirees' will be hosting a few events over the summer.
- Mr. Totten has returned after a short illness.
- The Retirees' Association is looking to expand their space to accommodate the College artwork and archives collection.
- The Retirees' Association has recently added additional members.
- Mr. Jones wished the Board a safe and happy summer on behalf of the Retirees' Association.

Student Representative Council (SRC)

Ms. Mala reported the following initiatives and activities on behalf of the SRC:

- Applications to opt out of the Transit Windsor bus pass are now closed and the process for refunds has begun. Eight thousand bus passes were distributed for the Spring semester.
- The first Class Rep meeting of the Spring semester has been held with good participation.
- The SRC President congratulated the recipients of the Student Leadership Medal, President's Medal, Governor General's Medal and Board of Governor's Medal, as well as the Faculty Academic Award and Student Leadership Award winners that were honoured at the Academic Awards banquet.
- The SRC continues programming and offers activities through the Spring semester with yoga sessions, therapy dogs, Gaymes nights and monthly initiatives with the SRC Board.
- The SRC is planning activities for the 2023 Fall semester including a concert and carnival.
- Student Clubs continue through the Spring semester, with a total of ten clubs that have been ratified.
- Esports teams continued to be successful this year.
- Activities at the Ace Acumen campus include free ice cream treats, an upcoming trip to Canada's Wonderland as well as a Cruise Ship party for Fall 2023.

Faculty

Mr. Vrantsidis introduced Mr. Rob Kobielski, faculty in the Schools of Engineering and Skilled Trades. Mr. Kobielski is the incoming faculty observer that will be attending Board meetings beginning in September 2023. Mr. Vrantsidis thanked the Board of Governors for their support over the years.

Mr. Kobielski noted that he has been faculty in the Schools of Engineering and Skilled Trades for seven years and is excited to begin his responsibility of reporting to the Board on behalf of the faculty.

7.1 Alumni Association Report

The Board Chair called upon Mr. J. Fairley to provide the Alumni Association Annual Report. Mr. Fairley provided a PowerPoint presentation, highlighting the following activities and initiatives:

- St. Clair College Alumni Association Objectives.
- 2022-2023 Alumni Association Board of Directors.
- Alumni Branding and Marketing.
- Alumni Association Outreach.
- St. Clair College Alumni Association – College Support.
 - Esports Arena and Alumni Way Path.
- Alumni Association Foundation Scholarships.
- St. Clair College Convocation.
- Over 7,700 new Alumni in 2022-2023 over fifteen convocation sessions, making St. Clair Alumni over 130,000 strong.
- 2023 Alumni of Distinction.
- Alumni Perks App.
- 2022 – 2023 Alumni Annual Report at www.stclairalumni.com

The Board Chair thanked Mr. Fairley for his presentation.

President France thanked Mr. John Feldman for his leadership and engagement with St. Clair College and the Alumni Association. Mr. Feldman is retiring from the role of President of the Alumni Association. He has served as a director for two years, as President for an additional two years and will remain on the Alumni Association as a Director for the next two years.

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

4.0 President's Report

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

Ms. France noted that the President's Report was emailed and included in the Full Board meeting documents. She outlined the events and initiatives that have occurred since the last Board meeting:

President France began by thanking Mr. Vratsidis for his efforts and participation with the Board of Governors as the faculty observer.

- St. Clair College has entered into a partnership with Centro Studi Italiani, located in Urbania, Italy. On May 20, 2023, the first cohort of 18 students from St. Clair College's Culinary Management program travelled to Italy to take part in Centro Studi Italiani's culinary experiential program, "Tasty Italia: Flavours and Colours of Authentic Italy" that focused on social, economic, and environmental justice of Italy's culinary heritage. The opportunity to immerse themselves in the Italian food and wine industries was provided under the new Start Here, Go Anywhere Global scholarship.

The College looks forward to building new exciting educational opportunities in Italy through ongoing experiential learning initiatives.

- The 2023 Spring Academic Awards banquets were held in Chatham on Wednesday, May 24, 2023 and in Windsor on Wednesday, May 31, 2023 with a total of 190 students receiving awards.
- The Chatham-Kent Chamber of Commerce hosted the annual Chatham Mayor's Address on Thursday, May 25, 2023. President France was honoured to introduce Mayor Canniff, who shared his vision for the Municipality of Chatham-Kent.
- The St. Clair College Early Childhood Education Outdoor Lab at the Mary Uniac Building was held on Thursday, May 25, 2023. ECE Professor Brenda Huff led the project that was funded through a collaboration between the Municipality of Chatham-Kent, the Chatham-Kent YMCA Foundation and the St. Clair College Alumni Association. President France thanked all of those involved and noted that the ECE Outdoor Lab is a beautiful addition to the Chatham campus.
- St. Clair College held its annual thank you for the Program Advisory Committee (PAC) and Student Placement sites on Thursday, May 25, 2023. These volunteers assist the College in delivering "real world" education, on the pathway to rewarding careers for our graduates and building the economy and social well-being of our community.
- The 10th Annual Hotel-Dieu Grace Healthcare (HDGH) Heart Breaker Challenge was held on Saturday, May 27, 2023. St. Clair College and the Alumni Association were proud sponsors of the event which raises awareness and funds for the Cardiac, Stroke and Pulmonary Rehab Programs at HDGH.
- Premier Doug Ford visited Windsor on Thursday, June 12, 2023, when he toured the LiUNA!625 Training Centre and visited with students of Women's Enterprise Skills

Training (WEST). Premier Ford was joined by Caroline Mulroney, Minister of Transportation and Minister of Francophone Affairs, and Parliamentary Assistants Andrew Dowie and Trevor Jones. The Premier congratulated the Construction Craft Worker Level 1 Apprentice class on the completion of their program. President France was on hand when the Premier also spoke to the group from WEST as they ready to begin their construction skills training on June 19, 2023.

- St. Clair College and the Alumni Association were Presenting Sponsors of Art in the Park on June 3 and June 4, 2023.
- St. Clair College 2023 Spring Convocation was held over eight sessions in Windsor, Chatham and Toronto.
- St. Clair Staff Appreciation Day was held on Tuesday, June 13, 2023, for all staff and retirees. The annual event is held to formally recognize staff for their hard work, dedication and commitment to St. Clair College and to recognize those employees who have reached 25 years of service, those who are retiring and those who have joined the staff at St. Clair. President France thanked all staff for a tremendously successful 2022-2023.

Employee Excellence Awards were given to the following staff:

- Genie Magliaro, Support Staff.
- Mike Jimmerfield, Faculty.

In addition, two special awards given out:

- Bryanna Kressler - the first St. Clair College student to be named the Ontario College Athletic Association (OCAA) Athlete of the Year.
- Doug Wiseman, Coach, Women's Softball, was named the OCAA Coach of the Year.
- President France provided a 2023 Spring Enrolment update, including a year-over-year comparison at Day 10. St. Clair College has seen an increase of 916 students for Spring 2023.
- Students from the Fashion Design program have designed and created more than 25, lap sized fidget blankets that provide sensory and tactile stimulation for patients at Windsor Regional Hospital, with Alzheimer's or other forms of dementia.
- MH100, a local organization that helps at-risk youth in the community, along with its partners, are hosting monthly events at the College with the goal of inspiring them to pursue postsecondary education.
- St. Clair College was awarded funding from the Ontario Vehicle Innovation Network (OVIN) to run a pilot program which is designed to encourage students to pursue careers in the automotive and mobility sector and is intended to challenge the stigma around Science, Technology Engineering and Math (STEM), with specific interest to engage equity-deserving groups. The program will run for twelve weeks with one hour of in-class time per week with students in grades seven and nine Ontario Science

Curriculum. Each participating school will receive 30 to 75 robots, at a 1:2 robot-to-student ratio, to increase engagement.

- President France provided an update regarding various campus beautification projects that are currently under way:
 - Parking Lot “C” Reconstruction that will have a gain of 44 parking spaces for Fall 2023.
 - Cabana Road Construction.
 - Welcome Centre Construction is underway with an anticipated opening of August 2024.
 - Peace Parkette – The area will begin construction in Summer 2023 and will provide space with benches, a peace statue and sidewalks that connect with the rest of the College campus.
 - Pedestrian Corridor – Designs are currently underway to transform the road between the Main building and Toldo Health Sciences building into a pedestrian corridor. Construction will begin in Spring 2024, if plans are approved.
- Essex-Windsor EMS has been approved to donate two surplus ambulances to St. Clair College, one in 2023 and the other in 2024. The donation of the ambulances will benefit not only future paramedic students but also other programs such as the Motive Power Technician program.
- St. Clair College has acquired the use of the “Unibuddy” platform – an educational technology company that provides a platform which allows prospective and current students to connect with student ambassadors and alumni from the same or similar courses, providing a peer-to-peer support network. This will be used for the College’s international students, to provide support.
- As of July 1, 2023, Bill 26, the Strengthening Postsecondary Institutions and Student Act, comes into effect. There are three main provisions outlined in the act regarding the definition of sexual misconduct by an employee, strong language regarding discharge/discipline and disclosure language. As a result of Bill 26, the College has worked closely with our solicitor to modify existing policies and create new ones, where appropriate.
- To increase awareness and to promote information, the College is in the process of creating three mandatory training modules for students, which will develop awareness and information surrounding the topics of:
 1. Student Code of Rights and Responsibilities and Academic Integrity.
 2. Sexual Violence Prevention and Reporting.
 3. Emergency Response.

Communications will be sent out in August, outlining the requirements for the training with a deadline of November 30, 2023. Students must complete the training in order to register for their next semester and bursaries will be offered as an incentive to complete the training early.

- As previously reported, the College submitted the 18-Month Follow Up Quality Assurance reports to the Ontario College Quality Assurance Service (OCQAS) Board. The Board reviewed the report and noted that it was well received, approved and congratulated the College on its efforts.
- As previously reported, the College began assisting the City of Windsor in providing meals to refugees who have been staying at the Best Western hotel. There are now a total of 331 refugees staying at the hotel and their stay has been extended from June 30, 2023 to September 30, 2023.

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

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

5.0 Consent Agenda

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

- 5.1 2023-2024 Draft Meeting and Event Schedule.
- 5.2 Campus Free Speech Annual Report.
- 5.3 Strategic Mandate Agreement 3 (SMA3).
- 5.4 College Sustainability.
- 5.5 Increase Parking Capacity.

RESOLVED THAT the Board of Governors receive and approve the contents of the June 27, 2023 Consent Agenda, as presented.

6.0 Business Arising

6.1 Fall 2023 Admissions Update

The Board Chair called upon Mr. M. Silvaggi for this item. Mr. Silvaggi noted that the Fall 2023 Admissions Update was included in the Full Board Agenda package and highlighted the following:

- This report provides an update on post-secondary programs that will be offered during Fall 2023 with an expected Year One intake of less than 25 domestic students and offers a year-over-year comparison.
- There are three critical dates in the application, admissions and registration cycle:

1. The deadline for applications to receive equal consideration is February 1st, annually.
 2. Following admission, May 1st is the deadline for applicants to confirm their program of choice. As of May 1st, St. Clair College had suspended the intake of eleven programs for Fall 2023 due to extremely low student applications and anticipated confirmations.
 3. The next critical date in the registration cycle is June 1st, as this is the deadline when a student must make a deposit to secure their spot in their program of choice. The data at June 1st is very indicative of where enrolment will be from a domestic perspective.
- With these projections, the College can balance teaching resources, space capacity, Strategic Mandate Agreement 3 (SMA3) implications, financial sustainability, and community access to programming, while making program offering decisions. From an academic and budget planning perspective, the allocated number of seats is essential and is evaluated by program with projected enrolment both domestically and internationally by semester or academic achievement level (AAL) and also provides data to assist the College's Recruitment team and marketing campaigns.
 - This report reflects domestic enrolment only and excludes any international enrolment.

Table One: Windsor Programs Experiencing a Decline in Domestic Enrolment Compared to the Enrolment Plan.

Table Two: Windsor Programs that Share a Common Year One Curriculum or Offer Pre-Defined Exit Points for Graduation.

Table Three: Windsor Program that are Oversubscribed or Expected Enrolment Capacity due to Placements of Accreditation. As some programs have a reliance on the availability of field placements, some enrolment targets are lower, particularly in oversubscribed health science programs.

Table Four: Windsor Programs with Planned Enrolment Focused on International Students. These programs anticipate an enrolment level of approximately 90% international students.

Table Five: Chatham Programs that Share a Common Year One Curriculum, Planned Enrolment is Focused on International Student, or is Experiencing Enrolment Decline Relative to the Enrolment Plan.

A Governor inquired if the College suspends a program, is the suspension for the current intake or beyond?

Mr. Silvaggi responded that yes, admissions are reviewed for annual program intakes and the College will act accordingly, based in interest or lack of.

Furthermore, students returning to the program will be able to continue as the suspension effects the semester one intake of the programs.

A Governor inquired if there is information available pertaining to enrolment demographics, specifically at the Chatham campus in order to support the efforts of the College.

Mr. Fairley noted that the Senior Management Team has been working strategically with the Mayor of Chatham-Kent to ensure the College's commitment to the community. Mr. Silvaggi noted that Administration has developed reports that provide the enrolment demographics for each campus.

A Governor asked if there are programs that would integrate to enhance other programs upon their completion?

Mr. Silvaggi responded that this is referring to pathways. Pathways, college to college, college to university and university to college are measured and reported on through the College's Strategic Directions. These pathways provide options for ongoing learning potential.

After a brief discussion it was,

RESOLVED THAT the Board of Governors receive the update on post-secondary programs that will run in the Fall 2023 semester with an expected Year One intake of less than 25 domestic students, as information.

6.2 Board Chair and Vice Chair 2023-2024

The Board Chair reviewed the results of the elections for Board Chair and Vice Chair held on Tuesday, May 23, 2023, at the In-Camera meeting.

Ms. Jean Piccinato was acclaimed as the Board Chair effective September 1, 2023 through August 31, 2024 and Mr. Garry Rossi was acclaimed for the position of Vice Chair, effective September 1, 2023 through August 31, 2024.

6.3 Executive Plan for the Summer Months

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

- The Executive Committee will meet as required.

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

After a brief discussion it was,

RESOLVED THAT the Board of Governors approve the establishment of the Executive Committee consisting of the President, Board Chair and Vice Chair for July and August 2023, in the event that Board approval is required on an urgent basis. The Executive Committee will report back to the Board at the September Board meeting regarding any matters that the Committee approves over the summer months.

7.0 Monitoring Reports

7.2 Financial Monitoring Report

Mr. Jones reviewed the report on the financial results for the year ended March 31, 2023.

- The Board of Governors received the Audited Consolidated Financial Statements for the 2022-2023 fiscal year at the May 23, 2023, Board meeting.
- Mr. Jones explained that this report finalizes the financial monitoring reports for the 2022-2023 fiscal year from an actual to budget perspective and that the report reconciles to the Statement of Operations in the Audited Financial Statements.
- He reported that for the fiscal year ended March 31, 2023, College Administration was successful in surpassing the goal of a balanced budget by achieving a surplus of over \$30 million and exceeding all Ministry benchmarks.
- He reported that St. Clair College has reported zero flags in regard to the Financial Sustainability Metrics for the sixth consecutive year.

After a brief discussion, it was

RESOLVED THAT the Board of Governors receive the Financial Monitoring Report for the fiscal year ending March 31, 2022, as information.

8.0 Approval Items

8.1 Business Plan – Accrual Budget Template (MCU) Format

- Mr. Jones stated that this agenda item is a requirement of the Ministry of Colleges and Universities (MCU) to receive Board approval for the 2023-2024 budget submission to the Ministry and he provided a brief overview of the information contained in the Business Plan.
- At the March 28, 2023 Board meeting, the 2023-2024 Operating Budget was approved by the Board. The budget is then prepared in the Ministry format and submitted through their financial system.
- The budget included in the Business Plan – Accrual Budget Template does reflect what the Board approved at the March Board meeting
- In terms of the Statement of Financial position forecast that was provided to the Board with the March budget review, it was predicated upon estimated year-end balances. The projections have now been updated to include the audited year-end balances, including the allocation of funds to capital expenditures and the utilization of the internal reserves.
- This projection translates again to strong sustainability metrics and the College will report zero flags to the Ministry.

After a brief discussion it was,

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

8.2 St. Clair College Annual Report

The 2022-2023 Annual Report provides a comprehensive overview of the College's achievements over the past 12 months.

The narrative reflects the operational outcomes established in the Strategic Directions and the Business Plan and describes activity that took place between April 1, 2022 and March 31, 2023.

President France thanked the Board for their leadership over the past year and noted that the St. Clair College Annual Report solidifies all of the efforts, measuring and monitoring of the Strategic Directions, the impact that the College has had in the community, the success of our students and all of the partners that contribute to the teaching and learning of our students.

In accordance with the Minister's Binding Policy Directive on Governance and Accountability, the St. Clair College Annual Report, once formally approved, will be submitted to the Ministry by July 31, 2023.

RESOLVED THAT the Board of Governors approve the 2022-2023 Annual Report for submission to the Ministry of Colleges and Universities (MCU), by July 31, 2023.

8.3 Micro-credentials

The Board Chair called upon Mr. W. Habash for this item. Mr. Habash noted that the report providing the general overview of current Micro-credentials offered through Continuing Education and Corporate Training at St. Clair College was included in the Full Board Agenda package and highlighted the following

- Micro-credentials provide students with the opportunity to obtain in-demand knowledge and skills that are relevant to industry and the skills that employers require.
- There are currently four Micro-credentials that are offered through Continuing Education and Corporate Training, as demand requires:
 1. Robotics Repair and Maintenance.
 2. IV Initiation and Central Venous Access Devices.
 3. CWB Training to Test.
 4. Phlebotomy for Health Professionals.
- The above Micro-credentials allow the College flexibility to be offered only when needed and the curriculum has been developed from existing programs. As a result, the financial impact is minimal.
- Micro-credentials also enhance the College's community engagement and industry participation while increasing student enrolment.

After a brief discussion it was,

RESOLVED THAT the Board of Governors approve the request to implement the four Micro-credentials as part of the ongoing efforts to support student success through a variety of practices.

8.4 Data Analytics - Post Graduate Certificate

The Board Chair called upon Mr. Mike Silvaggi to speak to this item. Mr. Silvaggi noted that the request to deliver a funded one-year Data Analytics,

Ontario College Graduate Certificate program, commencing January 2024, was included in the Full Board Agenda package. He highlighted the following:

- St. Clair College currently offers a two-year Data Analytics for Business - Ontario Graduate Certificate. This program is unfunded and is offered specifically for international students.
- Currently, students in this program are servicing organizations, completing data analytics functions and analyzing data.
- This program offers the College an opportunity to service the community through working professionals in a true continuing education initiative, while providing some diversification in the College's Information Technology sector.
- The curriculum for the program has been mirrored from the first year of the two-year program. As it is a new credential, it requires approval from the Ministry of Colleges and Universities.
- The program is intended to be offered on a part-time basis and courses will run only when there is interest. As a result, the financial liability is low.

After a brief discussion it was,

RESOLVED THAT the Board of Governors approve the request for a funded one-year Data Analytics, Ontario College Graduate Certificate program, commencing in January 2024.

8.5 Appointment of a Member to the Foundation Board

The Board Chair has brought forward the recommendation that Mr. John Parent be appointed as the Board member to the St. Clair College Foundation Board for the 2023-2024 term.

She also thanked Ms. Khosla who has been the appointed Board member to the St. Clair College Foundation Board since 2019.

After a brief discussion it was,

RESOLVED THAT the Board of Governors approve the appointment of Mr. John Parent as the Board member to the St. Clair College Foundation Board for a one-year term commencing September 1, 2023 to August 31, 2024.

9.0 By-law and Policy Review

9.1 By-law 34: Borrowing – 2nd Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of By-law 34: Borrowing, as presented.

9.2 By-law 35: Books and Records – 2nd Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of By-law 35: Books and Records, as presented.

9.3 By-law 36: Auditors – 2nd Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of By-law 36: Auditors, as presented.

9.4 By-law 37: Financial Year – 2nd Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of By-law 37: Financial Year, as presented.

9.5 By-law 38: Committees – 2nd Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of By-law 38: Committees, as presented.

9.6 By-law 39: Other Committees of the Board –2nd Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of By-law 39: Other Committees of the Board, as presented.

9.7 By-law 40: Adjournment – 2nd Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of By-law 40: Adjournment, as presented.

9.8 By-law 41: Amendments – 2nd Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of By-law 41: Amendments, as presented.

9.9 Policy 2003-4.1: Audit and Finance Committee – Terms of Reference – 2nd Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of Policy 2003-4.1: Audit and Finance Committee – Terms of Reference, as presented.

9.10 Policy 2003-19: Fiscal Condition – 2nd Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of Policy 2003-19: Fiscal Condition, as presented.

9.11 Policy 2003-27: Monitoring President's Performance – 2nd Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of Policy 2003-27: Monitoring President's Performance, as presented.

9.12 Policy TBD: Whistleblower Policy – 2nd Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of Policy TBD: Whistleblower Policy, as presented.

9.13 Policy TBD: Whistleblower Procedure – 2nd Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of Policy TBD: Whistleblower Procedure, as amended.

10.0 Recognition of Retiring Board Members

The Board Chair recognized Mr. Michael Beale on his retirement from the Board as of August 31, 2023. Mr. Beale has served as the student representative to the Board for a one-year term. Ms. Piccinato thanked Michael for his support from a student and SSAA perspective and for his contributions to the Board.

The Board Chair recognized Mr. Kevin Beaudoin on his retirement from the Board as of August 31, 2023. Mr. Beaudoin has served as a Community Representative to the Board for two three-year terms. Ms. Piccinato thanked Kevin for his support and contributions to the Board.

Mr. Beaudoin thanked the Board for the opportunity to serve on the Board. He noted that his time on the Board was a wonderful experience through both personal and professional growth.

The Board Chair recognized Ms. Renu Khosla on her retirement from the Board as of August 31, 2023. Ms. Khosla has served as a Community Representative to the Board for two, three-year terms. Ms. Piccinato thanked Renu for her support and contributions to the Board.

The Board Chair recognized Mr. Bob Renaud on his retirement from the Board as of August 31, 2023. Mr. Renaud has served as a Community Representative to the Board for two, three-year terms. Ms. Piccinato thanked Bob for his support and contributions to the Board.

Mr. Renaud thanked the Board for the opportunity to serve on the Board. He noted that it has been a tremendous pleasure, one that exceeded his expectations, and he will continue to be a lifelong cheerleader of the College.

11.0 Date of the Next Meeting

11.1 The next Board meeting is scheduled for Tuesday, September 26, 2023.

The Full Board meeting adjourned at 6:50 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

510th FULL BOARD MEETING

of the

BOARD OF GOVERNORS

NOTICE OF MEETING

DATE: Tuesday, June 27, 2023

TIME: 5:30 p.m.

PLACE: President's Board Room #A3315 (Previously Room #342)

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

AGENDA

1.0 ADOPTION OF THE AGENDA AND DECLARATION OF CONFLICT OF INTEREST

2.0 APPROVAL OF THE MINUTES OF THE FULL BOARD MEETING HELD ON MAY 23, 2023 IN WINDSOR, ON

3.0 CONSTITUENT REPORTS

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

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

5.0 CONSENT AGENDA

5.1 2023-2024 Draft Meeting and Event Schedule

Information Item – Administration has provided the Draft 2023-2024 Meeting and Event Schedule, attached as Item #5.1.

5.2 Campus Free Speech Annual Report

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

5.3 Strategic Mandate Agreement 3 (SMA3)

Information Item – Administration has provided an update regarding Year Three (2022-2023) of the 2020-2025 Strategic Mandate Agreement 3 (SMA3), attached as Item #5.3.

5.4 College Sustainability

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

5.5 Increase Parking Capacity – Implementation of Parking Plan

Information Item – Administration has provided a report on Strategic Direction #5 – Increase Parking Capacity – Implementation of Parking Plan, attached as Item #5.5.

6.0 BUSINESS ARISING

6.1 Fall 2023 Admissions Update

Information Item – Administration has provided an update regarding admissions for Fall 2023, attached as Item #6.1.

6.2 Board Chair and Vice Chair 2023-2024

Information Item – The Board Chair will provide information regarding the election of the Board Chair and Vice Chair, for the one-year term commencing September 1, 2023 through August 31, 2024.

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

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

7.0 MONITORING REPORTS

7.1 Alumni Association Annual Report

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

7.2 Financial Monitoring Report

Information Item – An update will be given to the Board with respect to the financial results for the Fiscal Year Ended March 31, 2023, attached as Item #7.2.

8.0 APPROVAL ITEMS

8.1 Business Plan – Accrual Budget Template (MCU) Format

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

8.2 St. Clair College Annual Report

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

8.3 Micro-credentials

Approval Item – Administration has provided the request for implementation of Micro-credentials, attached as Item #8.3, for approval.

8.4 Data Analytics – Post Graduate Certificate

Approval Item – Administration has provided the request for new program, attached as Item #8.4, for approval.

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

Approval Item – The Board of Governors members will nominate and approve the appointment of a Board member to sit on the St. Clair College Foundation Board for the 2023 - 2024 year.

9.0 BY-LAW AND POLICY REVIEW

9.1 By-law 34: Borrowing

Approval Item – The Board will review By-law 33: Borrowing, for 2nd reading, attached as Item #9.1.

9.2 By-law 35: Books and Records

Approval Item – The Board will review By-law 35: Books and Records, for 2nd reading, attached as Item #9.2.

9.3 By-law 36: Auditors

Approval Item – The Board will review By-law 36: Auditors, for 2nd reading, attached as Item #9.3.

9.4 By-law 37: Financial Year

Approval Item – The Board will review By-law 37: Financial Year, for 2nd reading, attached as Item #9.4.

9.5 By-law 38: Committees

Approval Item – The Board will review By-law 38: Committees, for 2nd reading, attached as Item #9.5.

9.6 By-law 39: Other Committees of the Board

Approval Item – The Board will review By-law 39: Other Committees of the Board, for 2nd reading, attached as Item #9.6.

9.7 By-law 40: Adjournment

Approval Item – The Board will review By-law 40: Adjournment, for 2nd reading, attached as Item #9.7.

9.8 By-law 41: Amendments

Approval Item – The Board will review By-law 41: Amendments, for 2nd reading, attached as Item #9.8.

9.9 Policy 2003-4.1: Audit and Finance Committee – Terms of Reference

Approval Item – The Board will review Policy 2003-4.1: Audit and Finance Committee – Terms of Reference, for 2nd reading, attached as Item #9.9.

9.10 Policy 2003-19: Fiscal Condition

Approval Item – The Board will review Policy 2003-19: Fiscal Condition, for 2nd reading, attached as Item #9.10.

9.11 Policy 2003-27: Monitoring President's Performance

Approval Item – The Board will review Policy 2003-27: Monitoring President's Performance, for 2nd reading, attached as Item #9.11.

9.12 Policy TBD: Whistleblower Policy

Approval Item – The Board will review Policy TBD: Whistleblower Policy, for 2nd reading, attached as Item #9.12.

9.13 Policy TBD: Whistleblower Procedure

Approval Item – The Board will review Policy TBD: Whistleblower Procedure, for 2nd reading, attached as Item #9.13.

10.0 RECOGNITION OF RETIRING GOVERNORS

11.0 NEW BUSINESS

12.0 DATE OF THE NEXT MEETING

12.1 The next meeting is scheduled for Tuesday, September 26, 2023.



TO: BOARD OF GOVERNORS
FROM: PATRICIA FRANCE, PRESIDENT
DATE: JUNE 27, 2023
RE: 2023-2024 DRAFT MEETING AND EVENT SCHEDULE
SECTOR: ALL SECTORS

AIM:

To provide the Board of Governors with the draft 2023 – 2024 Meeting and Event Schedule.

BACKGROUND:

In order to keep the Board informed of the schedule of meetings and College Events, a draft meeting and event schedule is prepared annually as part of the Board of Governors Annual Work Plan. The draft 2023 – 2024 Meeting and Event Schedule is attached for information.

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

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive the draft 2023 – 2024 Meeting and Event Schedule for information.

Meetings

TBD	New Board Member Orientation
September 12, 2023* September 26, 2023	Committee of the Whole Full Board Meeting – Windsor
October 10, 2023* October 24, 2023	Committee of the Whole Full Board Meeting – SCCCA
November 14, 2023 * November 28, 2023	Committee of the Whole Full Board Meeting – Windsor
January 9, 2024 * January 23, 2024	Committee of the Whole Full Board Meeting – Windsor
February 13, 2024 * February 27, 2024	Committee of the Whole Full Board Meeting – Windsor
March 12, 2024 * March 26, 2024	Committee of the Whole Full Board Meeting – Windsor
April 9, 2024 * April 23, 2024	Committee of the Whole Full Board Meeting – Chatham
May 14, 2024 * May 28, 2024	Committee of the Whole Full Board Meeting – Windsor
June 11, 2024 * June 25, 2024	Committee of the Whole Full Board Meeting - Windsor

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

Events

Wednesday, October 4, 2023	Fall Academic Awards Banquet SCCCA (Windsor & Chatham)
Tuesday, October 3, 2023	Fall Convocation, Windsor (WFCU)
Thursday, October 5, 2023	Fall Convocation, Chatham (Health Plex)
Wednesday, October 11, 2023	Fall Convocation, Ace Acumen, Toronto
November 25 – November 26, 2023	Higher Education Summit
November 27, 2023	Premier’s Awards
Tuesday, December 5, 2023 (Tentative)	Holiday Social
Thursday, February 22, 2024	Winter Convocation, Windsor
Tuesday, February 20, 2024	Winter Convocation, Toronto
TBD	Board Planning Session/Retreat
Monday, March 18, 2024	Chatham Scholarship & Bursaries (Everest Convention Centre)
Wednesday, March 20, 2024	Windsor Scholarship & Bursaries (SCCCA)
Thursday, March 21, 2024	
Thursday, April 11, 2024	Saints Student Athletic Awards Banquet
Saturday, April 13, 2024	Alumni of Distinction (SCCCA)
Friday, April 19, 2024	SRC/TSI Changeover Banquet
Thursday, May 23, 2024	PAC and Placement
TBD	CICan Annual Conference
Thursday, May 30, 2024	Windsor Academic Awards Banquet
TBD	Chatham Academic Awards Banquet
Tuesday, June 4, 2024	Spring Convocation, Windsor (WFCU)
Wednesday, June 5, 2024	
Monday, June 10, 2024	Spring Convocation (Chatham Health Plex)
Wednesday, June 19, 2024	Spring Convocation, Toronto
Thursday, June 20, 2024	



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: JUNE 27, 2023

RE: CAMPUS FREE SPEECH ANNUAL REPORT

SECTOR: COLLEGE COMMUNICATIONS AND COMMUNITY RELATIONS
JOHN FAIRLEY, VICE PRESIDENT

AIM:

To provide the Board of Governors with an annual report reflecting any amendments to St. Clair College's Free Speech Policy or any on-campus events for which an official complaint was received by the College for the period August 1, 2022, to July 31, 2023. Any complaints received between June 28 and July 31, 2023, will be communicated immediately to the Board of Governors Executive

BACKGROUND:

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

2023 COLLEGE UPDATE:

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

RECOMMENDATION:

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



Freedom of Speech Annual Report

August 1, 2023

Section A: Institutional Policy

Has your institution amended its free speech policy (or policy framework) since the time of your 2022 report? If so, please explain the reason for the change and provide the link to its location on your institutional website.

St. Clair College has not changed its Free Speech Policy since the time of our last submitted report.

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

John Fairley, Vice President,
College Communications and Community Relations jfairley@stclaircollege.ca
519-972-2762

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

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

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

Section B: Complaints

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

Between **August 1, 2022** and **July 31, 2023**, did any member of the institutional community (or guests) make an official complaint about free speech on campus? If yes, please describe.

The College did not receive any official complaints regarding free speech on campus between August 1, 2022 and July 31, 2023.

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

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

N/A

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

N/A

Section C: Summary Data

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

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

To the best of your ability, please provide an estimate of the number of **non-curricular events** held at the institution between **August 1, 2022 and July 31, 2023**. Non-curricular events include, for example, invited speakers, sporting events, rallies, conferences, etc., as opposed to regular events held as part of an academic program or course.

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

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

Institutional Comments (if any).

POLICY AND PROCEDURE MANUAL

Policy Title:	UPHOLDING FREE SPEECH	Area of Responsibility: VICE PRESIDENT, HUMAN RESOURCES, SAFETY, SECURITY & FACILITIES MANAGEMENT
Policy Section:	HUMAN RESOURCES	
Effective Date:	2019 01 01	Policy No: 5.22
Supersedes:	NEW	Page: 1 of 2
Mandatory Revision Date:	2024 01 01	Last Review Date: 2019 01 01

5.22 Upholding Free Speech

Policy Statement

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

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

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

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

Speech that violates the law, including the Ontario Human Rights Code, is not allowed. Speech that constitutes harassment, a threat or hate speech is not allowed. Other context specific boundaries to freedom

of expression may also apply such as those arising out of the terms of employment and collective agreements.

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

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

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

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



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: JUNE 27, 2023

RE: STRATEGIC MANDATE AGREEMENT 3 (SMA3)

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

AIM:

To provide the Board with an update on Year 3 (2022-23) of the 2020-2025 Strategic Mandate Agreement 3 (SMA3).

BACKGROUND:

With the College’s SMA3 Year 3 annual evaluation completed, the following is Administration’s update to the Board:

A. SMA3 Results from the Year 3 Annual Evaluation (2022-23)

Metric	Allowable Performance Target	Actual Result	Target Achievement
Graduate employment rate in a related field	59.76%	64.46%	107.86%
Institutional strength and focus	27.59%	32.94%	119.38%
Graduation rate	69.13%	76.88%	111.20%
Community and local impact	5.82%	4.96%	85.18%
Economic impact	\$119,688,657	\$133,624,400	111.64%
Graduate employment earnings	\$33,550	\$33,503	99.86%
Experiential learning	63.38%	90.71%	143.13%
Revenue attracted from private sector	\$5,953,319	\$13,779,446	231.46%
Apprenticeship related	73	54	74.19%
Skills and competencies	N/A	N/A	100.00%

The College succeeded in meeting seven (7) out of the ten (10) active metrics for 2022-23. The Skills and Competencies metric is participation based and has no target as a result. Due to the Ministry’s delay to the activation of performance-based funding for three years (2020-21, 2021-22, 2022-23), there was no funding impact to the College. Had

the performance-based funding delay not existed, the College's funding would have been reduced by \$528,489 or 2% of its \$24,676,305 performance-based funding allocation.

B. SMA3 Metric Weightings for Years 4 to 5

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

To assist in mitigating the College's future funding losses, Administration adjusted its weightings for the Community and Local Impact and Experiential Learning metrics from 15% and 5% to 5% and 15% respectively. The Community and Local Impact weighting was changed due to the estimated student enrolment increasing as a percentage of total enrolment outside of Windsor / Chatham home campuses (i.e. Ace Acumen growth in the Greater Toronto Area). Due to the College's strong performance in the Experiential Learning metric, this offered the opportunity for its weighting to be increased in response to the weighting decrease in the Community and Local Impact metric.

C. SMA3 Year 3 (2023-24) Targets

Metric	Allowable Performance Target
Graduate employment rate in a related field	61.40%
Institutional strength and focus	26.92%
Graduation rate	68.98%
Community and local impact	5.23%
Economic impact	\$112,934,900
Graduate employment earnings	\$34,023
Experiential learning	62.92%
Revenue attracted from the private sector	\$7,306,917
Apprenticeship-related	62
Skills and competencies	N/A

As noted above, the Ministry delayed the activation of performance-based funding to recognize sector-wide challenges due to COVID-19 impacts. Based on its review of the sector's readiness for activation, the Ministry will activate performance-based funding at a system-wide proportion of 10% for Year 4 (2023-24), with the inclusion of two model adjustments to support implementation:

1. Annual metric reweighting: This will allow for reweighting of Year 5 (2024-25) metrics during the Year 4 (2023-24) annual evaluation process.
2. A "stop-loss" mechanism to cap funding loss: This adjustment is aimed at capping potential funding losses for a given college. This adjustment will cap target achievements across all metrics at a minimum of 95%. This means that if a college realizes any target achievement below 95%, they will be considered as having realized 95% on that metric.

In addition, to provide better predictability and support for college planning, the Ministry decided to continue with the move over of funding to the Differentiation Envelope from the Enrolment Envelope, at 55% in Year 4 and 60% in Year 5. As noted above, in Year 4, the Ministry linked a system wide proportion of 10% to metric performance (at risk), and will flow the remaining 45% on the basis of data collection, evaluation and publication of results (total 55% in the Differentiation Envelope). In Year 5, the Ministry is expected to link a system wide proportion of 25% to metric performance (at risk), and flow the remaining 35% on the basis of data collection, evaluation and publication of results (total 60% in the Differentiation Envelope).

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Year 3 (2022-23) of the 2020-2025 Strategic Mandate Agreement 3 (SMA3), as information.



ST. CLAIR

C O L L E G E

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: JUNE 27, 2023

RE: STRATEGIC DIRECTIONS UPDATE (2022-2023): FINANCIAL HEALTH AND SUSTAINABILITY – COLLEGE SUSTAINABILITY

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

AIM:

To provide the Board of Governors with an update regarding the Strategic Directions (2022 – 2023). This update pertains to Strategic Direction #6 – Financial Health and Sustainability, pertaining to an increase to the sustainability fund.

Goal	Objective	Measure	Target
Financial Sustainability	College sustainability.	Increase sustainability fund.	June 2023

BACKGROUND:

The following table summarizes the financial sustainability reserve balance as of March 31, 2023:

Line Item	Amount
March 31, 2023 Balance	\$70,111,102
Consists of:	
Principal	\$65,000,000
Interest	\$5,111,102

The financial sustainability reserve balance is compliant with the College’s Internally Restricted Funds Policy 4.5, which requires the reserve to be maintained at a minimum 3% of budgeted operating revenues.

RECOMMENDATION:

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



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: JUNE 27, 2023

RE: FALL 2023 ADMISSIONS UPDATE

SECTOR: ACADEMIC
MICHAEL SILVAGGI, VICE PRESIDENT AND REGISTRAR

AIM:

To provide the Board with an update on post-secondary programs offered during the Fall 2023 semester with an expected Year One intake of less than 25 domestic students. This report will offer a year-over-year comparison to the report provided in June 2022.

BACKGROUND:

Annually, June 1 is a critical date in the College's registration process as a student must make a financial deposit to secure a spot in their program of choice. In the months leading up to June 1, the tuition deposit deadline for the Fall 2023 semester, the College actively monitors the expected intakes to balance teaching resources, space capacity, Strategic Mandate Agreement 3 (SMA3) implications, financial sustainability, and community access to programming. During this period, should these noted factors not align as planned, an intake may be suspended.

It is important to note that as of May 1, (the annual deadline for an applicant to confirm their program of choice), College Administration had suspended the intake of eleven programs for Fall 2023 due to extremely low student applications and anticipated confirmations. The programs identified are Music Theatre-Performance, Media Convergence, General Arts and Science, Mechanical Engineering Technician-Industrial, Mechanical Techniques-Precision Metal Cutting, Electronics Engineering Technology-Industrial Automation, and Power Engineering Technology-Mechanical at the Windsor Campus, as well as Business-Accounting, Office Administration-Executive, Protection, Security, and Investigations (PSI), and Border Services at the Chatham Campus.

SUMMARY:

The following outlines those post-secondary programs whose Year One domestic

student intake for the Fall 2023 semester will not be suspended, and as of June 15, 2023, have an expected intake of less than 25 domestic students. Refer to Appendix A for the program list.

- Table 1: Windsor programs that are experiencing a domestic enrolment decline relative to the enrolment plan.
- Table 2: Windsor programs that either share a common Year 1 curriculum or offer pre-defined exit points for graduation.
- Table 3: Windsor programs that are either oversubscribed or the expected enrolment is at capacity due to placements or accreditation.
- Table 4: Windsor programs whose planned enrolment concentrates on international students.
- Table 5: Chatham programs that either share a common Year 1 curriculum, planned enrolment concentrates on international students, or is experiencing an enrolment decline relative to the enrolment plan.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on post-secondary programs that will run in the Fall 2023 semester with an expected Year One intake of less than 25 domestic students, as information.

Appendix A

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

Code	Program	Fall 2022 Expected Intake	Fall 2022 Planned Intake	Fall 2022 Day 10 Enrolment	Fall 2023 Expected Intake	Fall 2023 Planned Intake
A887	Music Theatre - Performance	11	20	10	-	10
B603	Community & Justice Services	20	25	22	20	25
B699	Bachelor of Business Admin Info. Comm. Tech.	20	20	19	22	15
B791	Public Relations	8	20	15	9	15
B804	Human Resources Management	11	-	12	10	10
B826	Tourism - Travel	25	30	32	16	30
B877	Fashion Design Technician	10	20	19	16	20
B894	Journalism	19	15	18	24	20
B908	Event Management	-	5	4	1	5
B935	Autism & Behavioural Science	13	30	11	8	9
C623	Liberal Arts	28	37	37	16	37
H794	Cardiovascular Technology	30	28	28	20	28
T036	Construction Engineering Technician	14	20	15	12	20
T046	Construction Project Management	2	25	6	3	5
T131	Electric Drive Vehicle Fundamentals	-	-	-	2	24
T132	Electric Drive Vehicle Technician	-	-	-	23	10
T805	Woodworking Technician	29	40	35	23	30
T855	Mechanical Engineering Technician - Industrial	14	25	16	-	15
T865	Greenhouse Technician	-	-	-	8	4
T866	Landscape Horticulture	22	30	19	20	20
T867	Mechanical Technician - Cad/Cam	13	25	12	18	10
T890	Cybersecurity	-	-	-	4	10
T923	Mechanical Techniques - Precision Metal Cutting	11	10	12	-	10
T974	Electromechanical Engineering Technician - Robotics	18	24	35	14	40

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

Code	Program	Fall 2022 Expected Intake	Fall 2022 Planned Intake	Fall 2022 Day 10 Enrolment	Fall 2023 Expected Intake	Fall 2023 Planned Intake
B010	Business - Accounting	27	30	38	20	30
B012	Business - Marketing	20	25	37	23	35
B959	Paralegal	22	30	18	14	15
T940	Power Engineering Techniques	-	-	-	1	5
T941	Power Engineering Technology - Mechanical	22	24	16	-	28
T942	Power Engineering Technician	7	-	7	21	25

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

Code	Program	Fall 2022 Expected Intake	Fall 2022 Planned Intake	Fall 2022 Day 10 Enrolment	Fall 2023 Expected Intake	Fall 2023 Planned Intake
H795	Respiratory Therapy	30	30	27	17	25
H796	Diagnostic Medical Sonography	20	20	21	15	20
H797	Diagnostic Cardiac Sonography	18	24	23	22	24

Table 4 Windsor Programs with Planned Enrolment Focused on International Students

Code	Program	Fall 2022 Expected Intake	Fall 2022 Planned Intake	Fall 2022 Day 10 Enrolment	Fall 2023 Expected Intake	Fall 2023 Planned Intake
B882	Media Convergence	4	17	5	-	17
B940	Hospitality - Hotel and Restaurant	8	-	8	9	-
T860	Computer Sys Technician -Networking	13	-	18	16	-

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

Code	Program	Fall 2022 Expected Intake	Fall 2022 Planned Intake	Fall 2022 Day 10 Enrolment	Fall 2023 Expected Intake	Fall 2023 Planned Intake
K150	Business Accounting	-	-	8	-	13
K200	Developmental Services Worker	20	25	20	19	22
K231	Office Administration - Executive	-	-	-	-	20
K238	Office Administration - Health Services	15	20	21	22	20
K600	Business	13	7	12	9	12
K731	Electrical Techniques	54	15	33	24	30
K788	Electrical Engineering Technician	13	20	23	20	20
K813	Protection, Security & Investigation	2	10	-	-	10
K824	Developmental Services Worker	3	6	2	1	6
K893	Occ. Therapist Asst./Physioth.	21	36	17	20	15
K933	Personal Support Worker	11	30	-	15	25
K967	Border Services	13	17	17	-	17
K994	Child and Youth Care	16	24	16	13	24

Highlighted programs had Fall 2023 intake suspended.

Highlighted programs have a strong international student interest.

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

Highlighted programs are offered in Fall 2023 for the first time.

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: JUNE 27, 2023

**RE: FINANCIAL MONITORING REPORT
FINANCIAL RESULTS FOR THE FISCAL YEAR ENDED MARCH 31, 2023**

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

AIM:

To provide the Board with the following:

1. A report on the financial results for the fiscal year ended March 31, 2023.
2. An update on Strategic Directions (2022 – 2023). This update pertains to Strategic Direction #6 – Financial Health and Sustainability.

Goal	Objective	Measure	Target
Financial Sustainability	Balanced budgets.	Achieve balanced budgets annually.	June 2023
	Maintaining financial sustainability in accordance with MCU financial metrics.	Meeting or exceeding Ministry defined benchmarks.	June 2023

BACKGROUND:

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

For the fiscal year ended March 31, 2023, College Administration was successful in surpassing the goal of a balanced budget by achieving a surplus of over \$30 million and exceeding all Ministry benchmarks.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive the Financial Monitoring Report for the fiscal year ended March 31, 2023 as information.

SUMMARY OF REVENUES AND EXPENDITURES - (Schedule 1)

The net surplus at March 31, 2023 of \$37,618,488 is a significant increase of \$7,506,008 from the net surplus budget of \$30,112,480. The variance is primarily due to the following:

- Increase in funding related to nursing enrolment expansion.
- Increase in international tuition and student insurance fees and administration fees.
- Decrease in expenditures related to salary and benefits.
- Decrease in non-salary expenditures due to conservative budget requests.

REVENUE - (Schedule 2)

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

- MCU Operating Grants are higher than budget at \$1,656,244 or 4% due to an unknown increase in Nursing Enrolment Expansion funding of \$1,544,367.
- Contract Income is lower than budget at \$1,940,217 or 14.1% due to lower funding across various Ministry of Labour funded programs because of the wind down of the Employment Ontario programs.
- Total Tuition revenue is lower than budget at \$1,870,405 or 1.2%, due to Post Secondary – PCPP due to a higher revenue deferral for the Winter 2023 semester than planned.
- Total Other Income is higher than budget at \$4,623,210 or 7.6%. When fiscal year-end accounting adjustments related to the Foundation (\$585,401), Bursaries and Scholarships (\$325,821), and Capital Support Grants (\$183,378) are removed, the resulting Other Income is higher than budget at \$3,528,612 or 5.8% due to the following:
 - Increase in Administration Fees of \$458,311 due to international students transferring to another post-secondary institution.
 - Increase in Divisional Revenue of \$1,839,884 due to increased international student insurance fees.

EXPENDITURES - (Schedule 3)

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

- Total Salaries & Benefits are lower than budget projection at \$1,692,578 or 1.8% due to the following:
 - Decrease in part-time staffing resources due to conservative budget requests.
 - Unplanned vacancies for full-time positions, along with outcomes related to the wind down of the Employment Ontario programs.

- Total Non-Salary expenditures are lower than budget at \$4,148,468 or 2.7%. When fiscal year-end accounting adjustments related to the Foundation (\$585,401), Bursaries and Scholarships (\$317,721), and Capital Support Grants (\$242,870) are removed, the resulting Non-Salary expenditure is lower than budget at \$5,294,458 or 3.4% due to the following:
 - Decrease in Contracted Educational Services due to a higher prepaid expense to Ace Acumen for the Winter 2023 semester than planned.
 - Decrease in Equipment Maintenance & Repairs due to lower I.T. software licensing requirements and facilities related improvements than planned.
 - Decrease in Premise Rental due to lower hotel accommodation requirements for international students.
 - Decrease in Stipends and Allowances due to lower participation in the Employment Ontario programs than planned.
 - Decrease across other non-salary expenditures due to conservative budget requests.

ANCILLARY OPERATIONS - (Schedule 4 & 4B)

- Overall, the Ancillary Operations surplus of \$459,183 was \$803,868 lower than the budget surplus of \$1,263,051 due to Parking, Woodland Hills, the success of the College's varsity sport teams, along with ownership of the St. Clair Fratmen.

SCHEDULE 1

ST. CLAIR COLLEGE
 SUMMARY OF REVENUES AND EXPENDITURES
 FOR THE TWELVE MONTHS ENDED MARCH 31, 2023

	A	B	B - A
	MCU INTERIM		
	BUDGET	ACTUAL	VARIANCE
	<u>(12 months)</u>	<u>(12 months)</u>	<u>(12 months)</u>
<u>REVENUE</u>			
MCU Operating Grants	41,908,159	43,564,403	1,656,244
Contract Income	13,794,332	11,854,115	(1,940,217)
Tuition	162,376,941	160,506,536	(1,870,405)
Other	60,709,531	65,332,741	4,623,210
Total Operating	278,788,964	281,257,795	2,468,831
Total Ancillary	11,174,449	11,741,397	566,948
TOTAL REVENUE	289,963,413	292,999,192	3,035,779
<u>EXPENDITURES</u>			
Salary & Benefits	96,356,472	94,663,894	(1,692,578)
Non-Salary	153,583,064	149,434,596	(4,148,468)
Ancillary	9,911,398	11,282,214	1,370,816
TOTAL EXPENDITURES	259,850,933	255,380,704	(4,470,229)
Total Net Surplus / (Deficit)	\$30,112,480	\$37,618,488	7,506,008

SCHEDULE 2

ST. CLAIR COLLEGE
REVENUES
FOR THE TWELVE MONTHS ENDED MARCH 31, 2023

	A	B	B - A
	MCU INTERIM		
	BUDGET	ACTUAL	VARIANCE
	<u>(12 months)</u>	<u>(12 months)</u>	<u>(12 months)</u>
<u>REVENUE</u>			
Enrolment Based Envelope: see note 1	20,674,708	20,055,035	(619,673)
Differentiation Envelope: see note 2	23,958,981	24,676,305	717,324
Special Purpose / Other Grants: see note 3	(2,725,530)	(1,166,937)	1,558,593
<i>Total MCU Operating Grants</i>	41,908,159	43,564,403	1,656,244
Apprenticeship	3,499,847	3,148,081	(351,766)
Canada Ontario Jobs Grant	507,216	373,322	(133,894)
Employment Ontario	3,056,813	2,502,261	(554,552)
Youth Job Connection	1,337,400	612,189	(725,211)
Literacy & Basic Skills	1,376,172	1,200,586	(175,586)
School College Work Initiative	1,713,876	1,688,438	(25,438)
Second Career	250,000	115,757	(134,243)
Other: see note 4	2,053,009	2,213,481	160,472
<i>Total Contract Income</i>	13,794,332	11,854,115	(1,940,217)
Post Secondary - Domestic	23,440,049	23,615,898	175,849
Post Secondary - International	66,020,027	66,785,991	765,964
Post Secondary - PCPP	71,380,565	68,523,731	(2,856,834)
Continuing Education	1,536,300	1,580,916	44,616
<i>Total Tuition</i>	162,376,941	160,506,536	(1,870,405)
Interest Income	10,150,000	10,445,560	295,560
Contract Training	482,175	549,258	67,083
International Projects	212,215	342,899	130,684
PCPP Fee-for-Service	23,648,303	23,882,245	233,942
Other: see note 5	3,254,239	4,841,095	1,586,856
Divisional Income	17,214,958	19,054,842	1,839,884
Amortization DCC & Capital Support Grants	5,747,640	6,216,842	469,202
<i>Total Other</i>	60,709,531	65,332,741	4,623,210
Total Revenue Before Ancillary	278,788,964	281,257,795	2,468,831
Ancillary Revenue (Schedule 4)	11,174,449	11,741,397	566,948
Total Revenues	\$289,963,413	\$292,999,192	\$3,035,779

SCHEDULE 3

ST. CLAIR COLLEGE
EXPENDITURES
FOR THE TWELVE MONTHS ENDED MARCH 31, 2023

	A	B	B - A
MCU INTERIM			
BUDGET	ACTUAL	VARIANCE	
<u>(12 months)</u>	<u>(12 months)</u>	<u>(12 months)</u>	
<u>SALARY & BENEFITS</u>			
Administrative : Full-Time	8,807,582	8,516,210	(291,372)
Administrative : Part-Time	2,981,820	2,695,382	(286,438)
Faculty: Full-Time	32,989,636	32,788,044	(201,592)
Faculty : Part-Time	14,197,754	13,460,925	(736,829)
Support : Full-Time	14,904,060	14,671,753	(232,307)
Support : Part-Time	5,543,072	5,671,178	128,106
Fringe Benefits	16,932,549	16,860,402	(72,147)
Total Salary & Benefits	96,356,472	94,663,894	(1,692,578)
<u>NON-SALARY</u>			
Advertising	3,620,415	3,979,675	359,260
Contracted Cleaning Services	3,596,955	3,528,459	(68,496)
Contracted Educational Services	74,612,700	72,239,408	(2,373,292)
Contracted Services Other	15,773,850	15,559,439	(214,411)
Equipment Maintenance & Repairs	3,493,032	2,778,260	(714,772)
Equipment Rentals	2,514,794	2,405,111	(109,683)
Instructional Supplies	5,061,683	5,529,045	467,362
Insurance	6,327,860	6,408,408	80,548
Janitorial & Maintenance Supplies	575,182	548,178	(27,004)
Memberships & Dues	631,228	704,721	73,493
Municipal Taxes	705,804	673,012	(32,792)
Office Supplies	825,874	812,494	(13,380)
Premise Rental	2,853,674	2,410,617	(443,057)
Professional Development	656,296	450,409	(205,887)
Security Services	2,752,243	2,560,179	(192,064)
Stipends & Allowances	2,813,598	1,900,978	(912,620)
Student Assistance 30% Tuition	2,032,250	1,493,114	(539,136)
Travel	723,310	726,207	2,897
Utilities	4,722,506	4,474,120	(248,386)
Other: see note 6	6,802,409	7,014,717	212,308
Amortization & Capital Support Grants	12,487,401	13,238,045	750,644
Total Non-Salary	153,583,064	149,434,596	(4,148,468)
Total Operating Expenses	249,939,536	244,098,490	(5,841,046)
Ancillary Expenses (Schedule 4)	9,911,398	11,282,214	1,370,816
Total Expenditures	259,850,933	\$255,380,704	(\$4,470,229)

SCHEDULE 4

ST. CLAIR COLLEGE
 ANCILLARY OPERATIONS
 FOR THE TWELVE MONTHS ENDED MARCH 31, 2023

	A	B	B - A
	MCU INTERIM		
	BUDGET	ACTUAL	VARIANCE
	<u>(12 months)</u>	<u>(12 months)</u>	<u>(12 months)</u>
<u>Revenue</u>			
Beverage & Cafeteria	70,740	60,661	(10,079)
Bookstore - Windsor & Chatham	200,000	239,876	39,876
IRCDSS Special Events & Projects	130,000	197,287	67,287
Lockers Administration	32,295	39,465	7,170
Parking Lots	1,900,000	1,806,878	(93,122)
Residence - Windsor	3,153,658	3,285,249	131,591
St Clair College Centre for the Arts	3,672,756	4,019,762	347,006
Varsity Sports	1,400,000	1,475,334	75,334
Sports Park	200,000	190,402	(9,598)
Woodland Hills Golf Course	415,000	426,483	11,483
	<u>11,174,449</u>	<u>11,741,397</u>	<u>566,948</u>
<u>Expenditures</u>			
IRCDSS Special Events & Projects	115,000	193,023	78,023
Lockers Administration	-	3,542	3,542
Parking Lots	1,645,570	1,709,671	64,101
Residence - Windsor	2,263,426	2,375,239	111,813
Residence - Chatham	95,000	102,516	7,516
St Clair College Centre for the Arts	3,597,724	3,961,964	364,240
Varsity Sports	1,660,077	2,229,907	569,830
Sports Park	200,000	249,057	49,057
Woodland Hills Golf Course	334,600	457,295	122,695
	<u>9,911,398</u>	<u>11,282,214</u>	<u>1,370,816</u>
Total Net Surplus / (Deficit)	<u>\$1,263,051</u>	<u>\$459,183</u>	<u>(\$803,868)</u>

ST. CLAIR COLLEGE
ANCILLARY OPERATIONS: SURPLUS / (DEFICIT)
FOR THE TWELVE MONTHS ENDED MARCH 31, 2023

SCHEDULE 4B

	MCU INTERIM BUDGET (12 months)	ACTUAL (12 months)
Beverage Supplier: Revenue	70,740	60,661
Bookstore - Windsor & Chatham: Revenue	200,000	239,876
Lockers Administration: Revenue	32,295	39,465
Lockers Administration: Expenditures	-	3,542
	<u>32,295</u>	<u>35,923</u>
IRCDSS Special Events & Projects: Revenue	130,000	197,287
IRCDSS Special Events & Projects: Expenditures	115,000	193,023
	<u>15,000</u>	<u>4,264</u>
Parking Lots: Revenue	1,900,000	1,806,878
Parking Lots: Expenditures	1,645,570	1,709,671
	<u>254,430</u>	<u>97,207</u>
Residence - Windsor: Revenue	3,153,658	3,285,249
Residence - Windsor: Expenditures	2,263,426	2,375,239
	<u>890,232</u>	<u>910,010</u>
Residence - Chatham: Expenditures	<u>95,000</u>	<u>102,516</u>
St. Clair College Centre for the Arts: Revenue	3,672,756	4,019,762
St. Clair College Centre for the Arts: Expenditures	3,597,724	3,961,964
	<u>75,032</u>	<u>57,798</u>
Varsity Sports: Revenue	1,400,000	1,475,334
Varsity Sports: Expenditures	1,660,077	2,229,907
	<u>(260,077)</u>	<u>(754,573)</u>
Sports Park: Revenue	200,000	190,402
Sports Park: Expenditures	200,000	249,057
	<u>-</u>	<u>(58,655)</u>
Woodland Hills Golf Course: Revenue	415,000	426,483
Woodland Hills Golf Course: Expenditures	334,600	457,295
	<u>80,400</u>	<u>(30,812)</u>
Total Revenue	<u>11,174,449</u>	<u>11,741,397</u>
Total Expenditures	<u>9,911,398</u>	<u>11,282,214</u>
Total Net Surplus / (Deficit)	<u>\$1,263,051</u>	<u>\$459,183</u>

Notes: Revenues & Expenditures

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

Financial Sustainability Metrics

<u>Metric</u>	<u>Benchmark</u>	<u>3/31/2023</u>	<u>3/31/2022</u>	<u>3/31/2021</u>	<u>3/31/2020</u>	<u>3/31/2019</u>	<u>3/31/2018</u>	<u>3/31/2017</u>	<u>3/31/2016</u>
Annual Surplus / Deficit	greater than \$0	\$ 37,618,488	\$ 31,577,164	\$ 39,208,200	\$ 31,083,010	\$ 40,237,770	\$ 13,305,511	\$ 7,877,057	\$ 1,048,214
Accumulated Surplus / Deficit	greater than \$0	\$ 224,036,791	\$192,109,628	\$160,080,458	\$123,372,258	\$ 92,289,248	\$ 52,051,478	\$ 38,745,967	\$ 30,868,910
Quick Ratio	greater than 1	8.19	4.95	5.31	4.72	6.49	3.92	2.61	1.77
Debt to Asset Ratio	less than 35%	12.01%	14.66%	13.98%	11.52%	11.46%	14.72%	17.25%	19.84%
Debt Servicing Ratio	less than 3%	0.78%	0.54%	0.56%	0.56%	0.90%	1.59%	1.69%	1.15%
Net Assets to Expense Ratio	greater than 60%	138.18%	137.52%	144.59%	126.52%	137.43%	132.54%	124.34%	113.45%
Net Income to Revenue Ratio	greater than 1.5%	12.84%	11.96%	16.48%	13.59%	20.30%	9.24%	5.94%	0.81%

Number of Flags	0	0	0	0	0	0	0	0	1
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TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: JUNE 27, 2023

**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 period ending March 31, 2024.

BACKGROUND:

The intent is to provide the readers of the submission with an indication of our projected financial position as at March 31, 2024. The submission is derived from the 2023-24 Financial Plan Report approved by the Board of Governors on March 28, 2023. Provided in ‘Appendix A’ is the following:

- Statement of Operations
- Statement of Financial Position

RECOMMENDATION:

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

St. Clair College of Applied Arts and Technology

Statement of Operations

(\$ in 000's)

	3/31/2023	6/27/2023
	Actuals	Budget
	2022-23	2023-24
4 Revenue	292,999	302,016
41 Grant Revenue	58,960	52,700
411 Grant Revenue	52,926	46,443
414 Amortization of Deferred Capital Contributions	6,033	6,257
43 Tuition Fees	97,666	110,483
431 Tuition Fee - Domestic	27,780	25,778
433 Tuition Fee - International	66,786	83,704
434 Apprenticeship Classroom Fee	377	402
439 Student Ancillary Fees	2,723	600
45 Educational and Other Fees for Services	98,841	94,246
451 Educational Services - Contractual	947	704
452 Other Fee-for-Services	-	-
453 Private Partnerships Revenue	97,894	93,543
46 Ancillary Revenue	11,741	11,956
49 Other Revenue	25,791	32,630
5 Expenses	255,381	264,091
51 Salaries & Wages	77,209	79,929
511 Salaries - Full Time & Partial Load Academic	36,349	38,173
512 Salaries - Part Time & Sessional Academic	9,900	9,854
513 Salaries - Support Staff	19,749	20,686
514 Salaries - Administrative Staff	11,211	11,216
52 Employee Benefits	16,763	17,024
521 Benefits - Full Time & Partial Load Academic	3,723	3,725
522 Benefits - Part Time & Sessional Academic	1,353	1,468
523 Benefits - Support Staff	2,585	2,946
524 Benefits - Administrative Staff	1,043	1,118
525 Pension Plans	8,006	7,717
526 Postemployment Benefits & Compensated Absences	52	50
53 Transportation & Communication	1,181	1,720
54 Services	117,137	121,826
541 Services	26,132	31,746
542 Utilities & Maintenance	12,554	14,721
543 Rental Expenditures	4,816	5,685
544 Private Partnerships Expense	73,636	69,674
55 Supplies & Minor Equipment	7,083	6,879
56 Ancillary Services - Expenditures	11,282	11,411
57 Amortization Expense	12,995	13,468
59 Other Expenditures	11,731	11,833
591 Interest & Insurance Expenses	4,636	7,737
599 Other Expenses	7,095	4,096
SURPLUS/(DEFICIT)	37,618	37,924

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

	3/31/2023	6/27/2023
	Actuals	Budget
	2022-23	2023-24
1 Assets	576,436	605,341
11 Cash and Cash Equivalents	83,321	61,882
12 Accounts Receivable	10,156	10,156
14 Other Current Assets	245,635	261,885
15 CIP	2,514	12,180
16 Tangible Capital Assets	414,940	444,314
161 Land	6,075	6,075
162 Site Improvements	24,643	27,892
163 Building	278,180	295,658
164 Furniture and Equipment	100,376	109,023
169 Other TCA	5,667	5,667
17 Tangible Capital Asset Accumulated Amortization	(196,690)	(210,158)
172 AA Site Improvements	(11,827)	(13,345)
173 AA Building	(93,460)	(100,435)
174 AA Furniture and Equipment	(86,566)	(91,047)
179 AA Other TCA	(4,837)	(5,332)
18 Long Term Receivable	-	-
19 Investments and Other Long Term Assets	16,559	25,082
2 Liabilities	337,029	337,373
21 Bank Indebtedness	-	-
22 Accounts Payable and Accrued Liabilities	41,337	41,337
221 Accounts Payable and Accrued Liabilities	39,300	39,300
222 Accrued Interest	0	-
223 Current Portion of Long term liabilities	2,037	2,037
23 Deferred Revenue	138,994	138,994
231 Deferred Revenue	7,204	7,204
232 Deferred Tuition Revenue	131,790	131,790
24 Restricted Contribution	1,881	6,404
25 Deferred Capital Contributions	128,857	126,715
26 Capital Lease	-	-
27 Debt	21,385	19,347
29 Other Long Term Liabilities	4,576	4,576
3 Net Assets	239,407	267,968
31 Unrestricted Net Assets	32,410	23,495
32 Internally Restricted Net Assets	123,141	129,418
33 Investment in Capital Assets	68,486	92,686
36 Restricted Contributions	-	-
37 Endowments	15,370	22,370
38 Accumulated Re-measurement Gain & Losses	-	-
Assets - Liabilities - Net Assets	-	-



ST. CLAIR
COLLEGE

2022-2023
**ANNUAL
REPORT**

RISE ABOVE THE ORDINARY

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1.0 EXECUTIVE SUMMARY

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

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

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

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

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

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

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

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

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

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

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

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

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



2.0 MESSAGE FROM THE BOARD CHAIR



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

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

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

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

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

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

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

A handwritten signature in black ink that reads "Jean Piccinato".

Jean Piccinato
Chair, Board of Governors



3.0 MESSAGE FROM THE PRESIDENT

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

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

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

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

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

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



ST. CLAIR

COLLEGE

4.0 VISION, MISSION AND VALUES

<h3>VISION</h3>	Excellence in all we do.
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<h3>MISSION</h3>	Transforming lives and strengthening communities through high quality and accessible educational experiences that support career-readiness, innovation, and life-long learning.
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<h3>VALUES</h3>	<ul style="list-style-type: none"> Accessibility Accountability Collaboration Diversity Inclusivity 	<ul style="list-style-type: none"> Integrity Quality Respect Sustainability Transparency
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5.0 STRATEGIC DIRECTIONS

5.1 ACADEMIC

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

REPORT ON PREVIOUS YEAR'S GOALS

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

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



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

REPORT ON PREVIOUS YEAR'S GOALS

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

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

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

5.1

ACADEMIC CONT'D

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

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

REPORT ON PREVIOUS YEAR'S GOALS

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

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

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



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

REPORT ON PREVIOUS YEAR'S GOALS

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

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

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

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

REPORT ON PREVIOUS YEAR'S GOALS

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

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

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

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

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

GOAL	OBJECTIVE	MEASURE
Support Student Success	Increase student success.	Increase institutional efforts to enhance soft skills for students through various mechanisms and activities (ie. online tools, mock interviews).

REPORT ON PREVIOUS YEAR’S GOALS

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

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

Soft skills workshop series included:

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

Summary of services offered:

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



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

REPORT ON PREVIOUS YEAR'S GOALS

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

SRC

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

TSI

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

SSAA

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

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

ST. CLAIR COLLEGE

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



5.2

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

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

REPORT ON PREVIOUS YEAR'S GOALS

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

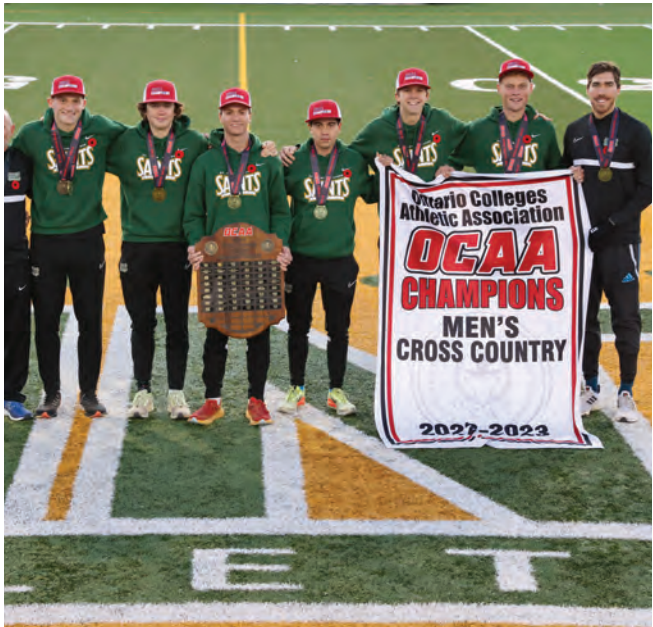
PERFORMANCE INDICATOR	2022-2023	2021-2022
1. Varsity Grade Point Average	2.90	2.84
2. Scholarship Achievement Rate	85%	83%
3. Departmental Win/Loss Record	110-42-2	66-23-1
4. Provincial/National Recognition	P59/N19	P34 / N14
5. Revenue	\$1,446,954	\$1,179,219



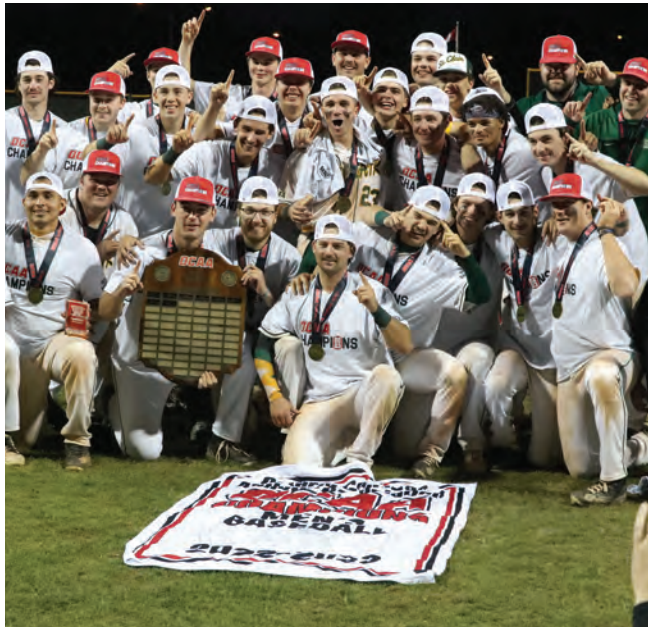
The Men's Basketball team were the OCAA Champions.



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



Men's Cross Country were the OCAA Champions.



Men's Baseball team bring home the OCAA Championship.



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

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

REPORT ON PREVIOUS YEAR'S GOALS

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

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

5.2

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

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

REPORT ON PREVIOUS YEAR’S GOALS

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

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

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



GOAL	OBJECTIVE	MEASURE
Increase/Monitor Community Local Impact	Monitor and increase economic impact on local community.	Conduct annual research of community spending and impact.

REPORT ON PREVIOUS YEAR'S GOALS

In 2018, the College engaged Emsi to perform an economic value study. The study assessed the impact of the College on the regional economy and the benefits generated by the College for its main stakeholders: students, taxpayers and society. The College committed to continuing with the study on an annual basis for the next 5 years until 2024–2025.

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

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

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

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

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

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

REPORT ON PREVIOUS YEAR'S GOALS

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

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

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

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



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

REPORT ON PREVIOUS YEAR'S GOALS

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

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

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

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

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

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

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

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

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

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

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

REPORT ON PREVIOUS YEAR'S GOALS

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



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

REPORT ON PREVIOUS YEAR'S GOALS

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

Other training initiatives (orientation) include:

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

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

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

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

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

- Certificate in Leadership & Cultural Management.
- Developing Assertiveness for Dealing with Toxic/High Conflict People.
- Conflict Resolution for (almost) all Situations.
- Communicating for Impact: Organizing Ourselves to be Understood.
- Listening for Impact: Organizing Ourselves to Understand.
- Personality-Based Time, Attention & Energy Management.
- The Psychology of Electronic Communications.
- Canadian Centre for Diversity and Inclusion (CCDI) - Diversity and Inclusion.
- CCDI - Unconscious Bias.
- Thriving in Your Hive - The Power of Collaboration.
- Lightening Up After Lockdown.
- Don't Use 7 Words When 4 Will Do – How to Stay on Message and On Point.

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

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

- Administrators Training Guide
- Standard Workload Form Handbook for Administrators

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

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

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

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

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

REPORT ON PREVIOUS YEAR'S GOALS

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

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



The 2022-2023 Wellness Committee initiatives included:

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

WSIB Status Report

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

GOAL	OBJECTIVE	MEASURE
Financial Efficiency	Review possibility of centralized budgeting.	Review and analyze the impact of a “Centralized Expense” allocation and monitoring to achieve more realistic financial results.

REPORT ON PREVIOUS YEAR’S GOALS

The Finance department has implemented a number of enhancements to the budget process, which includes:

- PeopleSoft module was implemented for budget data entry and reporting to increase accuracy and lessen reliance on manual spreadsheets.
- Aligned the College’s enrolment plan with the tuition revenue budget and Public College Private Partner (PCPP) revenue and expense budget by utilizing program academic achievement level enrolment, tuition rates and attrition.
- Provided budget holders with a Committed Expenditure report to assist with refining non-salary budget estimates given the report displays unpaid liabilities and actual spending relative to budget.
- Provided budget holders with a Return on Investment (ROI) calculator to assist with their capital budget requests.
- Provided academic budget holders with a material/kit fee calculator to assist with developing their academic program divisional revenue budget.
- Program Costing within the Academic Interface is another tool that provides the Academic Sector with greater insights into their revenue and cost drivers to assist with budget estimates and decision making related to full-time staffing requests and part-time faculty resources. Program Costing is a mandatory component of the Annual Program Review.

GOAL	OBJECTIVE	MEASURE
Financial Sustainability	College sustainability.	Increase sustainability fund.

REPORT ON PREVIOUS YEAR'S GOALS

The following table summarizes the Financial Sustainability Reserve balance as of March 31, 2023. The Financial Sustainability Reserve balance is compliant with the College's Internally Restricted Funds Policy 4.5, which requires the reserve to be maintained at a minimum 3% of budgeted operating revenues. This money cannot be used without Board approvals.

LINE ITEM	AMOUNT
March 22, 2023 Balance	\$70,111,102
Consists of:	
Principal	\$65,000,000
Interest	\$5,111,102

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

REPORT ON PREVIOUS YEAR'S GOALS

Ontario's post-secondary education sector continues to change: Ministry funding, new legislation, policy changes and new directives/frameworks, enrolment, etc. With this continuous change, St. Clair College responded appropriately to these changing market conditions, which was key to our success in 2022-2023. We realized a consecutive year surplus of over \$30 million, which permitted the organization to invest in additional supports to assist students with their academic facilities and equipment renewal and internally restrict approximately \$70 million and \$26 million into a Financial Sustainability Reserve and Deferred Maintenance Reserve respectively. In addition, new fund reserves for strategic capital projects and international student scholarships credit at approximately \$22M and \$5M respectively.

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

REPORT ON PREVIOUS YEAR'S GOALS

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

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

REPORT ON PREVIOUS YEAR'S GOALS

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

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



5.6

FACILITIES ENHANCEMENT

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

REPORT ON PREVIOUS YEAR'S GOALS

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

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

i. Ground Surface Parking Lot Proposal

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

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

*Estimate only.

ii. Capital Budget Estimate

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

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

*Estimate only.

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

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

REPORT ON PREVIOUS YEAR'S GOALS

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

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



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



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

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



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



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



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



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

6.0 ANALYSIS OF FINANCIAL PERFORMANCE

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

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

REVENUES

Government (MCU) Operating Grants:

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

Contract Income:

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

Tuition Revenue:

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

Public College Private Partnership (PCPP) Revenue:

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

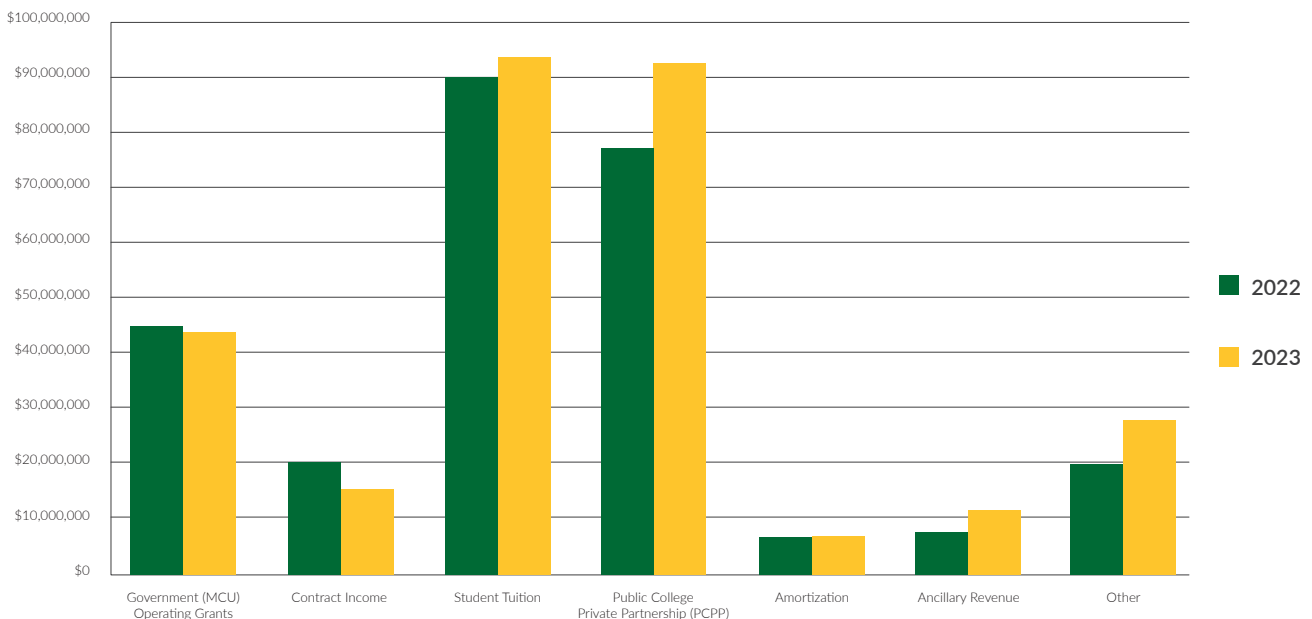
Ancillary Revenue:

Increased by \$5.3 million. The increase was attributable to COVID-19 having no impact on the revenue generating ability of the College's Parking, Residence and St. Clair College Centre for the Arts operations.

Other Income:

Increased by \$6.7 million which was mainly attributable to increased interest income due to rising interest rates.

REVENUES





EXPENDITURES

Salaries and Benefits:

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

Operating:

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

Public College Private Partnership (PCPP):

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

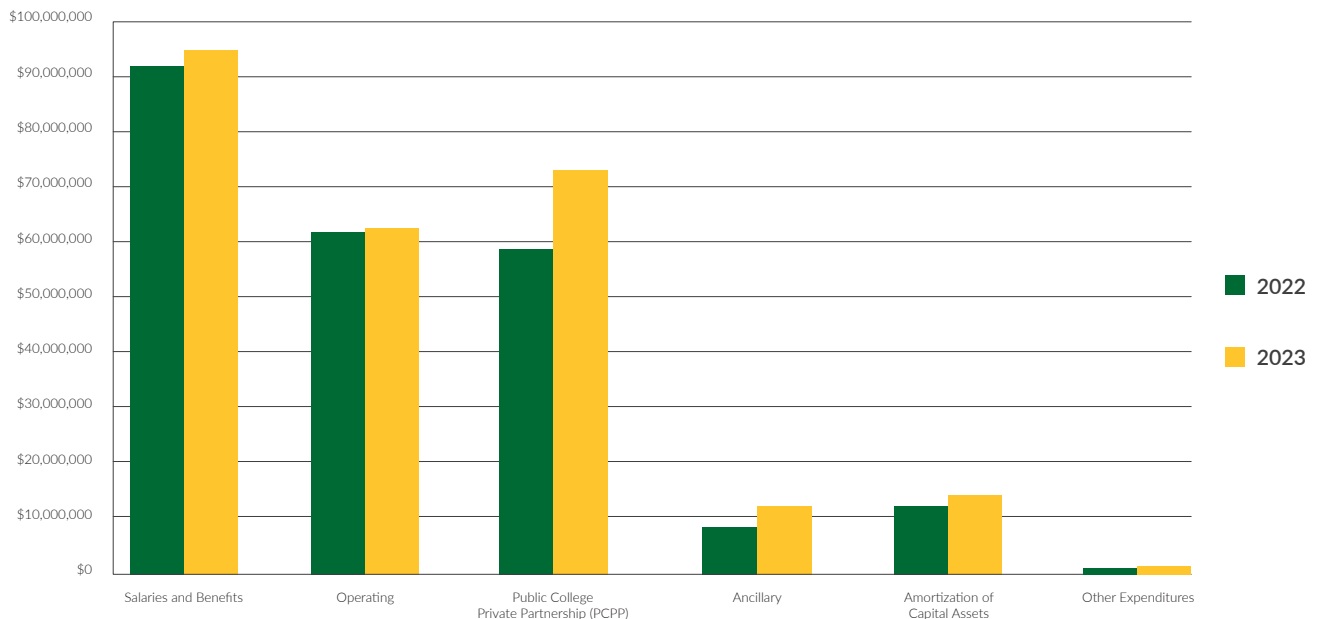
Ancillary Operations:

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

Amortization:

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

EXPENDITURES



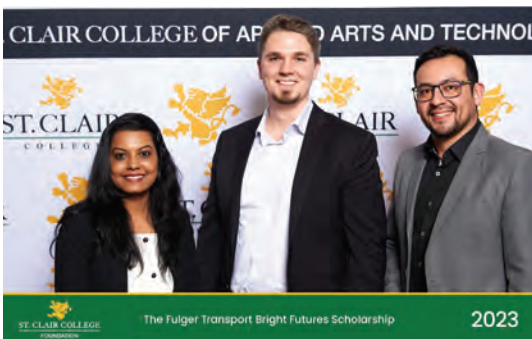
7.0 ST. CLAIR COLLEGE FOUNDATION

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

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

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

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



New Annual Scholarships:

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

New Endowment Scholarships:

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

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

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

8.0 PRESIDENT'S COMMUNITY ENGAGEMENT

PRESIDENT'S COMMUNITY ENGAGEMENT CALENDAR

Throughout the 2022-2023 year, President Patti France represented the College at many events as a guest or guest speaker throughout Windsor-Essex and Chatham-Kent. President France had the opportunity to meet with various community partners, organizations, as well as Municipal, Provincial and Federal politicians at the College.



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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

ST. CLAIR COLLEGE APPENDICES



Consolidated Financial Statements

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Year ended March 31, 2023

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

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

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

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

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

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

The Audit Committee is appointed by the Board and meets regularly with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy itself that each party is properly discharging its responsibilities, and to review the consolidated financial statements and the external auditors' report.

The Audit Committee reports its findings to the Board for consideration when approving the consolidated financial statements. The Audit Committee also considers, for review and approval by the Board, the engagement or reappointment of the external auditors.

The consolidated financial statements have been audited by KPMG LLP, the external auditors, in accordance with Canadian generally accepted auditing standards, on behalf of the Board. KPMG LLP has full and free access to the Audit Committee.



Patricia France
President



Marc Jones
Vice-President Finance & Chief Financial Officer

May 23, 2023



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INDEPENDENT AUDITOR'S REPORT

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

Opinion

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

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

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

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

Basis for Opinion

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

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

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

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



Emphasis of Matter – Comparative Information

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

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

Our opinion is not modified in respect of this matter.

Other Matter – Comparative Information

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

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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



We also:

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

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

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

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

Chartered Professional Accountants, Licensed Public Accountants

Windsor, Canada
May 24, 2023

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

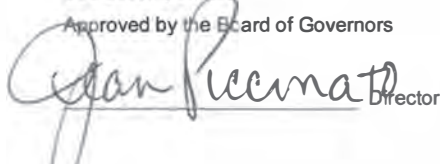
Consolidated Statement of Financial Position

March 31, 2023, with comparative information for 2022

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

See accompanying notes to consolidated financial statements.

Approved by the Board of Governors

 Director

 Director

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Operations

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

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

See accompanying notes to consolidated financial statements.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Changes in Net Assets

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

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

See accompanying notes to consolidated financial statements.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Cash Flows

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

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

See accompanying notes to financial statements.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements

Year ended March 31, 2023

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

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

1. Significant accounting policies:

(a) Basis of presentation:

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

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

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

(b) Revenue recognition:

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

1. Significant accounting policies (continued):

(b) Revenue recognition (continued):

Ancillary revenues including parking, bookstore, residence, St. Clair College Centre for the Arts and other sundry revenues are recognized when products are delivered or services are provided to the student or client, the sales price is fixed and determinable, and collection is reasonably assured.

Unrestricted contributions are recognized as revenue when received or receivable and if the amount to be received can be reasonably estimated and collection is reasonably assured.

Externally restricted contributions and restricted investment income are recognized as revenue in the year in which the related expenses are incurred.

Restricted contributions for the purchase of capital assets are deferred and amortized into revenue on a straight-line basis corresponding with the amortization rate for the related capital assets.

Endowment contributions, having externally imposed restrictions requiring that the principal be maintained intact, are recognized as direct increases in endowed net assets.

Restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Restricted investment income that must be maintained as an endowment is credited to net assets. Unrestricted investment income is recognized as revenue when earned.

Pledges are recorded as revenue when management can make a reasonable estimate of the amount and collection is reasonably assured. The College received pledges in the amount of \$370,000 (2022 - \$460,000) which have not been recorded in the accompanying financial statements.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

1. Significant accounting policies (continued):

(c) Capital assets:

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

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

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

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

(d) Vacation pay:

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

1. Significant accounting policies (continued):

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

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

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

(f) Financial instruments:

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

(i) Fair value:

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

1. Significant accounting policies (continued):

(f) Financial instruments (continued):

(i) Fair value (continued):

They are initially recognized at cost and subsequently carried at fair value. Changes in fair value on restricted assets are recognized as a deferred contribution until the criterion attached to the restrictions has been met.

Transaction costs related to financial instruments in the fair value category are expensed as incurred.

As the College has no financial instruments recognized at fair value which are not deferred, the College does not have a statement of remeasurement gains and losses.

(ii) Amortized cost:

This category includes accounts receivable, accounts payable, accrued liabilities and debt. They are initially recognized at cost and subsequently carried at amortized cost using the effective interest rate method, less any impairment losses on financial assets.

Transaction costs related to financial instruments in the amortized cost category are added to the carrying value of the instrument.

Write-downs on financial assets in the amortized cost category are recognized when the amount of a loss is known with sufficient precision, and there is no realistic prospect of recovery. Financial assets are then written down to net recoverable value with the write-down being recognized in the statement of operations.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

1. Significant accounting policies (continued):

(g) Asset retirement obligations:

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

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

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

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

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

(h) Management estimates:

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

2. Change in accounting policies:

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

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

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

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

3. Financial instrument classification:

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

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

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

Temporary investments consist of highly liquid investments, including cashable guaranteed investment certificates with maturities of less than one year when purchased. Long-term investments consist of equity instruments in Canadian public companies, government of Canada bonds and term deposits. Long-term investments include \$16,558,979 (2022 - \$11,704,870) of investments externally restricted for endowment purposes (see note 16).

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

3. Financial instrument classification (continued):

Long-term investments consist of the following:

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

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

Maturity profile of bonds held is as follows:

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

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

3. Financial instrument classification (continued):

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

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

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

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

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

4. Acquisition of Cleary International Centre:

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

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

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

5. Contributed land and building:

(a) 275 Victoria Avenue:

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

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

(b) 305 Victoria Avenue:

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

5. Contributed land and building (continued):

(c) Wood Lot:

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

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

(d) Student Life Centre:

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

(e) Thames Campus Addition:

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

5. Contributed land and building (continued):

(f) 1919 County Road 27:

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

6. Construction in progress:

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

7. Capital assets:

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

2022	Cost	Accumulated amortization	Net book value (restated – note 2)
Land	\$ 6,086,284	\$ -	\$ 6,086,284
Buildings, including asset retirement costs	247,499,335	87,344,466	160,154,869
Site improvement	19,922,364	10,246,240	9,676,124
Equipment	91,673,044	80,714,399	10,958,645
Computer equipment	2,200,055	1,607,605	592,450
Leasehold improvements	6,018,474	4,238,986	1,779,488
	<u>\$ 373,399,556</u>	<u>\$ 184,151,696</u>	<u>\$ 189,247,860</u>

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

8. Asset Retirement Obligations:

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

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

9. Deferred revenue:

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

10. Long-term debt:

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

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

10. Long term debt (continued):

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

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

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

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

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

11. Post-employment benefits and compensated absences liability:

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

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

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

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

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

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

The above amounts exclude pension contributions to the Colleges of Applied Arts and Technology pension plan, a multi-employer plan, described below.

(a) Retirement benefits:

(i) CAAT Pension Plan:

A majority of the College's employees are members of the Colleges of Applied Arts and Technology Pension Plan (the "Plan"), which is a multi-employer jointly-sponsored defined benefit plan for eligible employees of public colleges and related employers in Ontario. The College makes contributions to the Plan equal to those of employees. Contribution rates are set by the Plan's governors to ensure the long-term viability of the Plan. Since the Plan is a multi-employer plan, the College's contributions are accounted for as if the plan were a defined contribution plan with the College's contributions being expensed in the period they come due.

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates. The College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the College's share of the underlying pension assets and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, 2023, indicated an actuarial surplus of \$4.7 billion (2022 - \$4.4 billion). The College made contributions to the Plan and its associated retirement compensation arrangement of \$8,006,462 (2022 - \$7,595,169), which has been included in the statement of operations.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

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

(b) Post-employment benefits:

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

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

(i) Discount rate:

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

(ii) Medical premium:

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

(iii) Dental costs:

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

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

(c) Compensated absences:

(i) Vesting sick leave:

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

(ii) Non-vesting sick leave:

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

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

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

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

12. Deferred contributions:

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

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

Deferred contributions are comprised of:

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

13. Deferred capital contributions:

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

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

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

14. Deferred capital contributions relating to construction in progress:

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

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

15. Investment in capital assets:

(a) Investment in capital assets represents the following:

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

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

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

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

16. Externally restricted net assets:

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

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

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

17. Internally restricted net assets:

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

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

18. Commitments:

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

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

19. Contingent liabilities:

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

20. Risk management:

(a) Credit risk:

Credit risk is the risk of financial loss to the College if a debtor fails to make payments of interest and principal when due. The College is exposed to the risk relating to its cash, debt holdings in its investment portfolio, and accounts receivable. The College holds its cash accounts with federally regulated chartered banks and a provincially regulated credit union which are protected by the Canadian Deposit Insurance Corporation and Deposit Insurance Corporation of Ontario respectively. In the event of default, the College's cash accounts and term deposits are insured up to \$1,685,000 (2022 - \$1,475,348). In addition, equity investments are held with an investment firm that is protected by the Canadian Investor Protection Fund ("CIPF"). In the event of CIPF member default, the equity investments are insured up to \$1,000,000 (2022 - \$1,000,000).

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

20. Risk management (continued):

(a) Credit risk (continued):

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

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

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

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

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

The amount of other receivables aged greater than 90 days relates to banquet and general receivables for College services and accrued interest from the Foundation's investment portfolio and scholarship donations. Student receivables not impaired are collectible based on the College's assessment and past experience regarding collection rates.

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

20. Risk management (continued):

(b) Market risk:

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

The investment policy operates within the constraints of the Foundation Investment Committee, management and an investment manager. Diversification techniques are utilized to minimize risk. The Policy limits the investment in any single issuer to a maximum of 10% of market value of the bond portfolio and 5% of the market value of the equity portfolio. An exception exists for bonds issued by the Government of Canada and Canadian province.

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

(c) Currency risk:

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

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

At March 31, 2023, a 1% fluctuation in foreign exchange rates, with all other variables held constant, would have an estimated impact on the fair values of the College's non-Canadian equity holdings of \$16,370 (2022 - \$15,052).

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

20. Risk management (continued):

(d) Interest rate risk:

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

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

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

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

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

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

(e) Equity risk:

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets. The College is exposed to this risk through its equity holdings within its investment portfolio. At March 31, 2023, a 10% movement in the stock markets with all other variables held constant would have an estimated effect on the fair values of the College's equities of \$574,567 (2022 - \$452,138).

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

20. Risk management (continued):

(f) Liquidity risk:

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

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

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

21. Related parties:

St. Clair College Foundation:

The St. Clair College Foundation (the “Foundation”) was established to raise funds for the use of the College. The Foundation is a registered charity and is classified as a public Foundation under the Income Tax Act and, as such, is exempt from tax. Resources of the Foundation are for the benefit of the College and are to be used for purposes agreed upon by the College and the Foundation. During the year, an amount of \$185,301 (2022 - \$194,576), including \$nil of in-kind donations (2022 - \$nil) was received from the Foundation.

The College administers the receipt and disbursement of funds on behalf of the St. Clair College Foundation at no charge.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2023

21. Related parties (continued):

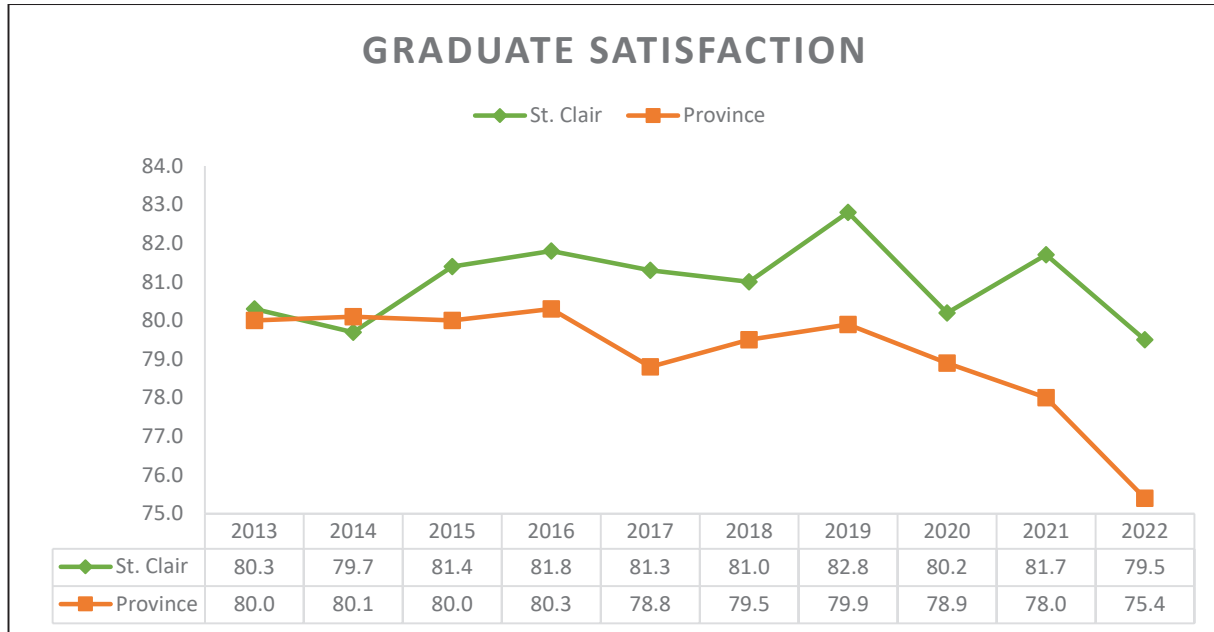
St. Clair College Alumni:

The St. Clair College Alumni (the "Alumni") was established to promote and foster positive St. Clair alumni connections and fellowships within the St. Clair College community and the community at large. During the year, an amount of \$211,518 (2022 - \$208,495), was provided to the College to invest in a GIC. The College holds the investment in trust and accrues interest to the Alumni. The investment is included in the College's temporary investments.

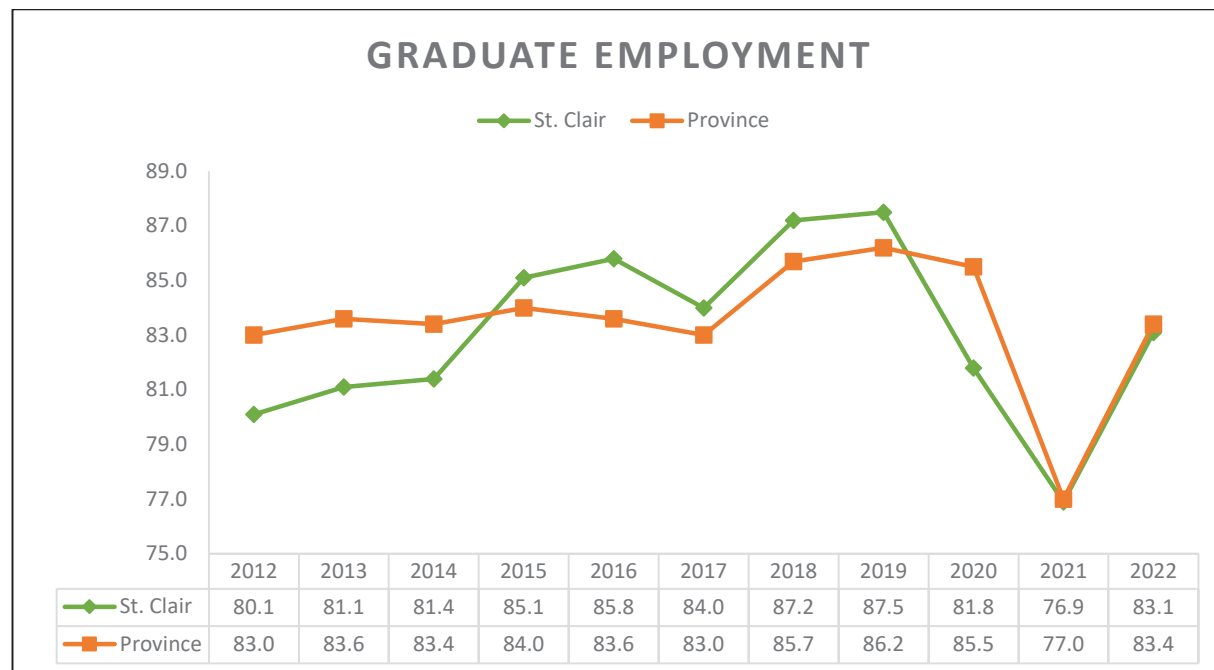
22. Public college private partnership:

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

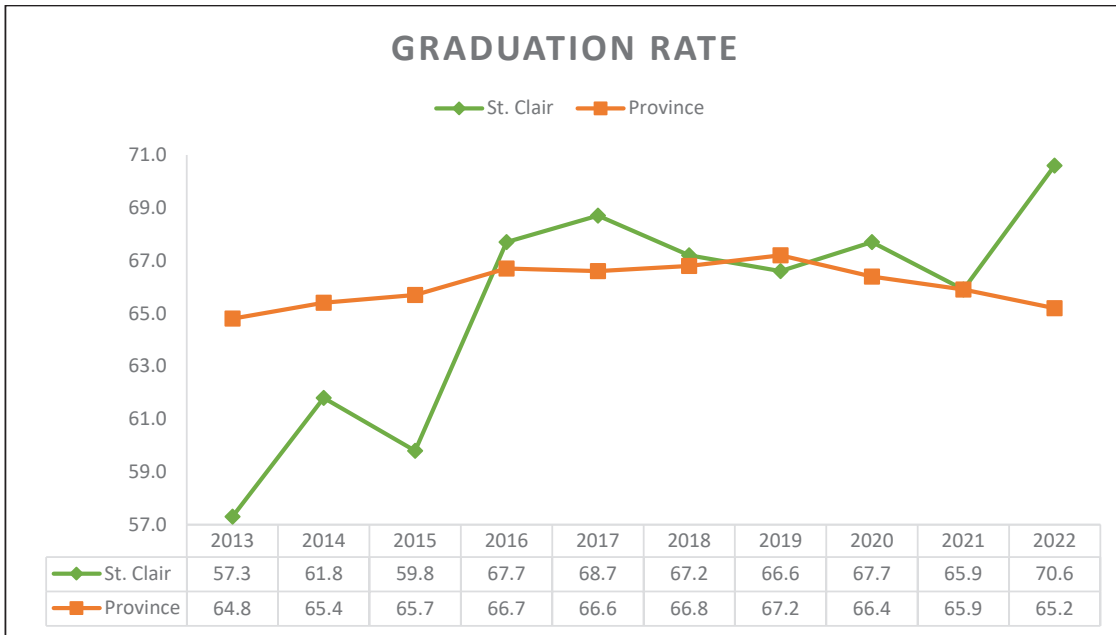
The data references the graduating cohort from Spring 2021 through to Winter 2022. This is first year that online responses were included in the results.



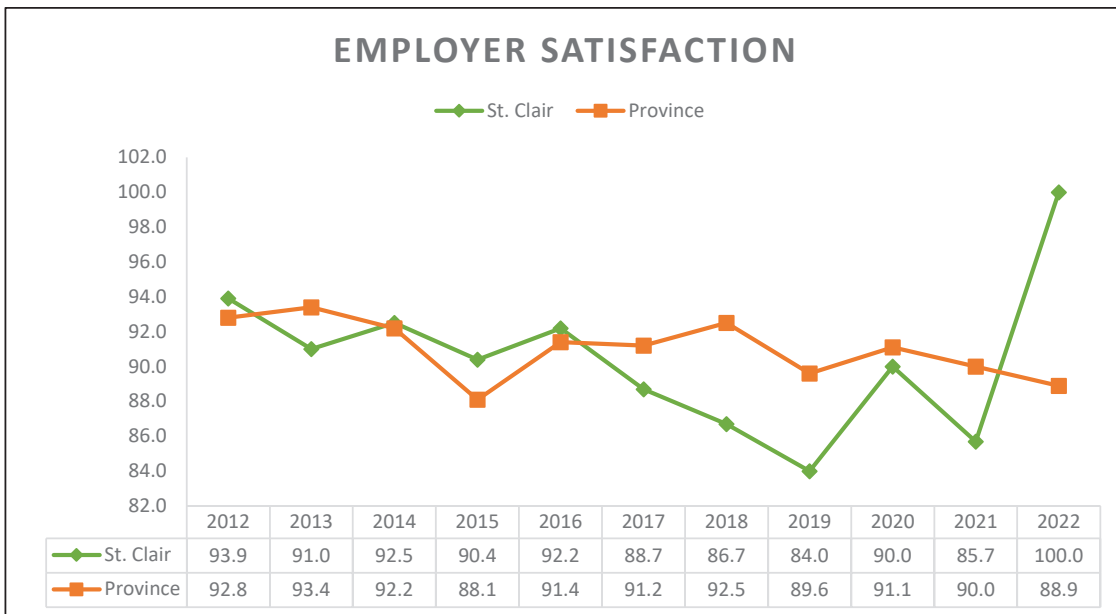
Question: how would you rate your satisfaction with the usefulness of your college education in achieving your goals after graduation?



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



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



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

Summary of Advertising & Marketing Complaints

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

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

INSTITUTES OF TECHNOLOGY AND ADVANCED LEARNING (ITAL) REPORT

This appendix is not required for St. Clair College.

Board Members**Appointment Date**

Patti France, President

Jean Piccinato, Chair

September 2021 – August 2024

Garry Rossi, Vice Chair

September 2020 – August 2023

Art Barron

September 2022 – August 2025

Michael Beale

September 2022 – August 2023

Kevin Beaudoin

September 2020 – August 2023

Warren Beck

August 2022 – September 2025

Paula Corro-Battagello

September 2022 – August 2025

Charlie Hotham

December 2021 – August 2024

Renu Khosla

September 2020 – August 2023

John Parent

August 2022 – September 2025

Al Provost

September 2022 – August 2025

Robert Renaud

September 2020 – August 2023

Shannon Sasseville

September 2022 – August 2025

Alfonso (Al) Teshuba

September 2023 – August 2026

Michelle Watters

September 2022 – August 2025

Gay Wrye

September 2022 – August 2025

Egidio Sovran
(Past Chair, Non-Voting)

September 2022 – August 2024



To: Patricia France, President

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

Date: May 25, 2023

Re: Advisory College Council Annual Report

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

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

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

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

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

These recommendations were reviewed and met positively by the President.

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

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

Sincerely,

A handwritten signature in black ink, appearing to read 'Juli Vlamincck', is written over a light blue horizontal line.

Juli Vlamincck
Chair, Advisory College Council

ST. CLAIR
COLLEGE

WINDSOR & CHATHAM

STCLAIRCOLLEGE.CA





ST. CLAIR

C O L L E G E

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: JUNE 27, 2023

**RE: GENERAL OVERVIEW OF CURRENT MICRO-CREDENTIALS
OFFERED THROUGH CONTINUING EDUCATION AND CORPORATE
TRAINING AT ST CLAIR COLLEGE**

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

AIM:

To provide St Clair College students the opportunities to obtain in demand knowledge and skills employers need, in a format that takes less time to obtain through Micro-credentials.

BACKGROUND:

Micro-credentials are rapid training programs offered by postsecondary educational institutions across the province that assist students in obtaining the skills that employers require. Micro-credentials help people retrain and upgrade their skills to find new employment. Micro-credentials can be recognized in the form of a digital badge once a student has successfully completed the requirements.

BENEFITS:

Micro-credentials:

- Take less time to complete than degrees or diplomas.
- May be completed online and may include on-the-job training.
- Designed with input from industry to develop the skills that match employer needs.

CURRENT MICRO-CREDENTIAL DESCRIPTION:

There are currently four micro-credentials offered through Continuing Education and Corporate Training:

- (1) Robotics Repair & Maintenance.
- (2) IV Initiation and Central Venous Access Devices.
- (3) CWB Training to Test.
- (4) Phlebotomy for Health Professionals.

MEETS ST. CLAIR COLLEGE'S STRATEGIC PLANNING GOALS:

Micro-credential concepts are consistent with the following College Strategic Goals:

- (1) Increase enrolment - by creating more opportunities for students to advance their knowledge in specific fields of study.
- (2) Increase Corporate Training – this will directly impact the amount of Corporate Training opportunities.
- (3) Community engagement – by creating opportunities to work directly with local companies to identify and develop specific skillsets that are in high demand.

LABOUR MARKET RESEARCH:

The global pandemic has accelerated the digital transformation of post-secondary learning amid historic shifts in Canada's labour market. Micro-credentials, short duration, targeted learning for skills and competency development, are fast becoming a key route to ensuring that those displaced by the pandemic and those wishing to upskill or reskill can quickly learn and fill new jobs.

FINANCIAL IMPACT:

Of the current four micro-credentials being offered, the curriculum has either been created from existing programs, or shared from industry partners, therefore having a very small financial impact on the initial development.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board approves the request to implement these four micro-credentials as part of the ongoing efforts to support student success through a variety of practices.



ST. CLAIR

C O L L E G E

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: JUNE 27, 2023

RE: DATA ANALYTICS, ONTARIO COLLEGE GRADUATE CERTIFICATE

**SECTOR: ACADEMIC AND CONTINUING EDUCATION
MICHAEL SILVAGGI, VICE PRESIDENT, ACADEMICS AND
REGISTRAR AND
RON SEGUIN, VICE PRESIDENT, INTERNATIONAL RELATIONS,
CAMPUS DEVELOPMENT AND STUDENT SERVICES**

AIM:

To request approval to deliver a funded one-year Data Analytics, Ontario College Graduate Certificate program, commencing January 2024. This part-time program will appeal to domestic students who are seeking professional development through Continuing Education.

BACKGROUND:

The proposed funded one-year Data Analytics program is recommended for the following reasons:

1. Provides professional development and continuing education opportunities for domestic students.
2. Leverages existing curriculum of the existing unfunded two-year Data Analytics for Business program.
3. Closes skills gap in a growing area.
4. Enhances employability skills.
5. Supports community agencies and local industry needs.
6. Synergies with other programming within the Zekelman School of Business and Zekelman School of Information Technology to create interprofessional education opportunities.

PROGRAM DESCRIPTION:

The funded one-year Data Analytics, Ontario College Graduate Certificate program prepares students to visualize past, present, and future patterns by linking and presenting information in meaningful ways. The area of data analytics offers deeper insight and meaning of data sets for users by telling the story behind the information. This type of detailed and defined information enables graduates to effectively predict trends, understand the needs of customers, as well as make more informed business decisions.

Students will learn a unique blend of theoretical knowledge and advanced applicable skills. Students will also learn large scale data manipulation, how to collect, curate, encode, and store data sets, which can be analyzed and mined in ways that can be reused and repurposed to solve challenges and predict future patterns for business decision making. Students will gain critical thinking skills that demonstrate the ability to use existing and discoverable data to solve business problems.

ADMISSION REQUIREMENTS:

Diploma or degree in a relevant field from a recognized college or university or demonstrated competence through related work.

International Students - The English proficiency requirement is IELTS 6.0 with no band lower than 5.0; or TOEFL iBT 79 with no sections lower than 16. Students may have the English condition waived if they have graduated from a recognized (Canadian, USA, British, Australian, etc.) college or university, where classes are conducted in the English language.

MEETS ST. CLAIR COLLEGE'S STRATEGIC PLANNING GOALS:

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

- (1) Increase enrolment - by growing domestic enrolment.
- (2) Community engagement - the program will attract working professionals and create more opportunities for partnerships in training and education.

LABOUR MARKET RESEARCH:

Data Analysts and Data Administrators fall under NOC 2172. Graduates may typically find employment in various information technology consulting firms and in information technology throughout both the public and private sectors. They may find employment as data administrators, database administrators, database analysts, database architects, data custodians, data warehouse analysts, technical database architect, or in other capacities dealing with big data within the information technology field. Those with

an entrepreneurial spirit may prefer self-employment opportunities within the field such as database development or design of data management solutions.

Occupations in this NOC group (2172) include database analysts and data administrators. The skill type is related to natural and applied sciences and related occupations, and the skill level required is usually a university education.

EMPLOYMENT PROSPECTS:

For database analysts and data administrators, over the period 2022-2031, new job openings (arising from expansion demand and replacement demand) are expected to total 29,300, while 32,700 new job seekers (arising from school leavers, immigration, and mobility) are expected to be available to fill them.

Demand for workers in this occupation is expected to be supported by technological changes. Indeed, rapid innovation will continue, inducing Canadian firms to adapt quickly and upgrade their IT infrastructure to remain digitally safe and competitive. In addition, new technological practices such as Blockchain will continue to emerge. This accompanied with stronger penetration of e-commerce, the increasing popularity of data science and analytics, predictive analysis, machine learning as well as artificial intelligence; will provide opportunities to work as database analysts and data administrators.

STUDENT DEMAND RESEARCH:

There are six English language colleges, Durham, Georgian, Mohawk, Fanshawe, Sheridan and Cambrian College currently advertising a similar credential. According to the OCAS Data Warehouse, all six colleges offer a one-year Ontario College Graduate Certificate program similar to the proposed St. Clair College program.

FINANCIAL IMPACT:

This program is intended to be delivered on a part-time basis. Continuing Education will only offer program specific courses pending appropriate student demand and financial feasibility.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board approves the request for a funded one-year Data Analytics, Ontario College Graduate Certificate program, commencing in January 2024.

Policy Title:	Borrowing	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 34
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: June 27, 2023
Mandatory Review Date:	June 27, 2028	

Borrowing

The Board may:

- a) borrow money on the credit of the College; or
- b) issue, sell or pledge securities of the College; or
- c) charge, mortgage, hypothecate or pledge all or any of the personal property of the College, including book debts, rights, powers, franchises and undertakings to secure any securities or any money borrowed, or other debts,, or any other obligation or liability of the College.

The Board may authorize any member of the Board, officer or employee of the College or any other person to make arrangements with reference to the moneys borrowed or to be borrowed as aforesaid and as to the terms and conditions of the loan thereof, and as to the securities to be given therefore, with power to vary or modify such arrangements, terms and conditions and to give such additional securities for any moneys borrowed or remaining due by the College as the members of the Board may authorize and generally to manage, transact and settle the borrowing of money by the College.

34.1 The Board shall ensure that borrowing and lending transactions comply with the Financial Administration Act appended hereto as Appendix “B”.



**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	Books and Records	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 35
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: June 27, 2023
Mandatory Review Date:	June 27, 2028	

Books and Borrowing

- 35.1 The Board shall see that all necessary books and records of the College required by the By-law of the College or by any applicable statute or law are regularly and properly kept.

- 35.2 Minutes of Proceedings which accurately reflect the proceedings of the Board shall be made available to the public and shall be posted to the College Internet web site within 30 days of approval by the Board.



**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	Auditors	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 36
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: June 27, 2023
Mandatory Review Date:	June 27, 2028	

Auditors

Auditors licensed under the Public Accountancy Act shall be appointed annually by the members of the Corporation for the ensuing year at such remuneration as may be determined by the Board; the auditors shall make an annual audit of such part or all of the books of the Corporation as the Board or the members may direct and shall report to the Board (which shall constitute itself for this purpose as a meeting of the members of the Corporation) not later than the September meeting of the Board following the end of each fiscal year.



**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	Financial Year	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 37
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: June 27, 2023
Mandatory Review Date:	June 27, 2028	

Financial Year

Unless otherwise prescribed by Regulation, the financial year of the College shall end on the thirty-first (31st) day of March.

**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	Committees	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 38
Effective Date:	March 29, 2016	Page: 1 of 1
Supersedes:	November 24, 1998	Last Review Date: June 27, 2023
Mandatory Review Date:	June 27, 2028	

38.1 The Board shall appoint an Audit Committee. Membership shall be established by resolution on or before the September meeting of the Board in each calendar year in accordance with policy adopted by the Board.

38.2 There shall be a Committee of the Whole, comprised of all current members of the Board, which shall meet regularly as determined by the Chair of the Board. The Committee of the Whole shall meet to receive information and reports on matters of interest to the College, to informally discuss such matters without being bound by strict rules of procedure for debate and to prepare such reports of its proceedings as the Committee of the Whole considers appropriate. The Committee of the Whole shall not have any final decision-making authority but shall be limited to making a report of its deliberations, which may include recommendations, to the Board.

38.3 The Board shall elect and maintain, an Executive Committee whose members shall include not fewer than three (3) Board members including the Chair, Vice Chair and College President and may delegate to the Executive Committee any powers of the Board subject to the restrictions, if any, imposed by the Board or upon the request by two (2) members of the committee. The Executive Committee shall exercise its delegated authority in matters of urgency or when it is not otherwise reasonably feasible to convene a full Board meeting, such as during the summer months of June, July and August. Minutes of all meetings of the Executive Committee shall be presented at the next regularly scheduled meeting or in-camera meeting of the Board, as the case may be.

38.4 The Board shall ensure that an Advisory College Council is established and whose structure, composition, terms of reference and procedures are determined by this By-law appended hereto as Appendix “C”.

38.5 The Board shall ensure that a Program Advisory Committee for each program of instruction or cluster of related programs offered at the College is established and that the structure, terms of reference and procedures are determined by this By-law appended hereto as Appendix “D”.



**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	Other Committees of the Board	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 39
Effective Date:	March 28, 2018	Page: 1 of 1
Supersedes:	November 24, 1998	Last Review Date: June 27, 2023
Mandatory Review Date:	June 27, 2028	

- 39.1 The Board may from time to time appoint Committees consisting of such persons as the Board may appoint to act in an advisory capacity. Membership on Board Committees shall not be limited to Board members only but in all cases a majority of Committee members must be members of the Board. The members of such Committees shall hold office at the pleasure of the Board and the Chair and the President shall be ex officio members of each such Committee.
- 39.2 The Board may fill any vacancies occurring from time to time in such committees and may dissolve and/or re-appoint any such committee.
- 39.3 Minutes of the proceedings of any such Committee shall be kept in a book or books for that purpose, which shall be open for inspection by any member of the Board. The minutes of all meetings of the Board of Governors shall be presented at the next meeting of the members of the Board and confirmed over the signature of the Chair.



**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	Adjournment	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 40
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: June 27, 2023
Mandatory Review Date:	June 27, 2028	

Any meetings of the members of the Board or a Committee thereof may be adjourned to any time, and from time to time, and such business may be transacted at said adjourned meeting as might have been transacted at the ordinary meeting from which such adjournment takes place. No notice shall be required of any such adjournment. Such adjournment may be made notwithstanding the absence of quorum.



**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	Amendments	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 41
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: June 27, 2023
Mandatory Review Date:	June 27, 2028	

The By-law may be amended or repealed at a regular meeting of the Board by an affirmative vote of not less than two-thirds of the Board members present and eligible to vote PROVIDED THAT a notice of motion of the proposed amendment or repeal is brought before the Board at a regular meeting, after which the motion shall be presented at the next regular meeting of the Board, to be read, discussed and voted upon.

Policy Title:	Audit and Finance Committee – Terms of Reference	Area of Responsibility: Board of Governors
Policy Section:	Governance Process	Policy No: 2003-4.1
Effective Date:	January 25, 2022	Page: 1 of 3
Supersedes:	April 28, 2020	Last Review Date: June 27, 2023
Mandatory Review Date:	June 27, 2028	

In accordance with Policy 2003-4, Committee Principles, an Audit and Finance Committee will be established by the Board of Governors at the appropriate time with primary responsibility to ensure compliance with Board policy through financial oversight and inquiry.

Policy 2003-4.1 outlines the Audit and Finance Committee Terms of Reference.

1. Composition

3 external Board members + President, and/or an external voting member at the discretion of the Board.

The Committee Chair will be elected by the members of the Committee. As defined in the By-laws, the Committee Chair may also be appointed Treasurer of St. Clair College. Only those members of the Committee can vote.

The Committee Chair, where possible, should be an active designated Chartered Professional Accountant (CPA) of Canada member in good standing.

2. Meetings

The Committee will meet a minimum of 3 times per year at the call of the Chair.

3. Responsibilities

i. Communication

- The Committee Chair and the Vice-President, Finance & CFO should have an effective working partnership, as the Vice-President, Finance & CFO has a fiduciary responsibility to the Board. The partnership must feature trust, respect, professionalism, collaboration, openness, and transparency.

- The Committee Chair and the Vice-President, Finance & CFO should meet privately on a quarterly basis. Some informality is encouraged to foster open dialogue.
- The Committee Chair and the Vice-President, Finance & CFO should have a comfortable two-way communication to one another by phone or email as needed.
- The agenda for Committee meetings should be jointly set by the Committee Chair and the Vice-President, Finance & CFO.
- All approved minutes from Committee meetings will be provided to the Board at the subsequent in-camera Board meeting following the respective Committee meeting.

i.ii. **Audit**

- Appointing external auditors.
- Reviewing and approving the audit plan for the external auditors to ensure that the combined evaluation of risks and testing of controls is comprehensive.
- Review the scope of the external auditor's reviews of the College's internal controls, any significant findings and recommendations by the external auditors and the responses of the College's staff to those findings and recommendations.
- Ensure that external auditors have access to the Committee to ensure that no management restrictions have been placed on their scope, extent of audit examinations or reporting of their findings.
- Review with the external auditors the results of the audit and determine if there were any difficulties or disputes with management, any significant changes in the audit plan, any significant changes in accounting policies and any management estimates that required significant judgement.
- Review and discuss the annual financial statements and related note disclosures with management and the external auditors.
- Seek assurance that the financial statements of the College are prepared in accordance with public sector accounting standards, which would include oversight of the selection of accounting policies used in the preparation of the financial statements, and consideration of all relevant alternatives.
- Review the annual draft financial statements and, where appropriate, suggest improvements in the financial information and, when accepted, recommend the final statements for approval by the Board.
- Have the right to make inquiries and call upon corporate officers of the College, as the Committee deems necessary.
- Review the performance of the external auditors annually and recommend to the Board their appointment and related fees.

ii.iii. **Financial**

- Review the annual budget and mid-year budget and recommend its approval to the Board. The Committee has a duty to review and monitor throughout the year, the College's actual operational and capital expenditures in relation to the approved budget.
- Receive reports from management, external auditors and legal counsel, if appropriate or necessary, on all significant deficiencies or indications/detection of fraud along with the corrective activity undertaken.
- Evaluating the adequacy and effectiveness of the Board's policies as well as the College's administrative, operating and accounting policies through communication with management and the external auditors and make recommendations to the Board regarding necessary changes.
- Ensuring the College has an Investment Policy for the operating, reserve, and endowment funds, and periodically review its relevancy.

iii.iv. Other

- Acting as a resource to administrators with respect to financial matters.
- Assisting the Board in identifying and managing financial risk posed to the College by being an objective party to review, critique, and advise with respect to financial information.
- Reviewing major proposals as submitted by administration or highlighted by the Board of Governors.
- The Committee must discuss with management, the adequacy and effectiveness of the accounting and financial controls (including the system to monitor and manage business risks, legal, regulatory and ethical compliance programs), the adequacy of such controls and any remedial steps being undertaken to address any material weaknesses or significant deficiencies in internal controls.

**POLICY AND PROCEDURE
MANUAL**

Policy Title:	Fiscal Condition	Area of Responsibility: Board of Governors
Policy Section:	Executive Limitations	Policy No: 2003-19
Effective Date:	June 28, 2022	Page: 1 of 1
Supersedes:	May 26, 2009	Last Review Date: June 27, 2023
Mandatory Review Date:	June 27, 2028	

With respect to the actual, ongoing condition of the organization’s financial health, the President may not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board Ends priorities or fail to comply with legislation or regulations.

The President must act in a manner that ensure the financial sustainability of the College. To the Board, financial sustainability means using resources and funds wisely and economically to ensure an optimal learning environment for our learners and working environment for our employees, now and in the future. The College must be able to generate and steward our resources effectively while offering a mix of programming and services that meet community needs. Balanced guiding principles, policies and processes are required to ensure that each year we do not experience an arduous task of closing the gap between revenue and expenses while developing a balanced budget.

Accordingly, the President shall not:

1. Cause or allow any conflict of interest in awarding purchases or other contracts.
2. Allow policies or practices which are in conflict with generally accepted accounting principles.
3. Make purchases without due consideration to quality, after purchase service, value for dollar, and opportunity for fair competition.
4. Access the internally restricted reserves and related generated income without Board approval.
5. Contribute additional principal funds to the internally restricted reserves without Board approval.
6. Allow untimely handling of accounts payable and accounts receivable.

Accordingly, the President ~~must will provide~~include, no less than three times a year, the following reports on the Board’s Annual Workplan in order to provide the Board with regular updates ~~financial statements and commentary~~ on the fiscal health of the College:-

<u>Report</u>	<u>Annual Frequency</u>	<u>Month</u>
<u>Financial Plan / Original Budget</u>	<u>Once</u>	<u>March</u>
<u>Mid-Year Budget</u>	<u>Once</u>	<u>November</u>
<u>Financial Monitoring</u>	<u>Quarterly</u>	<u>September, October, February, June</u>
<u>Capital Budget</u>	<u>Quarterly</u>	<u>September, October, February, June</u>
<u>Internal Reserves</u>	<u>Once</u>	<u>May</u>
<u>Ministry Financial Sustainability Metrics</u>	<u>Thrice</u>	<u>November, March, June</u>
<u>Ministry Accrual Budget Template</u>	<u>Twice</u>	<u>November, June</u>
<u>Audited Financial Statements</u>	<u>Once</u>	<u>May</u>
<u>Investments</u>	<u>Once</u>	<u>September</u>
<u>Professional Services</u>	<u>Once</u>	<u>September</u>
<u>Section 28 Compliance</u>	<u>Once</u>	<u>May</u>
<u>New Academic Program Status</u>	<u>Once</u>	<u>April</u>



**POLICY AND PROCEDURE
MANUAL**

Policy Title:	Monitoring President’s Performance	Area of Responsibility: Board of Governors
Policy Section:	Board-Staff Relationship	Policy No: 2003-27
Effective Date:	September 28, 2021	Page: 1 of 3
Supersedes:	November 24, 2009	Last Review Date: June 27 , 2023
Mandatory Review Date:	June 27 , 2028	

In keeping with good governance practice, the Board of Governors of St. Clair College is committed to adopting and implementing a fair and unbiased, formal performance management process to assess the effectiveness of the College President on a regular and on-going basis. By employing a formal process, performance expectations can be made clear for both the Board and the ~~Chief Executive Officer~~ President as outlined in Appendix A.

The President, Board Chair, and each Board member have responsibilities for ensuring the consistency and effectiveness of the performance plan and process.

Purpose:

The purpose of performance management is to:

- Ensure the President and Board effectively work together to achieve the goals and priorities of the College, consistent with the approved Strategic and Operational/Business plans.
- Identify where performance gaps may exist and develop plans to address those shortfalls.
- Foster open, transparent, two-way communication as a way to build trust between the Board and CEO.
- Allow for a determination of compensation and other performance awards, subject to the applicable compensation system and/or legislative requirements.

Performance Management Process:

The performance management process consists of:

- Defining the criteria upon which the performance will be evaluated.

- Determining specific goals/objectives to be achieved, including specifying the measures for goal achievement.
- Determining the behavioural competencies required of the President for successful goal achievement.
- The Board receiving progress reports from the President on a regular basis throughout the performance year.
- A formal evaluation of the President's performance relative to the criteria established at the outset.
- Feedback to the President on the evaluation findings.

Role of the President:

Working with the Board Chair and the Vice Chair, the President will be responsible for providing the Board with preliminary performance objectives, written in SMART format, derived from the Strategic and Business/Operational Plans.

The President will keep the Board informed of progress toward the achievement of the agreed upon objectives at each Board meeting under the agenda item "President's Report". A document outlining the progress to date will be distributed to Board members at each meeting. In addition, the President must provide regular (annual basis at a minimum) consent and/or monitoring reports to the Board on each measurable that corresponds to the respective objective, goal and strategic direction.

At the regular Board meeting following the end of the performance year (March 31st), the President will:

- Provide the Board with a copy of his/her self-assessment (Report Back) of his/her achievements on meeting the agreed upon goals and performance measures for the past fiscal year. The President's Report Back must be in the format noted as outlined in Appendix A.
- Provide the Board with a signed attestation, to his or her knowledge, that he/she was compliant with Board Policies and Executive Limitations, College Polices, and Ministry of Colleges and Universities Frameworks and Directives. This will include confirming compliance with all executives reporting directly to the President.

Role of the Board Chair and Vice Chair:

The Board Chair will assume a lead role in keeping the lines of communication open with the President, including providing regular and constructive feedback on the President's effectiveness in meeting the results and behavioural competencies of the performance plan and ensuring that all agreed upon timelines with respect to the performance management process are adhered to. The Vice Chair will assist the Board Chair with these duties and responsibilities.

The Board Chair (or designate) will manage the process of obtaining Board member feedback on the evaluation of the President's achievements and competencies.

The Board Chair (or designate) will compile the feedback from the Board and ensure the preparation of a report outlining the evaluation of the various items on the performance plan, an overall evaluation and an assessment of key strengths of the President, as well as any areas identified for improvement. This report will be presented to the Board at the regular Board meeting in May of each year. The Board Chair and Vice Chair will meet with the President on or before the June Board meeting for the purpose of providing the President with constructive feedback from the performance evaluation, identifying opportunities for future improvements which may include the development and completion of a learning and development plan for future growth.

When appropriate, the Board Chair and Vice Chair will recommend to the Board performance-based compensation awards for the President.

The Board Chair (or designate) will ensure that all performance evaluation documentation, including any written instructions regarding a change in the President's compensation, is filed with the Corporate Secretary. The Corporate Secretary will also be responsible for forwarding any instructions regarding the President's compensation to the Director of Human Resources.

Role of Board Members:

Board members will participate in the development/approval of the performance objectives of the President on an annual basis.

They will receive and, as required, ask questions related to the progress being made relative to the achievement of the agreed upon objectives during the year.

Board members will provide constructive feedback on the performance management process and performance criteria to the Board Chair in order to improve the utility of the process for future years.

External Board members will provide their individual assessment of the effectiveness of the President's performance to the Board Chair (or designate) at the end of the performance year.

Board members will respect the confidentiality of the performance management process, including the performance objectives to be achieved, the performance ratings assigned to the performance criteria and the deliberations of the Board with respect to determining the President's performance rating and the determination of any rewards flowing from those discussions.

1. The Presidential assessment is based on the following three areas and their relative weightings:

<u>Performance Objectives/Community Engagement</u>	<u>75%</u>
<u>Competencies</u>	<u>15%</u>
<u>Learning & Development</u>	<u>10%</u>

2. The President will provide the Board with a Report Back which highlights their professional development undertakings, their community engagement activities and the progress that was made over the past year on the College's Strategic Directions. Templates are attached as **Appendices B, C and D.-and E.**

3. Who is involved with providing feedback?

The 12 external Board members are involved with assessing the President's performance. The Chair and Vice Chair have a meeting with the President to review the results and comments.

4. Below is a sample workplan for the Presidential evaluation.

5.

PRESIDENTIAL EVALUATION SAMPLE WORKPLAN

<u>Events/Tasks</u>	<u>Target Date</u>
<u>Presidential Evaluation – Stage One: Critical Dates.</u>	<u>March</u>
<u>Board Meeting – Presidential Performance Objectives Report Back.</u>	<u>April</u>
<u>Files sent to External Board members asking for evaluation.</u>	<u>April</u>
<u>Presidential evaluation results due from Board members.</u>	<u>May</u>
<u>Evaluation results summarized.</u>	<u>May</u>
<u>Calculation of Presidential performance bonus.</u>	<u>May</u>
<u>Share results with Board – May Board Meeting.</u>	<u>May</u>
<u>Schedule a meeting with President – provide results.</u>	<u>Before June Board Meeting</u>



REPORT BACK – PRESIDENTIAL PERFORMANCE OBJECTIVES

Appendix B

April 1, 20XX to March 31, 20XX

1. Strategic Directions

<u>Strategic Direction</u>	<u>Objective</u>	<u>Measure</u>	<u>Goal Achievement</u>		<u>Report Back</u>	<u>Board Update Provided</u>
			Met			
			Partially Met			
			Not Met			



PRESIDENTIAL PERSONAL DEVELOPMENT OBJECTIVES –
APRIL 1, 20XX TO MARCH 31, 20XX

<u>Development Initiative</u>	<u>Objective</u>	<u>Measure</u>	<u>Weight</u>
1 <u>Leadership Development</u>			<u>%</u>
2 <u>Personal Development</u>			<u>10</u> %

September 2022

October 2022

November 2022

December 2022

<u>January 2023</u>	
<u>February 2023</u>	
<u>March 2023</u>	

**POLICY AND PROCEDURE
MANUAL**

Policy Title:	Whistleblower Policy	Area of Responsibility: Board of Governors
Policy Section:	Governance Process	Policy No: TBD
Effective Date:	mm/dd/yyyy	Page: 1 of 7
Supersedes:	NEW	Last Review Date: NEW
Mandatory Review Date:	mm/dd/yyyy	

1. Background

1.1 St. Clair College is committed to accountable and transparent operations. Whether involved in research, teaching or the governance and administration of the College, all members of the College community are expected to conduct themselves in a manner that is consistent with the College's stated values regarding integrity, respect, transparency, and ethical conduct. In serving the interest of the public, the College shall provide for the disclosure of Wrongdoing (Whistleblowing) in order to maintain and enhance public confidence in the College, its brand and reputation, and the integrity of its employees. It is expected that all parties involved in the Disclosure and investigation of Wrongdoing will respect the process set out in this Policy and associated procedures with the goal of reaching internal resolution.

1.2 Capitalized terms are defined in Section 4.

2. Purpose

2.1 The College strives to maintain high standards of integrity and accountability in conducting business and maintaining sound management of its resources as it continually strives for transparency throughout its operations. The purpose of this Policy is to provide for the disclosure of complaints and concerns relating to such issues as questionable accounting, internal controls or auditing processes, non-compliance with the College's guiding principles and codes of conduct, non-compliance with Ministry Directives, and unethical or illegal behaviour and to prohibit retaliation against any College Community Member who, in good faith, makes a Disclosure under this Policy.

College Community Members are often in the best position to observe unethical misconduct or abuse of public trust because of their proximity to day-to-day operations. The College relies on these individuals to report such activities so that it may take prompt correction action.

As such, this Policy:

- 2.1.1 Confirms the rights of College Community Members in reporting conduct that does not meet the College's ethical standards;
- 2.1.2 Provides a mechanism through which individuals can confidentially disclose perceived or suspected Wrongdoing;
- 2.1.3 Confirms the College's obligation to protect from Reprisal person(s) disclosing Wrongdoing in good faith; and
- 2.1.4 Confirms the College's obligation to protect the rights of the person(s) against whom allegations are made.

3. Scope

- 3.1 This Policy applies to all College Community Members.
- 3.2 This Policy applies to the Disclosure of Wrongdoing as defined by this Policy that includes but is not limited to perceived or suspected unethical or illegal behaviour, or questionable accounting, failure to comply with any legal obligation, failure to comply with Ministry Directives, academic and/or professional malpractice, endangering of health or safety or the environment, misappropriation of College property or funds, internal controls or auditing processes.
- 3.3 This Policy does not apply to the expression of individual concerns, grade or other appeals, intellectual property issues, student conduct or complaints or grievances which shall be dealt with through other internal operational policy or process or matters covered by a collective agreement. If the circumstances or nature of an issue is such that an individual does not feel satisfied or comfortable with reporting the concern to a supervisor or other primary contact according to established policies, this Policy may be invoked.

4. Definitions

4.1 Chair

Chair of the St. Clair College Board of Governors.

4.2 College and St. Clair College

The St. Clair College of Applied Arts and Technology.

4.3 College Community Members

All College employees regardless of rank, title or position, governors, students, contractors, suppliers of services, individuals who are directly connected to any College initiatives, volunteers, and visitors.

4.4 Disclosure

Communication of a concern, complaint or a report of any Wrongdoing or suspected Wrongdoing to the proper authorities as identified in this Policy.

4.5 Ethical Conduct

Action and behaviours that are fair, free from deception and impropriety, upholding the principles of integrity, respect, transparency, and accountability supported by awareness of and compliance with accepted standards as identified in St. Clair College's policies and procedures.

4.6 Good Faith

An honest and sincere belief or motive without any malice or the desire to defraud others.

4.7 Gross Mismanagement

Exercise of management responsibilities in a reckless and inefficient manner grossly deviating from the standard of care or competence that a reasonable person would observe in the same situation. To assess whether a particular conduct, while not motivated by bad faith or improper purpose, is Gross Mismanagement, the following list of non-exhaustive factors are considered:

- The seriousness of the conduct. For instances, mere errors will not constitute gross mismanagement, but an error that is serious and not debatable among reasonable people could.
- The frequency of systemic nature of the conduct. Patterns of conduct are more likely to constitute gross mismanagement than are isolated incidents.
- The College's interest, brand and reputation. Gross mismanagement is more likely to exist if the conduct is something that would shock or concern a reasonable member of the College community.
- The impact on the organization and/or program area. Gross mismanagement is more likely to exist if the conduct has significantly affected, or could significantly affect, the organization's ability to carry out its mandate, the organization's employee, clients or the public trust.
- The conduct of a manager. Gross mismanagement is more likely to exist if the conduct is reckless or willfully disregards established policies, practices and procedures.

4.8 Policy

This Whistleblower Policy.

4.9 Principal Investigator

The individual judged by the College to have the appropriate level of responsibility, authority and independence to oversee the process in compliance with the applicable laws and regulations, as appointed by the President, or if in conflict, the Chair.

4.10 Procedures

The procedures that provide a mechanism for making a complaint under this Policy.

4.11 Procedural Fairness

The right of a person to be heard in a fair and unbiased manner prior to a decision being made that may have a negative impact on their rights or interests.

4.12 Reasonable Belief

A set of facts or circumstances which would cause a person of ordinary and prudent judgment to believe beyond a mere suspicion that a Wrongdoing is being or has been committed.

4.13 Reprisal

Reprisal is any harassment, intimidation, discipline, demotion, or termination or threat to do so with the intent to compel a College Community Member to abstain from disclosing Wrongdoing or to retaliate against an employee who has disclosed, or who is suspected of disclosing, a Wrongdoing in good faith.

4.14 Whistleblowing

The release or disclosure of information that is evidence of Wrongdoing.

4.15 Wrongdoing

4.15.1 A contravention of any Act of Parliament or the legislature of the province of Ontario, or of any regulations made under any such Act;

4.15.2 A misuse of College funds or assets or public funds or assets;

4.15.3 Gross Mismanagement;

4.15.4 An act or omission by an individual that creates a substantial and specific danger to the life, health, or safety of persons, or to the environment, where the danger is unreasonable, having regard to his or her duties, powers and functions and any other relevant circumstance;

4.15.5 An unethical or fraudulent business practice;

4.15.6 Knowingly directing or counseling a person to commit a Wrongdoing set out in any of items 4.15.1 to 4.15.5.

5. Disclosure of Wrongdoing (Whistleblowing)

5.1 If any College Community Member reasonably knows or has reason to believe that the College or a College Community Member has or is engaged in an act of Wrongdoing as defined by this Policy, they may file, in confidence, a Disclosure in accordance with the Procedures. The College Community Member may also disclose the matter to any Manager, Senior Manager or Executive Team Member who shall advise them on the Procedures for filing a Disclosure.

- 5.2 The President, or if in conflict, the Chair of the St. Clair College Board of Governors shall determine the appropriate investigation process of all legitimate Disclosures as defined by this Policy, all in accordance with the Procedures. Anonymous Disclosures will only be acted upon if the evidence collected during the preliminary investigation indicates the disclosure can be properly investigated.
- 5.3 Depending on the nature of the Disclosure the matter may be referred to an independent external investigator (i.e. legal counsel) or special committee.
- 5.4 The discloser has the right to withdraw a Disclosure at any stage of the process by written notice in accordance with the Procedures. The College, however, may continue to act on the issue identified in the Disclosure in order to comply with the College's obligation under its other policies and/or its legal obligations. This action is independent of the Disclosure process, and is to be determined on a case-by-case basis.
6. Protection from Reprisal
- 6.1 Any College Community Member who, in good faith and on the basis of reasonable belief,
- a) seeks advice about making a Disclosure, or
 - b) makes a Disclosure to appropriate authority, or
 - c) denies to participate in the Wrongdoing, or
 - d) co-operates or denies to participate in an investigation under this Policy,
- shall not be subjected to reprisal by the College or any person acting on behalf of the College.
- 6.2 Disclosures should, wherever possible, be made within 30 days of the Wrongdoing coming to the attention of the individual making the disclosure.
- 6.3 The College recognizes that making Disclosures of Wrongdoing may be stressful, and encourages staff who wish to do so to contact the Employee Assistance Program, through which they can confidentially access external counseling services.
- 6.4 Any College Community Member who believes that they are the subject of Reprisal or any manager or supervisor who becomes aware of Reprisals against any member shall notify the Vice President, Human Resources, or if in conflict, the President.
- 6.5 Allegations of Reprisals shall be subject to investigation. Investigations may be conducted by an independent external investigator (i.e. legal counsel), if necessary.
- 6.6 Any College Community Member found responsible for a Reprisal shall be subject to disciplinary action up to and including dismissal. The Vice President, Human Resources shall recommend appropriate actions to stop, reverse or remedy a Reprisal against a College Community Member.
7. False Complaints

A College Community Member who knowingly makes a false Disclosure of Wrongdoing or of Reprisal in bad faith or who knowingly makes a false or misleading statement that is intended to mislead an investigation under this Policy, and therefore deemed to be without merit shall be subject to disciplinary sanctions, including reprimand, suspension, demotion, expulsion or termination, or legal action as determined by the Vice President, Human Resources.

8. College Response to Disclosures of Wrongdoing

- 8.1 The College will treat all Disclosures of Wrongdoing and Reprisals made in good faith under this Policy in a confidential and sensitive manner.
- 8.2 The review and investigation of all alleged Wrongdoings and Reprisals will be carried out in accordance with the principles of Procedural Fairness.
- 8.3 The College or any member of the College community found responsible for Wrongdoing shall be subject to appropriate action. Specific sanctions will depend on the type and seriousness of the wrongdoing. In addition to any sanctions that may be required by law, the President has the authority to apply administrative and disciplinary penalties. These may include and are not limited to: the return of all monies; financial penalties; reprimands; suspensions; demotions; and termination of employment.
- 8.4 The principles outlined in this Policy apply equally to all College Community, Members regardless of their position, past performance or length of service.

9. Confidentiality

- 9.1 As much as possible, the College shall respect the confidentiality of all persons involved in a Disclosure.
- 9.2 However, confidentiality cannot be assured in the following circumstances:
 - 9.2.1 An individual is at imminent risk of self-harm;
 - 9.2.2 An individual is at imminent risk of harming another; and/or
 - 9.2.3 There are reasonable grounds to believe that others in the College or wider community may be at risk of harm.

In such circumstances, information would only be shared with necessary services to prevent harm.

- 9.3 The College may also have an obligation to take steps to ensure that the matter raised in a Disclosure is dealt with in order to comply with the College's legal obligation and/or its policies to investigate such allegations. In such cases, certain College administrators will be informed about the reported Wrongdoing on a "need to know" and confidential basis, but not necessarily of the identities of the persons involved.

10. Monitoring

The President and the Chair shall provide an annual report to the Board of Governors summarizing the resolution of all Disclosures. All Disclosures will be presented in-camera.

11. References

Code of Ethics in Ontario, the Public Services of Ontario Act, 2006, provides similar protection to whistleblowers in Ontario's public sector. The whistleblowing protections of the Act are contained in part VI (sections 108 to 150) and are similar in scope and application to the federal Public Servants Disclosure Protections Act.

The Public Service of Ontario Act prohibits employers from reprising again a public servant who has made a protected Disclosure or has, in good faith, cooperated in an investigation into a disclosure or an investigation commenced under the Act.

**POLICY AND PROCEDURE
MANUAL**

Policy Title:	Whistleblower Procedure	Area of Responsibility: Board of Governors
Policy Section:	Governance Process	Policy No: TBD
Effective Date:	mm/dd/yyyy	Page: 1 of X
Supersedes:	NEW	Last Review Date: NEW
Mandatory Review Date:	mm/dd/yyyy	

1. Policy
 - 1.1 Refer to Whistleblower Policy Number TBD
 - 1.2 Capitalized terms used in this document that are not otherwise defined have the meaning set out in the Policy.
2. Purpose
 - 2.1 The purpose of these Procedures is to provide a process through which complaints and concerns relating to Wrongdoing can be disclosed without Reprisal and investigated with Procedural Fairness. As such, these Procedures:
 - 2.1.1 Provide a mechanism through which College Community Members can confidentially disclose a perceived or suspected Wrongdoing, and
 - 2.1.2 Provide a mechanism for appropriate investigation of and response to Disclosures.
3. Procedures
 - 3.1 If any College Community Member reasonably knows or has reason to believe that the College, or a College Community Member, has or is engaged in activity covered by the Policy, he or she (the "discloser") may file, in confidence, a Disclosure by electronic mail, with the term "Confidential Disclosure" in the Subject line. The discloser should first review other College policies and procedures to determine whether their complaint falls within the definition of Wrongdoing or if it should be dealt with through an alternative internal process.
 - 3.2 The Disclosure shall be factual rather than speculative and shall include sufficient specific information, such as:

- 3.2.1 Details of the specific incidents, acts or decisions constituting Wrongdoing;
- 3.2.2 The circumstances that surround the Wrongdoing, including but not limited to the relevant times and places;
- 3.2.3 Identification of individuals involved in the Wrongdoing;
- 3.2.4 Name and contact information of the individual making the Disclosure; and
- 3.2.5 Any other information necessary to evaluate the Disclosure.
- 3.3 If the discloser wishes to orally discuss any matter, this request should be indicated in the Disclosure. To facilitate such a discussion, the discloser may include a telephone number at which he or she can be contacted.
- 3.4 Once the Disclosure is filed, it will be forwarded to the President's Office and the Chair of the St. Clair College Board of Governors (the "Chair") where a Principal Investigator will be appointed by the President or, if in conflict, the Chair and a detailed written record of the submission will be made.
- 3.5 When a Disclosure is received, the Disclosure shall be investigated to determine the Disclosure meets the following criteria:
 - 3.5.1 The Disclosure was made in good faith, and is not frivolous;
 - 3.5.2 The alleged act or misconduct falls within the definition of Wrongdoing under the Policy;
 - 3.5.3 The discloser has a reasonable belief that a Wrongdoing has been or is about to be committed.
- 3.6 A Disclosure may be rejected if at the time of filing, a substantially similar disclosure is currently under investigation.
- 3.7 The Principal Investigator shall contact the discloser following the preliminary review to advise if the investigation will proceed.
- 3.8 The Principal Investigator shall ensure that an appropriate investigation is carried out. Depending on the nature of the Disclosure, the Principal Investigator may refer the matter to an independent external investigator.
- 3.9 If, in investigating a Disclosure, it is found that the complaint has been made in bad faith or knowingly provides false or materially inaccurate information and therefore is without merit, the investigation will be terminated with written notification to the discloser giving reasons for the decision. The Principal Investigator may also recommend that sanctions be imposed against the discloser for filing a complaint deemed to be without merit, made in bad faith or by knowingly providing false or materially inaccurate information.
- 3.10 The Principal Investigator may be required, in order to comply with the College's legal obligations, to inform police or other external authorities or may take immediate action to ensure the safety of College Community Members.

3.11 The discloser may withdraw the Disclosure by written notice to the Principal Investigator. Upon receipt of the withdrawal notice, the Disclosure file will be closed. In the event that a Disclosure is withdrawn, the Principal Investigator shall determine whether any action regarding the subject matter of the Disclosure needs to be taken.

This action is independent of the Disclosure process, and is to be determined on a case-by-case basis.

3.12 The review and investigation of all alleged Wrongdoings will be carried out in accordance with the principles of Procedural Fairness. All persons involved in a Disclosure of Wrongdoing are to be treated fairly and impartially and will maintain the rights, privileges and protection afforded to them through applicable federal and provincial legislation, College policies and collective agreements in effect at the time of the alleged Wrongdoing, regardless of their position or the length of their involvement with the College.

3.13 Those persons against whom allegations are made (respondents) must be treated in a fair and reasonable manner. The respondents are entitled to:

3.13.1 Be informed of the alleged Wrongdoing;

3.13.2 Be provided enough details pertaining to the allegation to respond accurately;

3.13.3 Representation/support at meetings;

3.13.4 Confidentiality where possible;

3.13.5 Be given fair opportunity to be heard; and

3.13.6 Have the matter resolved in an expedient manner.

3.14 The Principal Investigator will document the outcome of the investigation in the Disclosure file and where possible communicate the outcome and actions toward resolution to the discloser and the respondent.

3.15 Appropriate action shall be taken where a College Community Member is found responsible for Wrongdoing.

3.16 Upon resolution of a Disclosure the discloser and respondent shall be notified and a formal report will be completed.

4. Maintenance of Disclosure Files

4.1 Each Disclosure must be maintained in a separate file.

4.2 To the extent possible, Disclosure files will be treated as strictly confidential, maintained in a secure manner and location, and protected from unauthorized access.

4.3 All written information obtained as a result of the receipt of the Disclosure, review of the Disclosure, or the investigation of the alleged Wrongdoing must be included in the Disclosure file. All pertinent

information obtained verbally must be documented in writing in the Disclosure file and dated and signed by the person receiving the information.

4.4 The Office of the President shall retain the Disclosure file and the report for a period of seven (7) years upon formal closure of an investigation.

5. Disclosure of Reprisals

5.1 An employee who feels that they have been subjected to reprisals must bring a complaint of Reprisal to the Vice President, Human Resources or, if in conflict, to the President within sixty (60) days of the day on which the complainant knew or ought to have known when Reprisal action was taken.

5.2 The employee should provide the following information at the time of their complaint, preferably in writing:

5.2.1 The nature of the complaint and why the action would constitute reprisal;

5.2.2 The name of the person(s) alleged to have committed Reprisal action;

5.2.3 The date and description of the act of Reprisal and any other relevant information; and

5.2.4 Their name, telephone number and department address so that they may be contacted for further information.

5.3 When an allegation of Reprisal is received, the complaint shall be investigated to determine whether the complaint was made in good faith, and is not frivolous, and that the alleged behaviour falls within the definition of Reprisal under the Policy.

5.4 An appropriate investigation shall be carried out following the principles and process similar to those for Disclosures of Wrongdoing.

5.5 The Vice President, Human Resources shall recommend appropriate action to be taken, up to and including dismissal, where a College Community Member is found responsible for Wrongdoing.

PRESIDENT'S REPORT

Meeting of the Board of Governors
Full Board – June 27, 2023

1. Centro Studi Italiani & St. Clair College Forge Collaboration

St. Clair College is delighted to share an exciting partnership with Centro Studi Italiani located in Urbania, Italy. In March 2023, Michael Silvaggi, Vice President, Academic and Registrar and Nate Veltkamp, Director, International visited and toured Centro Studi Italiani's three locations in Urbania, Milan and Genoa, exploring available educational opportunities in Italy for St. Clair College students and faculty. During this visit, Michael Silvaggi and Carlo Amedeo Pasotto, Founder and President of Centro Studi Italiani, signed an official memorandum of understanding and collaboration between our two institutions.

On May 20, 2023, our first cohort from St. Clair College left Canada to travel to Italy. A total of eighteen (18) students from the Culinary Management program took part in Centro Studi Italiani's culinary experiential program, "Tasty Italia: Flavours and Colours of Authentic Italy". The program focused on social, economic, and environmental justice of Italy's culinary heritage. This exciting and impactful student experience was subsidized by St. Clair College scholarship funding. Students were afforded the opportunity to immerse themselves in the Italian food and wine industries under the new Start Here Go Anywhere Global scholarship. During their stay in Urbania, the students studied the Italian language, attended meetings and seminars with food and wine experts, visited a local truffle producer, took part in a traditional Italian pizza making class, visited the medieval town of Gubbio in the Umbria Region of Italy, and savored typical local products. The group proceeded to visit the Emilia Romagna region, where they had the toured the world renowned "Food Valley of Italy" (Modena and surroundings). Here, they had the opportunity to further explore the culinary richness of Italy by visiting top level food companies and organizations. The program ended in Rome where students had the opportunity to learn about the ancient Roman culture and admire the wonders of the Eternal City.

The College looks forward to building new exciting educational opportunities in Italy through ongoing experiential learning initiatives and creating brand awareness in Europe in support of our overall international strategic plan.



2. Academic Awards

The Spring 2023 Academic Awards Banquet was held in Chatham on Wednesday, May 24, 2023 at the Everest Convention Centre and in Windsor on Wednesday, May 31, 2023 at the St. Clair College Centre For The Arts. Combined, there were a total of 190 students who received awards. *Congratulations to all our award recipients!*



3. Chatham Mayor's Address

The Chatham-Kent Chamber of Commerce hosted the annual Chatham Mayor's Address on Thursday, May 25, 2023 at the Retro Suites Hotel. President France was honoured to introduce Mayor Darren Canniff to a full house. Mayor Canniff shared his future visions for the Municipality of Chatham-Kent. St. Clair College was, once again, proud to sponsor this event.



4. ECE Outdoor Lab Grand Opening

The Grand Opening of the Chatham Early Childhood Education Outdoor Lab was held at the Mary Uniac Building on Thursday, May 25, 2023. The outdoor lab received funding from the Municipality of Chatham-Kent, the Chatham-Kent YMCA Foundation and the St. Clair College Alumni Association. ECE Professor, Brenda Huff, spear-headed the project. The new outdoor lab is being touted as “visionary” and a remarkable step forward in quality outdoor pedagogy. President France thanked everyone involved in the project and noted that the addition of the outdoor lab “might be the most beautiful addition ever made to St. Clair because it is dominated by the beauty of our students uniquely excited and engaged, coupled with the sight of local children growing, learning and happy”. President France also stated that “the benefits of an outdoor education setting are literally a case of ‘the sky is the limit’”.



5. PAC and Placement Reception

The College held a “thank you” reception on Thursday, May 25, 2023 at the St. Clair College Centre For The Arts for all of our Program Advisory Committee volunteers and student placement sites. The reception was well attended and a good time was had by all. The “real world” education delivered by the College provides rewarding careers for our graduates and will build the economy and social well-being of our community for decades to come. In large part, we have these volunteers to thank for that. Their contributions are deeply appreciated by the entire St. Clair family of faculty, staff and alumni.



6. HDGH Heart Breaker Challenge

After a three-year hiatus, the 10th annual Hotel-Dieu Grace Healthcare (HDGH) Heart Breaker Challenge took place on Saturday, May 27, 2023 at Malden Park. St. Clair College, along with the Alumni Association, were proud sponsors. The event raises awareness and funds for the Cardiac, Stroke and Pulmonary Rehab Programs at HDGH by challenging participants to walk, jog or run roughly a 5 to 7 km course with a number of obstacles throughout. To date, the event has hosted nearly 9,000 participants and spectators and has raised over \$850,000 for vital programs and services at HDGH.



7. Premier Ford Visit

Premier Doug Ford was in Windsor on Thursday, June 12, 2023 to tour the LiUNA1625 Training Centre and to visit with a group of Women's Enterprise Skills Training (WEST) students. Premier Ford was joined by Caroline Mulroney, Minister of Transportation and Minister of Francophone Affairs, and Parliamentary Assistants Andrew Dowie and Trevor Jones. Premier Ford delivered a special congratulatory message to the Construction Craft Worker Level I apprentice class and extended his personal compliments to each student as they received their graduation certificates. The Premier also spoke with a Women's Enterprise Skills Training (WEST) group ready to begin their construction skills training on June 19th at the state-of-the-art facility in conjunction with the 'Empower Women for Employment' program. As a long-time partner and supporter of WEST, President France was asked on hand to provide the College's support.



8. Art In The Park

Once again, St. Clair College and the Alumni Association were the Presenting Sponsors of Art In The Park which was held at Willistead Park on June 3 and 4, 2023.



9. Spring Convocation

Spring Convocation took place in Windsor (Session 1 to 4) on June 6 and 7 and in Chatham (Session 5) on June 13, 2023. The Convocation sessions for our Toronto graduates (Session 6 to 8) took place on June 20 and 21, 2023 at the Meridian Arts Centre in North York. *Our congratulations go out to the graduating class of 2023...we are so proud of you!*



RISE ABOVE THE ORDINARY

10. Staff Appreciation Day

The Staff Appreciation Day festivities took place at Noon today in the Classic Gym for all staff and retirees. The annual event is held to formally recognize staff for their hard work, dedication and commitment to St. Clair College, and to recognize and celebrate those employees who have reached the 25-years of service milestone, those employees who have retired and all new staff members. Employee excellence awards were also issued to Genie Magliaro (Support Staff Excellence Award) and Mike Jimmerfield (Faculty Excellence Award). This year, there were two (2) special awards given, one to recognize Bryanna Kressler who was the first St. Clair College student ever named as the Ontario Colleges Athletic Association's (OCAA) Athlete of the Year and one to recognize Coach Doug Wiseman who was named the first-ever OCAA Coach of the Year.

Staff Appreciation Day is a welcome event for all staff and retirees as it offers a much-welcomed opportunity to visit with colleagues. President France personally thanked all staff for a tremendously successful year in 2022-23 and for their spectacular service on behalf of St. Clair's students.



11. Spring 2023 Enrolment Update

The following is a year-over-year comparison of the College's enrolment on Day 10 of the Spring 2023 semester as compared to Day 10 of Spring 2022. In total, the College has seen a year-over-year increase of 916 students this Spring semester over last.

Spring 2023 – Day 10	AAL01	Returning	Total
Domestic	55	1,676	1,731
International	1,004	1,886	2,890
Ace Acumen	683	2,973	3,656
Total	1,742	6,535	8,277

Spring 2022 – Day 10	AAL01	Returning	Total
Domestic	27	1,095	1,122
International	862	1,766	2,628
Ace Acumen	1,192	2,419	3,611
Total	2,081	5,280	7,361

12. Fashion Design Donation

Students from the Fashion Design Program have designed and created more than 25 fidget blankets to be given to patients. The blankets are therapeutic lap-sized quilts that provide sensory and tactile stimulation for the restless hands of those with Alzheimer's or other forms of dementia. The blankets have different items such as fur, pockets, buttons or zippers sewn to them. These small quilts alleviate boredom by keeping the patients' hands busy while providing a calming effect through repetitive motion.



The College's Fashion Design students have a long history of lending a hand to Windsor Regional Hospital creating and donating items like designer pajamas for toddlers, hospital gowns for patients and 640 fabric face masks during the COVID-19 pandemic. This time around, 30 students from the Fashion Design Program's Fabric Science course took on the fidget blanket project. The fidget blankets will be distributed to appropriate patients in the coming months. Windsor Regional Hospital issued a Media Release and publicly thanked the Fashion Design students for their time and effort put into this project. *Great work, Saints!*

13. MH100 Visit

Over 100 children from at-risk communities in Windsor attended a special field trip on Saturday, June 17, 2023 as part of our extended outreach for recruitment and community engagement. MH100, a local organization that helps disadvantaged youth, along with its partners, are hosting monthly events at the College with the goal of inspiring them to pursue postsecondary education. MH100 plans to host another day of interactive learning in July that will be focused on exploring STEM (science, technology, engineering and math).



14. OVIN Update

The College was awarded funding from the Ontario Vehicle Innovation Network (OVIN) to run a pilot program which is designed to encourage students to pursue careers in the automotive and mobility sector (i.e. automobility,) and is intended to challenge the stigma around STEM (science, technology, engineering and math) fields with specific interest to engage equity-deserving groups. The program began on March 15, 2023 and ends December 15, 2023.

The program is targeting 400 students in Windsor-Essex and 400 students in Chatham-Kent split between Grade 7 and Grade 9. The pilot program will run for 12 weeks during in-class time for 1 hour a week on Friday's between September 22 and December 8, 2023. The program will be administered by a St. Clair College Engineering student and a University of Windsor Faculty of Education student (2 instructors per class). The curriculum has been developed by St. Clair College focused on automobility, with a hands-on portion with a FIRST Lego Spike Prime Kit, connected directly with Grade 7 and 9 Ontario Science Curriculum. Each school will receive 30 – 75 robots at a 1:2 robot-to-student ratio to increase engagement.

15. Campus Beautification Update

There are many campus improvement and beautification projects under development at the Windsor Campus at the moment. Here is an update on a few of them:

- **Parking Lot “C” Reconstruction:** The parking lot adjacent to the CCIP Building is being completely reconstructed. After the improvements have been completed, this student lot will gain 44 additional spaces. The lot will be ready for September 2023 when students arrive for the Fall semester.



- **Cabana Road Construction:** The intersection of Geraedts Drive and Cabana Road has been close since May 22, 2023 due to the City of Windsor’s Cabana Road Widening project. As a result of this project, the College’s intersection is being upgraded and straightened to allow for better traffic flow. The intersection is estimated to be closed until the end of June.

- **Welcome Centre Construction:** Construction of the new Welcome Centre has begun. The footings to support the new addition are currently being poured. The project is currently on schedule and is anticipated to be open for August 2024.



Campus Beautification Update – continued

- **Peace Parkette:** The grassy triangle in the middle of the campus will be transformed into a parkette, complete with a network of sidewalks and a peace statue. The sidewalks will mimic the peace statue design and will be a fun and collaborative space for staff and students. The area will be well lit, benches will be plentiful and a large peace sign statue will sit in the middle of the space. Sidewalks will connect with the rest of the College campus. Construction will commence in the Summer of 2023.



- **Pedestrian Corridor:** A look ahead...Designs are currently underway to transform the road between the Main Building and Toldo Health Science Building into a pedestrian corridor to compliment expanded parking lots and a one-way service vehicle laneway. The current two-way traffic roadway will be removed from circulation and be replaced with a pedestrian corridor on the north side of the road and a one-way service vehicle road on the south side of the road. This will enhance the pedestrian experience, while still allowing access to our grounds and receiving areas in that location. Construction would begin in the Spring of 2024 if designs are approved.

16. Ambulance Donation

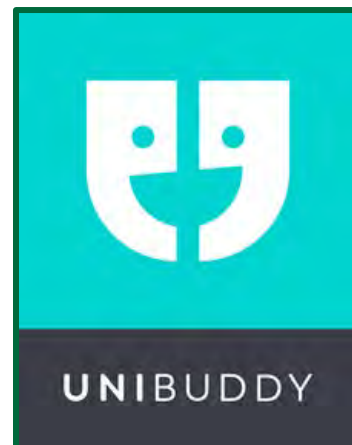
Essex-Windsor EMS has been approved to donate surplus ambulances to the College’s Paramedic Program. At the County of Essex’s Council Meeting which was held on Wednesday, June 21, 2023, they approved the donation of two (2) ambulances; one in 2023 and another in 2024. Essex-Windsor EMS has worked closely with the College on strategies to help increase student intake in the Paramedic program. The donation of the surplus ambulances will benefit not only future paramedic students at the College but will also benefit other programs



such as the Automotive Powertrain program. Maintenance and repair of ambulances is a specialized field and the current model is an excellent tool for students to become familiar with and learn from. Essex Windsor EMS benefits as the possible future paramedics become familiar with the layout, setup and function of the EWEMS fleet through their two years of academics at the College.

17. Unibuddy Platform

St. Clair College has acquired the Unibuddy platform to assist in student engagement and support. Unibuddy is an educational technology company that provides a platform which allows prospective and current students to connect with student ambassadors and alumni from the same or similar courses, providing a peer-to-peer support network enabling prospective students to learn about life at a particular institution, including course information, accommodation and student life. The platform includes features such as one-to-one messaging, group chat and video calling, as well as a range of tools for student ambassadors to manage their interactions with prospective students. In 2022, Unibuddy launched its newest Community product to help higher education institutions create belonging and to help students connect with each other over common interests.



18. Bill 26

Bill 26, the *Strengthening Postsecondary Institutions and Students Act, 2023*, comes into effect on July 1, 2023. The Bill has three (3) main provisions, specifically:

- 1) the definition of sexual misconduct by an employee;
- 2) strong language regarding discharge/discipline;
- 3) disclosure language.

As a result of Bill 26, the College has worked closely with our solicitor to modify existing policies and create new ones, as appropriate. Modifications have been made to four (4) existing College policies (#3.34 – Sexual Violence Prevention & Reporting Policy; #5.15 – Respectful Work Policy; #5.4 – Code of Conduct & Conflict of Interest Policy; and #7.1 – Code of Student Rights & Responsibilities Policy) and two (2) new policies were created (#5.27 – Sexual Misconduct Policy – Employee to Student; and #5.28 – College Employee – Student Relationships Policy).



19. Mandatory Staff and Student Training

To increase awareness and to promote information, the College is in the process of creating three (3) mandatory training modules for students which are 20-minutes in duration each. The modules are:

- 1) Academic Integrity and Student Code of Rights and Responsibilities
- 2) Sexual Violence Prevention and Reporting (Covers Consent and Bill 26)
- 3) Emergency Response

Once finalized, the training modules will be uploaded to Blackboard and IT will load them to all student accounts. A communication will be issued on August 1, 2023 to all registered students (for the first year, all students need to be captured, not just AAL01's). The messaging will include the requirement that training must be completed by November 30, 2023, otherwise, students cannot register for their next semester. Bursaries will be offered as an incentive to complete the training early. Moving forward for all subsequent years, IT will send the first communication with student account information so that students receive the first message as soon as they register.

The Sexual Violence Prevention and Reporting training module for staff will also be loaded to the Staff Learning Management System (LMS) and all staff will be required to take the training by November 30, 2023 (will mimic the student training module).

20. Quality Audit – 18 Month Report

As previously reported, as part of the 2021-22 College Quality Assurance Audit Process (CQAAP), the College was required to submit an 18 Month Follow Up Report which we submitted on March 13, 2023. The Ontario College Quality Assurance Service (OCQAS) Board reviewed the College's report at their June 20, 2023 meeting and advised the College that the report was very well written, and they were pleased with the College's achievements to date.

21. Refugees Extension by the City of Windsor

In March 2023, the College began assisting the City of Windsor in providing meals to refugees who were staying at the Best Western Hotel (next to the St. Clair College Centre for the Arts). At the time there were approx. 240 refugees who were scheduled to stay until June 30, 2023. The City of Windsor has closed the Comfort Inn Hotel on Huron Church and moved the remaining refugees to the Best Western. There are now a total of 331 refugees living at the Best Western and their stay has been extended to September 30, 2023. This number will reduce in time.

St. Clair College In The News

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Best in class recognized at annual Business Excellence Awards

Windsor Star - May 18, 2023



St. Clair College President Patti France presented the Company of the Year (over 25 employees) to Ken Kapusniak, President of consulting engineering firm HGS Limited on Wednesday, May 17, 2023 at the Windsor-Essex Regional Chamber of Commerce 2023 Business Excellence Awards.

Several outstanding Windsor-Essex business leaders enjoyed a moment in the spotlight Wednesday night as either winners or nominees at the 32nd annual Business Excellence Awards.

The prestigious event hosted by the Windsor-Essex Regional Chamber of Commerce at the St. Clair Centre for the Arts honoured winners in nine individual categories during “secret reveal” announcements, along with three other winners previously announced earlier this year.



Lisa and Brian Schwab, winners of the Believe Windsor-Essex Award are shown on Wednesday, May 17, 2023 at the Windsor-Essex Regional Chamber of Commerce 2023 Business Excellence Awards.

The three awards previously announced included Renee Daudlin-Iacobelli of Insight Advantage, who received the ATHENA Leadership Award, Lisa and Brian Schwab, who were recipients of the Believe Windsor-Essex Award, and Keith White of Freed as winner of the inaugural Business Ambassador Award.

“I’m honoured, it’s not something I ever would have expected,” Daudlin-Iacobelli said. “It means to me that everything I have done has been recognized unexpectedly. It’s acknowledgement for the years and years of work towards the community.”

“It’s very humbling. I’m honoured to be considered among some of the other women who previously won this award. These are people I don’t feel on the same level with.

“They are inspiring women who have achieved a level of leadership I’ve always admired. I’m surprised to be considered at that same level.”



Attendees have their photo taken on the red carpet on Wednesday, May 17, 2023, at the Windsor-Essex Regional Chamber of Commerce 2023 Business Excellence Awards. Photo by Dan Janisse /Windsor Star

The long-standing annual business award event, presented by the Windsor Star, has remained important for honouring the many business leaders throughout the Windsor-Essex region who have offered so much to the local community in many different ways, said chamber CEO Rakesh Naidu.

“It is a recognition of the immense effort of starting a business and the creativity, innovation and effort it takes in making it successful,” he said.

“Among the awards, there is one for innovation, best new company, large business, small business. Each of these winners are business leaders who have put their heart and soul into things that help make our community a better place.”



David Burman, owner of Mister HQ, winner of the Entrepreneur of the Year award is shown on Wednesday, May 17, 2023 at the Windsor-Essex Regional Chamber of Commerce 2023 Business Excellence Awards.

Among this year's award winners are David Burman, of Mister HQ Group, as entrepreneur of the year, and CHARGE Lab of the University of Windsor, for innovation.

The large company of the year is HGS Limited, while the small company of the year (less than 25 employees) is Cedar Valley Selections.

New company of the year is Estate of Health Holistic Wellness Centre, while the award for Pillars of the Community went to Women's Enterprise Skills Training (WEST) of Windsor.



Daniel Topp of Topp Law, winner of the Professional of the Year award is shown on Wednesday, May 17, 2023 at the Windsor-Essex Regional Chamber of Commerce 2023 Business Excellence Awards.

This year's professional of the year is lawyer Daniel Topp of Topp Law, while the tourism and hospitality award went to Urban Field House.

The young professional of the year award went to Lauryn Lefrancois of Lola's Round Table.

The nominees for each category were selected among hundreds of applications and a "rigorous" process that includes prominent judges from the local area in each category, Naidu said.

"For these business leaders to have a light shine on what they do, it can be a very sweet moment because you are receiving this recognition from your own community," he said.

"The judges are well-known people locally who have evaluated you as being successful in what you do.

"It can mean lot to each of the winners — something they can cherish for the rest of their time in business."

Cabana Entrance To St. Clair Campus Closing For Construction

[windsoriteDOTca News Staff](#) - Sunday May 21st, 2023



The intersection of Geraedts Drive and Cabana Road will be closed starting Monday for construction related to the Cabana Road widening project.

The work includes straightening the road for better traffic flow.

All access to the St. Clair College site will be from the Highway 3 entrance during this time. Access to the SportsPlex will be maintained during this closure, but access to Parking Lot V will not be available as the road will be closed from the north end of the traffic circle to Cabana Road.

The closure is currently estimated to be in effect until the end of June 2023.

Health unit rolls out mental health curriculum for first responders in training

Windsor Star - May 23, 2023



Gordon Thane, manager of chronic disease and prevention with the Windsor-Essex County Health Unit, speaks to the board of health on Thursday, May 18, 2023. Photo by Taylor Campbell /Windsor Star

Mental health education for first responders in training is being rolled out through post-secondary schools in Windsor.

Years in the making, the training was created by the Windsor-Essex County Health Unit in consultation with area first responders and St. Clair College.

Gordon Thane, the health unit's manager of chronic disease and injury prevention, recently told the board of health the training could reach 2,500 students each year if it's included in nine local college and university programs.

"We know that, based on the nature of their occupations, first responders are more at risk for negative mental health outcomes from post-traumatic stress disorder," Thane said.

The project stems from a 2016 amendment to the Workplace Safety and Insurance Act that required employers of first responders to develop and implement post-traumatic stress disorder prevention plans.

The Ministry of Labour then issued a call for proposals for the Occupational Health, Safety, and Prevention Innovation Program. In response, the Windsor-Essex County Health Unit worked closely with local first responder organizations to submit a successful proposal outlining six project commitments. That included a commitment to work with St. Clair College on developing a mental health educational module to support the resilience of first responders during their post-secondary training.

After that, the health unit interviewed 29 representatives from law enforcement, fire and rescue, paramedic, and emergency health care, and consulted 30 post-secondary representatives and mental health providers. The conversations highlighted a need for educational materials covering four themes: resilience and coping; mental health literacy; help-seeking and intervention; and role preparation.

In the fall of 2021, the health unit developed and implemented training modules. It developed 20 lessons for the four module themes, including PowerPoint slide decks, case studies, lesson plans, multimedia and interactive components, and activities.

Select training material has been piloted in two courses at St. Clair College.

The module content is currently at various stages of review and implementation in nine post-secondary first responder programs, including nursing programs at the university and college, and paramedic, policing, security, firefighting, and community justice programs at the college.

If widely implemented, the modules could reach more than 2,500 students each year.

“That is a very innovative approach,” said Dr. Ken Blanchette, the health unit’s CEO. “Instead of just going to the public and having conversations or doing other venues, we are now training a force to be able to advocate on (mental health), and then continuing that education every year.”

Outside of educational settings, the region has another 1,500 people employed as first responders. Thane said employers could use the mental health modules developed by the health unit to train new hires.

With skilled trades workers in high demand — young students and guidance counsellors are part of the solution

Catholic school board working to provide guidance counsellors with more knowledge of the trades

CBC News · Posted: May 25, 2023



Abbey Drouillard is looking forward to a career as a welder. (Katerina Georgieva/CBC)

As more and more skilled trade workers gear up for retirement, there's a strong push in Windsor-Essex, Ont., to bring in young talent to replace them.

St. Anne Catholic High School student Abbey Drouillard is exactly the kind of talent employers are looking for. At 17 years old, she's eager and excited to become a welder.

"My father is a mechanic and I love watching him make things, fix things, build things," she said.

"I wanted to do that myself, like, make many things, to produce things that can help others or could be of use to others."

Drouillard is taking part in the Ontario Youth Apprenticeship Program (OYAP) through her school. It allows high school students to start an apprenticeship in the trades while still in school, and finish with a diploma and graduate as a registered apprentice.

Drouillard is doing her placement with REKO, a company that provides industrial automation services.

Her uncle is also a welder, and she learned through him there was a high demand for skilled people in that trade.

Though it's difficult, Drouillard said she's building a lot of confidence in her welding abilities.

"I'm doing it so often and I'm getting better at it and I enjoy it the entire time," she said.

Succession planning

REKO currently has 10 students doing placements with the company through OYAP, from welding to machinist work, to IT.

Lauren Beaudoin, the director of human resources, acknowledges the company is seeing a shortage of workers, with one in three employees looking to retire in the next five to 10 years.

Partnering with OYAP helps with succession planning.

"It's always a struggle to find people," she said.

"So when we can find young kids, students that are eager to learn, we have much better traction with teaching them how to do things versus looking for people."



Guidance Counsellors get a demonstration at St. Clair College as they learn more about various skilled trades.

Getting guidance counsellors on board

Playing a key role in getting students excited about the trades are the guidance counsellors who talk to them about their futures.

Through a partnership between the Windsor-Essex Catholic District School Board (WECDSB) and St. Clair College, the board has been working to provide counsellors with a better understanding of what a career in the trades entails.

As part of this initiative, earlier this month, about 10 counsellors attended a workshop at the college to get hands-on experience working with machines, laying brick and visiting job sites.

Cathy Isabella, the department head of guidance at St. Joseph's Catholic High School, says it was eye-opening for her, not just as a counsellor, but also as a parent.

"We oftentimes, you know, want to direct our kids in a certain pathway, right? Especially if they are really high academic achievers," said Isabella.

"But what this opportunity is showing me and is exposing me to is that any student, any type of skill set, any type of academic pathway — this would be a really wonderful opportunity for them."



Cathy Isabella, department head of guidance at St. Joseph's Catholic High School, said the experience at the college was eye-opening. (Katerina Georgieva/CBC)

Moving forward, she will approach students with the mindset that all students should consider college for the practical experience that comes with it.

Isabella says she hopes more students get the chance to physically visit St. Clair College to see what the programs might look like.

"Having this experience will open conversations not only with their teachers and their guidance counsellors, but more importantly, oftentimes with their parents, who ... are maybe pushing them in one direction but not realizing the different opportunities that are so beneficial to them at the college level," she added.

'Financially, it's incredibly stable'

Cory McAiney, teacher consultant for the OYAP program with the WECDSB, says 95 per cent of students who go through the OYAP program continue to work in that trade after graduation. And that many will have a job waiting for them immediately once they finish school.

"Financially, it's incredibly stable," he said. "I mean, we know the debt that can be incurred going to go to university and not everyone has the means to university or will be paying that debt off for eight, 10, 12 years or more."

"You're gonna come out of a trade with no debt whatsoever, you're getting paid while you're doing your schooling. The financial incentives from the government to go into it are huge. There's grants available. You're basically going to go to school for free and come out with a job making, you know, six figures by the time you're 20, 21 years old."



Cory McAiney, the teacher consultant for the OYAP program with WECDSB, says a career in the trades comes with great satisfaction and financial stability. (Katerina Georgieva/CBC)

According to a document put together by Workforce WindsorEssex, a non-profit focused on employment initiatives, journey people across a variety of skilled trades can make hourly wages that could range from \$20 per hour to more than \$30 per hour.

McAiney says that journey people who are unionized can make 30 to 35 per cent more than that.

That financial incentive is exactly why Grade 12 student Nicholas Schneider joined the OYAP program specializing in plumbing.

"Just probably the fact that I don't have to go to school for that many years, get to go straight into work and start making money," he said.

"The work, it seems the time goes by pretty fast when I'm doing it, and all the guys I work with are good. So it's pretty fun actually."

Demand at the college on the rise

Beyond what's happening at the high school level, St. Clair College is in constant contact with employers, and officials are aware that retirement planning is top of mind.

They've added new programs related to the electrification of vehicles, and partner with high schools to attract students to the trades as well.



Grade 12 student Nicholas Schneider is taking part in OYAP to learn how to become a plumber.

Michael Silvaggi, vice president, academic and registrar for the college, says overall, demand for the trades programs are on the rise.

"Whether that's heating, refrigeration, whether that's in our robotics field, whether that's in welding, whether that's in carpentry, woodworking and so forth," he said.

He does however acknowledge that they are seeing a dip in demand in areas such as mould making.

Silvaggi added that the addition of micro-credentials through the provincial government has also helped attract students who want to achieve a specific skill set quickly.

Meanwhile, the province also just announced new projects to get more people into the auto sector as well.

Free programs will be offered to train prospective workers through college partnerships and job placements, in areas including the electric vehicle field, machine operation and assembly. They'll be managed by the Automotive Parts Manufacturers' Association and the Automotive Industries Association of Canada.

The programs expect to reach more than 360 people and help them land jobs in the field after that.

Ontario government boosts pre-apprenticeship training in Windsor-Essex

Windsor Star - May 26, 2023



The sign at the UHC - Hub of Opportunities (previously called the Unemployed Help Centre) in Windsor in May 2021.

Windsor-Essex job seekers should find it easier to access pre-apprenticeship training as a result of a \$2.3M investment by the Province of Ontario.

Windsor-Tecumseh MPP Andrew Dowie announced the funding boost at the UHC – Hub of Opportunities (previously called the Unemployed Help Centre) on Friday.

According to Dowie, skilled trades are vital to the growth of Ontario’s economy, providing secure jobs and good quality of life. “This training has offered an innovative path to fill employment vacancies and opportunities,” Dowie stated in a release.

A collaboration of community partners is leading the free training, including the UHC – Hub of Opportunities, LiUNA! Local 625, Women’s Enterprise Skills Training of Windsor, and St. Clair College.

LiUNA!625 training director Carmelo Calcara said the additional funds will help further acquaint young applicants with the construction trades — such as adding a state-of-the-art heavy equipment simulator to the union’s training facility.

Calcara noted that LiUNA!625 has seen pre-apprentice enrolment grow in recent times: This year’s 10-week in-school training course had 18 graduates, who are now in the midst of 12 weeks of field training with contractors across Windsor-Essex.

June Muir, CEO of the UHC – Hub of Opportunities, said the funding will also go towards the UHC – Hub of Opportunities pre-apprenticeship program for cooks.

Enrolees receive instruction and practice in the UHC’s community kitchen. “They gain industry-specific certifications and secure a work placement in this sector,” Muir said.

“This gives participants the opportunity to obtain a career in the culinary field which addresses labour shortages in Windsor and Essex County.”

The \$2.3M in funding divides into approximately \$792,000 for LiUNA!625; \$375,000 for UHC – Hub of Opportunities; \$377,000 for Women’s Enterprise Skills Training of Windsor; and a cumulative amount of \$834,000 for three separate training projects under St. Clair College.

The training is meant to be available at no cost to participants.

Province investing \$2.3 million in free pre-apprenticeship training in Windsor

AM800 CKLW – May 26, 2023



Photo taken by AM800's Aaron Mahoney

A significant investment by the province for free pre-apprenticeship training in Windsor.

The provincial government is investing \$2.3-million to boost pre-apprenticeship training and help more people in Windsor get trained for meaningful and well-paying careers in an in-demand industry.

The funding is part of the government's investment in nearly 100 free pre-apprenticeship programs around the province to promote careers in the skilled trades to young people and help tackle the province's historic labour shortage.

Led by LiUNA Local 625, UHC - Hub of Opportunities, Women's Enterprise Skills Training of Windsor and St Clair College, officials say the project will help people who are interested in working in the trades gain the skills and experience they need to get a job as an apprentice with a local employer.

\$792,650 will go towards LiUNA Local 625's Training Trust in Oldcastle.

UHC is receiving \$374,976, WEST will receive \$377,950, while St. Clair College will receive \$836,108 which will be broken up to support three different projects.

The announcement was made by Windsor-Tecumseh MPP Andrew Dowie Friday morning, along with UHC - Hub of Opportunities CEO June Muir, Women's Enterprise Skills Training of Windsor Executive Director Rose Anguiano Hurst and others.

Dowie says the province's skilled trades are vital to the growth of the economy, as well as offering careers that lead to secure jobs and a good quality of life.

He says a variety of trades will be covered.

"Certainly here we see culinary trades, but over at St. Clair College we have more applied science trades, so really there's a diversity," Dowie continued. "Each provider has their specialty, there's a wide variety, and the organizations will direct the funding."

The funding is new, but supports a lot of existing programs like the cooks pre-apprenticeship program offered by UHC.

June Muir says their program has expanded to now be able to support 30 people a year.

"So what's been added this year is a stipend, and why that is so important is because people cannot take training if they don't have an income. So if you don't have an income and you want to invest in training, it's hard to do that, so this stipend will allow more people to access the program," she said.

Dowie says the biggest key was being able to offer these supports free of charge.

"As we see here, the culinary program is something well in need in our community. Believe it or not, just with the transitions we've had in the economy, we're finding it very hard to find chefs and those that are willing to work in the service industry. Creating great delicious food for us, so this funding will absolutely play a part."

Rose Anguiano Hurst says in the first couple years of their pre-apprenticeship programs they've been able to support 20 women a year, and thanks to this funding boost they'll be able to support another 18.

"This training also leads to red seal certification which is like the qualification that you get to say that you're prepared, and the best. I did mention earlier that we do have one person that works at the Gordie Howe International Bridge that is a real seal and we're very proud of that," she said.

The funding in Windsor is part of the province's \$1.5 billion-dollar investment in the Skilled Trades Strategy, from 2021-22 to 2023-24, which they say will build on the ongoing efforts to attract, support, and protect workers in Ontario.

The provincial government has recently announced a number of changes to help increase participation in the skilled trades, including making it easier for high school students to explore these careers, requiring women's only washrooms on construction sites, and announcing a \$224 million investment in building and upgrading training centres.

Ontario announces free pre-apprenticeship training in Windsor



UHC- Hub of Opportunities CEO June Muir In Windsor, Ont., on Friday, May 26, 2023.

CTV Windsor Multi-Skilled Journalist / Digital Lead - May 26, 2023

The Ontario government is investing over \$2.3 million to boost pre-apprenticeship training and help more people in Windsor get trained in the skilled trades.

This funding is part of the government's investment in nearly 100 free pre-apprenticeship programs around the province to promote careers in the skilled trades to young people and help tackle the province's labour shortage.

The project is led by LiUNA Local 625, UHC – Hub of Opportunities, Women's Enterprise Skills Training of Windsor and St Clair College.

It aims to help people who are interested in working in the trades gain the skills and experience they need to get a job as an apprentice with a local employer, so they can earn more money.

“Ontario is combatting the largest labour shortage in a generation, and each one of these jobs unfilled is a paycheque waiting to be collected,” said Monte McNaughton, Minister of Labour, Immigration, Training and Skills Development.

This funding announced is part of the government's nearly \$1.5 billion-dollar investment in the Skilled Trades Strategy, from 2021-22 to 2023-24.

LiUNA! 625's Pre- Apprenticeship program

“Ontario's investment in Free Apprenticeship Training is essential funding for LiUNA! 625's Pre-Apprenticeship program as we now attract a growing number of young applicants pursuing skilled construction trades for their first career choice,” said Carmelo Calcara, training director for LiUNA! 625.

Currently, thier training facility expansion will include leading edge equipment like the Vortex Training Simulator for heavy equipment operation to further diversify and equip the knowledge and skills of thier students.

Their Pre-Apprentice uptake has also increased. The first of two Pre-Apprentice cohorts for 2023 - 18 graduates, completed their 10 week in-school training this month and were placed in good paying jobs for 12 weeks of field training with contractors around the region.

UHC- Hub of Opportunities

CEO Jane Muir said this funding allows the UHC- Hub of Opportunities to offer a much-needed Pre-Apprenticeship Program for Cooks.

Participants receive in-class instruction and hands on training in our state-of-the-art community kitchen. “They gain industry specific certifications and secure a work placement in this sector,” said Muir. “This gives participants the opportunity to obtain a career in the culinary field which addresses labour shortages in Windsor and Essex County.”

Women’s Enterprise Skills Training of Windsor

“The pre-apprenticeship training in construction and craft trades for women has offered important training leading to the Red Seal designation for many women in the community and trained employees meeting industry needs in our community,” said Rose Anguiano Hurst, executive director of Women’s Enterprise Skills Training of Windsor.

Funding for pre-apprenticeship training coming to Windsor-Essex



UHC Hub of Opportunities, 2021. (windsornewstoday.ca)
Blackburn News - May 26, 2023

Windsor-Essex residents considering a career in the trades will now be helped along with funding from the provincial government.

Windsor-Tecumseh MPP Andrew Dowie was at the UHC Hub of Opportunities Friday morning to announce a \$2.3-million investment for pre-apprenticeship training, to help residents prepare for careers in high-demand jobs such as the industrial trades.

The project will be conducted by the Hub of Opportunities, along with Women's Enterprise Skills Training (WEST) of Windsor, St. Clair College, and LiUNA Local 625.

Dowie told WindsorNewsToday.ca that the funding will make it easier for those interested in the trades to get the skills needed to succeed.

"This is a provincial program that funds the training to be equipped with those skills, so there's no cost to the participants in these programs," said Dowie. "They just need to register, and they will be up-skilled in the various sectors."

The total announced Friday is being split among the three institutions, though the share each is receiving will vary based on the number of clients in each one and the size of their specific programs.

"It's also part of the three-year program that we've got with the Ministry of Labour, as well to help invest in these programs as well as update training facilities," said Dowie.

The commitment to upgrade facilities involved a \$224-million investment. The three-year program is supported by \$1.5-billion in the Skilled Trades Strategy.

Ontario continues to see its biggest labour shortage in roughly 20 years. The first quarter of 2023 had 300,000 unfilled jobs in the province, the majority in the skilled trades. One in five new jobs in Ontario in 2026 will involve a trade.

The Ministry of Labour had been addressing older tradespeople retiring or leaving the business, and their children seeking employment in other fields. Incentives and enhanced training have been offered to young people, with women and people of colour also encouraged to enter the trades.

LiUNA Local 625 Training Director Carmelo Calcara said in a media release that its pre-apprenticeship uptake is increasing. The first of two cohorts, consisting of 18 graduates, completed ten weeks of training earlier this month and have been placed with contractors for 12 weeks of paid field training.

St. Clair College looking to donate land to C-K for a regional park

Sydenham Current – May 26, 2023



St. Clair College is looking at donating land, located on Bear Line in North Kent, to the Municipality of Chatham-Kent for the development of a regional park.

“We are thrilled to have this land donated from St. Clair College for this project,” said Mayor Darrin Canniff, in a media release.

“This new park will be a great addition to our community and will provide opportunities for residents of all ages to get involved in sports and physical activity.”

The matter is set to come before Municipal Council for consideration and voting on Monday, May 29, 2023.

Municipal officials say if approved, the design for the park will be commenced immediately and is expected to provide a space for a variety of recreational activities.

“We are happy to work with Chatham-Kent on this donation and to have the opportunity to contribute to the community through this great project,” said Patti France, President of St. Clair College, in a media release.

“We believe that this park will provide a space for residents to come together and enjoy the benefits of sports and physical activity.”

Outdoor Lab Offers New Learning Opportunities at St Clair College

99.1 CKXS - May 29, 2023



Outdoor lab at St Clair College, Thames Campus.

Early Childhood Education students at St Clair College are getting back to nature.

An ECE outdoor lab at the Mary Uniac building in Chatham includes a lush green space with mature trees and natural stumps for seating areas, and an open environment for learning.

Brenda Huff, ECE Professor and Program Coordinator at St Clair College says the program is part of a national research project on outdoor teaching and learning.

“Our students were able to make that reconnection back to the land through this land-based type education,” Huff explains. “They anecdotally reported a lot of health benefits, like reduced stress and better sleeping from the days that we had classes outdoors.”

The current class of ECE students have been working with kindergarten classes from St Angela Merici Catholic School, giving the college students hands-on experience.

“Compared to a traditional classroom indoors, where we’re doing a lot of instructional teaching, we’re out in a space where we can actually do experiential learning. So if we’re talking about how to set up an outdoor space or how to create invitations for children to get engaged, then we’re able to do that in this experiential space.”

Regional Manager at YMCA of Southwestern Ontario Cynthia Frizelle says the sector is struggling to keep up with the need for more childcare spaces.

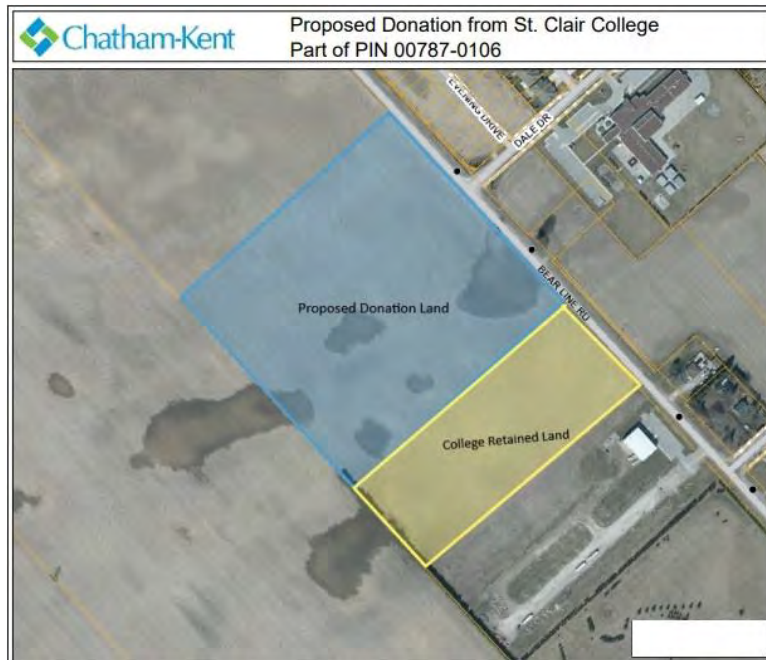
“To have quality outdoor pedagogy, we need highly qualified educators that lead outdoor play through mentorship and partnerships with children, the materials available, and a beautiful outdoor space,” Frizelle says. “Recruitment in sustaining early learning professionals, it is even more evident that a highly qualified early childhood workforce is critical to the healthy development and education of young children.”

The outdoor learning space also offers opportunities to explore Indigenous land-based teachings and Truth and Reconciliations responsibilities.

The ECE outdoor lab was made possible through funding from the Municipality of Chatham-Kent, Chatham-Kent YMCA Foundation, and the St Clair College Alumni Association.

St. Clair College To Donate Land To Chatham-Kent

99.1 CKXS - May 29, 2023



St. Clair College in Chatham is offering to donate a patch of land to the municipality for the development of a regional park.

In a report coming to Chatham-Kent Council on Monday, administration is recommending that the municipality moves forward with the donation of approximately 19.5 acres of land off of Bear Line near Dale Drive.

As part of the agreement, the municipality has been asked to develop the land into a regional park. The college has indicated that its priorities for the park would be a cricket pitch and an indoor practice area for cricket, as well as basketball or volleyball courts.

Mayor Darrin Canniff said he'd like to see the land used for recreational facilities that don't currently exist in Chatham-Kent.

"There's going to be a lot of things that are not in Chatham-Kent now that will be on that land and it will really add to that area of recreational facilities," he said.

If council moves forward with the deal, the transfer of the land is expected to be completed in July or August.

Administration has recommended engaging the community through the Let's Talk Chatham-Kent website to guide decisions as to what type of recreational activities should be included at the proposed park.

Canniff said further details on proposed plans for the land will likely be released early this week.

New spin-off benefit: Windsor medical students now caring for homeless population

CTV Windsor News Reporter - Monday, May 29th 2023



Michelle Maluske

Doctors in their final year of training, called residency, can choose to do a one-month rotation at the Shelter Health Initiative (SHI) caring for Windsor's homeless population.

"I know not everyone is going to end up working at shelters," Dr. Jennifer Bondy said Monday. "What I'm trying to do is open up people's minds to the possibility of other things that they might otherwise not have been exposed to in the past.

Dr. Bondy is the lead physician at SHI, which is part of H4, Windsor's Homelessness and Housing Help Hub, located inside the former Water World building on Wyandotte Street East.

"I was expecting to see mental health and history of trauma and substance use and these kinds of things," said Dr. Julia Petta "But what kind of surprised me is that the care that we're providing is the same as the care that I provided on my other family medicine rotation."

The only difference being in many cases, the patients don't have an OHIP card, according to both doctors.

"If somebody needs an x-ray and they don't have a health card, I'm usually not able to get that for them," said Dr. Bondy who is hoping to one day to create a fund to help pay for healthcare concerns like that.

For now, she's working to secure consistent funding for medical services so they can attract more doctors to work at SHI.

Dr. Bondy is waiting for a response from the Ministry of Health and Long-Term Care on their application, noting, "I understand it takes time."

The care offered by doctors like Dr. Petta is just another spin-off benefit of hosting a satellite campus of the Schulich School of Medicine and Dentistry, which is based at Western University in London.

Windsor's satellite campus opened in 2008.

“Bring a medical school here and it's going to spur things on,” notes Dr. Bondy.

When local leaders started lobbying for the medical school, they promised it wouldn't only be good for the University of Windsor, but would be a boon for the entire region.

Fifteen years later, officials say that has been proven.

Schulich Dean John Yoo told CTV News in March 2023, [there is a 35 per cent increase in family doctors establishing a practice here](#) and a 31 per cent increase in specialists working in Windsor-Essex hospitals.

“Schulich (medical school) Windsor, prior to April of this year did not have training available on site at shelters or drop in centers for people experiencing homelessness,” said Dr. Bondy who is proud of the work the team has been able to do to fill that void.

Dr. Petta, who will complete her SHI rotation in a week, said it's been a great experience.

“I've told other resident med students that I've done this rotation and that it has been a positive experience. So hopefully more people will also be interested in doing it as well,” said Dr. Petta.

SHI also has a research component.

According to Dr. Bondy, researchers from the University of Windsor and St Clair College are studying “what the status quo is here in Windsor right now and what we could do to make things better.”

Finally, Dr. Bondy will welcome their first group of University nursing students in September, who will also be training at SHI.

“It is as simple as being here to provide primary care,” said Dr. Bondy.

Ontario invests \$6 million to connect next generation of workers to auto sector



The entrance to St. Clair College's main campus in Windsor. Photo taken August 22, 2019.
CTV Windsor Web Writer - May 30, 2023

A St. Clair College program is one of 14 to receiving funding from the province to connect students to careers in the auto sector.

The Ontario government is investing nearly \$6 million to support these projects, part of the Ontario Vehicle Innovation Network's Regional Future Workforce (RFW) program, aimed at helping students develop skills needed to secure good-paying jobs in the auto sector after graduation.

"As we continue to grow Ontario's auto supply chain, it's important that we empower students and connect them with exciting opportunities in the sector," Vic Fedeli, minister of economic development, job creation and trade, said in a [news release](#). "We're attracting billions of dollars worth of investment from companies worldwide that will create thousands of new jobs."

School boards, post-secondary institutions and non-profits will receive up to \$500,000 each to lead eight-month-long automotive focused programs to at least 500 students, the news release from the Ontario government states.

Each program is designed to address the unique needs of the region and ages of the students. According to the province programs can range from play-based learning for young children, to manufacturing robotics and mining workshops for those older.

The 14 projects will be led by:

- Actua
- Georgian College
- K2i Academy, Lassonde School of Engineering, York University
- Lambton College
- Laurentian University
- Mathstronauts
- Mohawk College, Marshall School of Skilled Trades & Apprenticeship
- Ontario Council for Technology Education
- Ontario Tech University
- St. Clair College
- University of Guelph
- University of Ottawa, Kanata North
- University of Toronto, Scarborough
- University of Waterloo

"Careers in Ontario's auto sector offer life-changing opportunities, with good pay, pensions and benefits," Monte McNaughton, minister of labour, immigration, training and skills development, said. "Our government will continue to invest in innovative projects that help workers and jobseekers get the skills they need to land better jobs with bigger pay cheques in the auto industry."

Golfer at St. Clair taking part in Golf Canada University/College Championship

AM800 CKLW -Tuesday, May 30th 2023



(Photo Credit: Courtesy of St. Clair College)

One local golfer will be participating this week in the Golf Canada University/College Championship.

Shannon Coffey, from St. Clair College, will be among the top 51 female university and college golfers from across Canada taking part in the event, which runs from May 30 to June 2 at Firerock Golf Club West in London.

Coffey has been on the St. Clair golf team for three years, and will be returning for her 4th season this September.

She's also been named a CCAA All Canadian twice, in 2019 and 2022, finishing 5th in Canada in 2021 and 2022.

Coffey says she's feeling good heading into the event.

"I have been practising all winter and up to now, so I think I can make the cut and see how it is going to go for when we have school events later next semester," she said.

She says the competition will be fierce.

"They are very, very good players out here. Practise all year round, and they are very competitive with it. And they are focused, and they make the scores, they make it competitive and difficult to get up there."

Coffey says she has played the course before, and that it's difficult to both play and walk.

"It is very hilly, there is a lot of out of bounds around the entire golf course, and fescue as well so you have to play it straight in the fairway," she continued. "Which hopefully we do, but sometimes it's not always in our favour that we do, so."

Coffey took part in the official practice round on Monday.

She has won two OCAA Team Silver Medals for the Saints, along with an individual OCAA Silver in 2019.

Coffey was also named an OCAA All Academic in 2019, 2021, 2022 and a CCAA Academic All Canadian in 2019.

Football brothers furthering careers in the game

Lethbridge Herald on May 30, 2023.



Herald photo by JUSTIN SEWARD Gage, Rylen and Ryder Blasco are all taking unique paths in their post-secondary football careers. .

Chinook Coyotes alumnus Rylen Blasco and his brothers Ryder and Gage are taking their passion for football and going on developmental paths in the sport.

While Rylen didn't get to play in his graduating year in 2021 due to COVID, he decided to continue his football aspirations by heading east to Quebec to play for two years for Champlain-Lennoxville Cougars of Division I in the CEGEP RSEQ college league in hopes of getting scholarships.

"That's one of the reasons I felt like I could've went to university right away and played university football from there but I decided not to, just because I felt I kind of got ripped off in my senior year," said Rylen.

"I felt like I had more to offer. And I did go and I got a lot more scholarships after my years there (in Quebec), got way more offers, (and) got some from in the States too. But Calgary is what I ultimately decided on."

He had been in contact with the University of Calgary Dinos after high school and due to not having a senior season, the program wanted Rylen to develop more.

"I had more interest from other universities," said Rylen.

"But Calgary was kind of more leaning like oh we want you to develop for bit just because you haven't had a senior season, things like that, and I went out to Quebec," said Rylen.

"One of my goals was to get (a) scholarship from Calgary and I did that thankfully and blessed to do that."

He felt lucky to go to Quebec first before heading to Calgary.

"Because there is guys that end up coming to Calgary or other universities, and they're told like you're going to red shirt your first year, you might not play, like you're more of a development guy," he said.

"But I think Quebec's really big in being able to experience some higher level football before getting to university and I think it'll help me out with competing right off the bat."

Rylen officially signed the dotted line on Saturday at his old high school to become a member of the University of Calgary Dinos next season.

“Great,” said Rylen on the signing.

“It’s a long time in the making. A big goal for a long time.”

Rylen thinks U of C is a “crazy, crazy good program.”

“(They) had a Vanier (Cup) just a couple of years ago now— a national championship, — (and) close to home, it’s a great program and more than just football,” said Rylen.

“(And) get the family out watching and stuff and kind of represent the back yard. Yeah do what I can to keep sports as good as possible in Alberta. Yeah, Calgary felt like home.”

Twin brothers Ryder and Gage will graduate from Chinook this year and then head out to St. Clair College in Ontario and play for the Saints, who are affiliated with the school, of the Canadian Junior Football League beginning this fall.

“Yeah, with this route, you know like him, I’d get some more football,” said Gage.

“Like get to develop a little more and then I’m taking engineering in university or at least that’s my plan. So to come into it (and) just to be a little bit more mature and a little older and have some more experience in life.”

Gage decided to attend St. Clair because of the program and being on one of the top teams in Ontario.

“Because if either of us went straight to university, like it’s really rare for a player to come to university right out of high school and play (and) starting their first year,” said Gage.

“So with this, we can go play football, actually see the field for a year or two, and then when we go to university, we’ll be coming in with that opportunity to start.”

Gage wants to come back west to play university football after playing with the Saints.

For Ryder to see Rylen go through the same process and see where he is now, it’s nice to know that routes like that do work.

“He did play CEGEP, which is a tad different than junior,” said Ryder.

“Because in Quebec they only go to Grade 11 ... But CEGEP and Junior both don’t use eligibility. So they’re pretty similar and you can still play against some pretty good competition. So it’s a good place to develop and be able to gain some more offers and then be able to transfer to a bigger, better school and (to) further degree.”

Ryder will enrol in business in hopes of taking over the family’s tire shop and also wants to transfer to the Dinos.

St. Clair awarded \$500,000 grant to launch Regional Future Workforce Program

AM800 CKLW – Thursday, June 1, 2023



A boost for St. Clair College to start a new program aimed at youth.

The college has been awarded a \$500,000 grant by the Ontario Vehicle Innovation Network (OVIN) to launch the Regional Future Workforce Program, a program designed to get more children and youth engaged in Science, Technology, Engineering, and Math (STEM).

OVIN is a collaborative network focused on advancing Ontario's commercialization and adoption of the next-generation electric, connected, and autonomous vehicle and mobility technologies.

It was established by the province to bring together industry, academia, and government organizations to support research and development, promote partnerships, and drive economic growth for the automotive and transportation sector.

St. Clair College is working in collaboration with several community partners on this project, including Centerline (Windsor) Limited, FIRST Robotics Canada, Invest Windsor-Essex, WEtech Alliance, and Women Enterprise Skills Training (WEST) of Windsor. The grant ends on December 15, 2023.

Together, the college and area groups are preparing a pilot program designed to encourage students to pursue careers in the automotive and mobility sector, which is set to launch this September in schools.

All the constituent groups say they're excited about this partnership, and that future synergies are already being explored to help enhance STEM training.

Providing a venue for post-secondary students to engage with K-12 students in a hands-on training environment, creates opportunities for mentorship and the ability of all learners to acquire prudent STEM knowledge in a relaxed and fun atmosphere.

The program will be piloted in both Windsor-Essex County and Chatham-Kent, and will focus on early introductions to automobility, skilled trades, and robotics. As part of the program, funds will be used to purchase over 500 robots, with an aim to impact 1000 students in the local community.

These robots will play a hands-on role in the program, teaching lessons on coding, programming, automation, and electric vehicle powertrain. Additionally, officials say this initiative will offer students valuable insights into future STEM careers, specifically in the field of automobility.

To prepare for a September start, the STEM program will be piloted as a summer camp hosted at St. Clair College.

Several community groups will be welcomed on campus to engage in the program and provide input on program design and curriculum.

St. Clair College getting \$500K for automobility initiatives



St. Clair College, April 2023. (Photo by Maureen Revait)
Blackburn News - June 1, 2023 6:00am

St. Clair College has been provided with a provincial grant to help the school encourage youth engagement in science, math, and technology.

The Ontario Vehicle Innovation Network (OVIN) has awarded the college a \$500,000 grant to create a Regional Future Workforce Program, which will be designed to get more children and young adults interested in careers involving the so-called STEM disciplines of science, technology, engineering, and mathematics.

St. Clair's Senior Vice-President of Academic and College Operations, Waseem Habash, said having the program in an area dependent on the automotive industry was a no-brainer.

"All the constituent groups are so excited about this partnership that future synergies are already being explored to help enhance STEM training," said Habash in a media release. "Providing a venue for post-secondary students to engage with K-12 learners in a hands-on training environment creates opportunities for mentorship and the ability of all learners to acquire prudent STEM knowledge in a relaxed and fun atmosphere."

The money will be used to purchase 500 robots for use in the community by about 1,000 students, with curricula on automation, programming, coding, and electric-vehicle powertrain.

The college is collaborating with Invest WindsorEssex, WEtech Alliance, Centerline (Windsor) Limited, FIRST Robotics Canada, and Women's Enterprise Skills Training (WEST) of Windsor.

"STEM skills are the fuel that drives innovation, economic growth, and technological advancements, and by investing in and nurturing our region's STEM talent, we can position Windsor-Essex and Chatham-Kent as a hub of excellence, opportunity, and prosperity," said WEtech Alliance President and CEO Yvonne Pilon.

Among the school boards working with St. Clair College on this program are the Greater Essex County District School Board, the Windsor-Essex Catholic District School Board, the Lambton-Kent District School Board, and the St. Clair Catholic District School Board.

The OVIN funds were awarded to the college, but the pilot program will be delivered with the expertise of the St. Clair College School of Engineering Technologies and the University of Windsor Faculty of Education.

Windsor Port Authority \$5K funding supports horticultural student work

Windsor Star - Jun 01, 2023



St. Clair College vice-president Waseem Habash, from left, Ward 2 Coun. Fabio Constante, student, Tyler Ross, Steve Salmons, president and CEO of Windsor Port Authority celebrate on Tuesday, May 30, 2023, a \$5,000 scholarship that will allow Ross to work with city staff all summer to beautify the grounds of Mackenzie Hall. Photo by JULIE KOTSIS/Windsor Star

The grounds of Mackenzie Hall are going to be just a bit more beautiful thanks to the efforts of student Tyler Ross who will be working on the historic landmark's landscaping with city staff this summer.

Ross, 35, is the recipient of this year's \$5,000 horticulture scholarship, provided by the Windsor Port Authority in partnership with The Friends of the Court at Mackenzie Hall.

The funding will allow Ross, who recently graduated from the two-year St. Clair College horticulture program and will be attending Olds College of Agriculture and Technology in Alberta to study for his Bachelor of Applied Science – Horticulture, to work alongside city staff for the next few months.

Horticulture is a second career for the Villanova secondary school grad, who served 12 years in the Canadian navy as an electronic sensor operator stationed in Victoria, B.C. and Ottawa.



St. Clair College student Tyler Ross, speaks Tuesday, May 30, 2023, about working with city staff this summer to maintain the landscaping around Mackenzie Hall. JULIE KOTSIS/ Windsor Star jpeg

“I just wanted to do something completely different,” Ross said. “I was given an opportunity to start a new career and I thought horticulture would be something excellent to go toward.”

He dreams of working outdoors, perhaps at a national park or in conservation.

The horticulture scholarship program began in 2016, when The Friends of the Court declared a need for more attention to the aging property, where ivy was overwhelming the building and Virginia creeper was smothering bushes and trees.

A partnership was struck that now includes the city’s parks and horticultural departments, Canadian Union of Public Employees Local 82, St. Clair College’s horticulture program and The Friends of the Court.

“We’re excited about the Mackenzie Hall landscape scholarship and for the opportunity to work together with St. Clair College and Friends of the Court to mentor and involve students who are our future in the City of Windsor,” said Ward 2 Coun. Fabio Costante, during a ceremony Tuesday morning at Mary E. Bibb Park, adjacent to Mackenzie Hall.

“We are always seeking opportunities for our students to obtain work-integrated learning that allows them to obtain real-world experience to build a strong portfolio for future employment,” said Waseem Habash, St. Clair College senior vice-president.

“The unique historical and locational positioning of Mackenzie Hall makes for a great opportunity for a student to practice and hone their skills.”

Steve Salmons, president and chief executive of the Windsor Port Authority, which also is located in the historic Town of Olde Sandwich, said the authority recognized the need to “play a significant role in the community” when it relocated to the area.

“It seemed natural today, when we were approached, to sponsor this program,” Salmons said.

“We are thrilled to enable St. Clair students to get hands-on experience while at the same time beautifying this historic landmark in Sandwich.”

What the fluff? It's poplar cotton, and there's a lot this year

The fluff itself isn't an allergen, but there's more to the story

CBC News · Jun 02, 2023



Sandy MacDonald, who teaches landscape horticulture at St. Clair College, shows off handfuls of the white fluff, known as poplar cotton, that is collecting around Windsor this allergy season. (TJ Dhir/CBC)

If you're walking around Windsor lately and wondering, "what the fluff is this stuff?," you're not alone.

Poplar cotton — the white, nearly snow-like substance coming off the trees and collecting in grass and potholes — seems to be particularly abundant this year and is a sure sign allergy season is here, experts said.

The fluff is a collection of seed hairs coming from trees in the family of trees that includes poplars, aspens and willows, said Sandy MacDonald, a professor of landscape horticulture at St. Clair College.

"This is a way for the tree to distribute seeds," MacDonald said "Inside that fuzz there is a small tiny seed and of course that's for distribution. That seed can then float to another location, sometimes even kilometres away.

"Once it's moist ... it can germinate. And of course this is a way for the plant to reproduce."

Poplar trees — drawing their name from the Latin root "populus" — are, as their name suggests, quite popular across Canada. They're often planted in urban areas because they're fairly tolerant, MacDonald said: able to withstand the pollution, compacted soil, partial flooding and excess salt often found in cities.

Other common trees in the same family, like willows and aspens, also produce the fluff — meaning Canadians from coast to coast will notice the stuff, he said.

Lots of people this time of year are suffering from seasonal allergies and may point the finger at the fluff. MacDonald said the fluff itself actually isn't an allergen — but that's not the end of the story.

Sandy MacDonald, who teaches a landscape horticulture program at St. Clair College, speaks with CBC Windsor Morning host Nav Nanwa about poplar seed "fluff".

"In some ways it can be irritating to the eyes, nose and throat if you draw it in ... that could indicate irritation, so could be mistaken for an allergy symptom," MacDonald said.

"But also there is some evidence too that other pollen in the air, coming from other trees that are pollinating, it can actually catch ... it acts like a carrier as well.



Sandy MacDonald teaches landscape horticulture at St. Clair College. He said the white, snow-like fluff Windsorites are seeing is what's known as poplar cotton. (TJ Dhir/CBC)

"But technically we don't think that most people are actually allergic to that fuzz itself."

More people seeing local pharmacist for seasonal allergies

Rob Modestino is the owner of Rob's Whole Health Pharmacy in LaSalle. Seeing the fluff, he said, is a surefire way to know allergy season is upon us.

"There's more people coming in this year than we've seen before, that are coming in saying they've 'never had allergies before. Are we sure it's allergies? Are we sure?'"



Rob Modestino owns Rob's Whole Health Pharmacy in LaSalle. He said more people than ever are coming in this year with allergy symptoms. (Jennifer La Grassa/CBC)

"Most come in thinking it's a cold, some type of flu bug or bacterial infections. And then when you dig into it deeper and get some information, you do find out that it is allergies. Just seems the last couple of years have gotten a lot worse."

Modestino said people should work to reduce their exposure to pollen by closing windows and take allergy medication if necessary. Symptoms to look out for include runny nose, itching eyes and sneezing.

People should speak with their pharmacist before taking allergy medications, Modestino recommended. This year, pharmacists are also able to assess for and prescribe allergy medications that could be more effective than the over-the-counter medications for people with more severe seasonal allergies.

There could be more fluff than usual, likely caused by the weather: Hot and dry weather over the last few weeks, lack of a late frost, and the last two hot, dry summers causing stress for the trees, and consequently the need for trees to distribute more seed, could all be playing a factor, MacDonald said.



Poplar cotton is the white hair-like fibre that comes off trees each spring. The fibre helps carry seeds far and wide so they can germinate and grow — but one expert said it can also carry pollen, even though the fluff itself isn't an allergen. (Peter Duck/CBC)

The fluff is combustible, MacDonald said, so some people use it as a fire starter.

But people have also explored other uses: Using it to stuff pillows and as a fibre. Neither works well. Turns out, what it does best is what it's meant to do.

"Even though they're very fine ... there's a central hollow core and that actually helps hold water for the germinating seeds," he said.

"The structure of them is really quite interesting, and of course works perfectly for the germinating seed."

St. Clair College spring convocations begin this week

Windsor Star - Jun 06, 2023



St. Clair College graduates attend an in-person convocation session at the WFCU Centre on June 8, 2022.

St. Clair College will begin its 56th spring convocation sessions this week.

The sessions begin on Tuesday and celebrate the graduation of more than 3,000 students from the Windsor, Chatham, and Toronto campuses.

The Windsor campus sessions will take place on Tuesday and Wednesday at the WFCU Centre at 10 a.m. and 3 p.m. each day.

The Chatham campus will hold its convocation on June 12 at 2 p.m. at the Chatham Capitol Theatre.

The live stream link, convocation session times, and information about the programs graduating at each session are available at stclaircollege.ca.

The tradition of having one of the college's Alumni of Distinction speak at the graduation sessions also continues.

Guest speakers on Tuesday at the WFCU Centre are Cheryl Sprague at 10 a.m. Fil Grado at 3 p.m. on Wednesday at the WFCU Centre, Dan Janisse will be the guest speaker at 10 a.m. and Bob Bellacico will speak at 3 p.m. On June 12, Christine Knights will speak at 2 p.m. at the Chatham Capitol Theatre.

Graduation Season At Local Colleges

99.1 CKXS - June 7, 2023



'Tis the season for pomp and circumstance as thousands of students graduate from college.

St Clair College began its 56th Spring Convocation in Windsor yesterday at the WFCU Centre with another ceremony set to be held today.

Monday, graduating students from Thames Campus in Chatham will receive their diplomas at the Capitol Theatre, starting at 2pm.

St Clair's Toronto Ace Acuman Academy campuses convocation sessions will take place Tuesday, June 20th and Wednesday, June 21st, at the Meridian Arts Centre in North York.

Meantime, Lambton College will be holding two Convocation ceremonies today as well at Progressive Auto Sales Arena in Sarnia.

St. Clair College to launch student workforce pilot program

Windsor Star - Jun 08, 2023



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

A \$500,000 grant from the Ontario Vehicle Innovation Network is helping launch a new program through St. Clair College focused on early student introductions to automobility, skilled trades and robotics.

The Regional Future Workforce Program, designed to get more children and youth engaged in science, technology, engineering and math (STEM), will be piloted both in Windsor-Essex County and Chatham-Kent.

“(The new program) has created a strong working partnership among industry partners, post-secondary education and four local school boards in Windsor/Essex and Chatham/Lambton/Kent,” said Waseem Habash, senior vice-president at St. Clair College.

“Providing a venue for post-secondary students to engage with k-12 learners in a hands-on training environment, creates opportunities for mentorship and the ability of all learners to acquire prudent STEM knowledge in a relaxed and fun atmosphere.”

Several community partners are involved with the project, including Centerline (Windsor) Limited, FIRST Robotics Canada, Invest Windsor-Essex, WEtech Alliance and Women Enterprise Skills Training (WEST) of Windsor.

The team is preparing the pilot program, which is intended to encourage students to pursue careers in the automotive and mobility sectors. It is expected to launch in September.

More than 500 robots are being purchased for hands-on work by an estimated 1,000 students.

The robots help teach lessons on coding, programming, automation and electric vehicle powertrain, offering students insights into future STEM careers, specifically in the field of automobility.

“Windsor-Essex has been a leader in automotive manufacturing for over a century and continues to lead the nation in next-generation vehicle production,” said Stephen MacKenzie, president and chief executive of Invest WindsorEssex.

“With continued advancement and investment in this sector, it is critical to provide the support and programming needed to ensure a strong and skilled labour force to meet industry demands.”

Larry Koscielski, vice-president at CenterLine, agreed it’s important for the industry to support initiatives that inspire future generations.

“As a global automation company, we wholeheartedly support initiatives that ignites a passion for STEM learning at any age,” Koscielski said.

“As a family-owned business, we gladly accept the responsibility of industry playing an active part in building tomorrow’s desperately needed workforce in trades and engineering.”

WEtech Alliance president and chief executive Yvonne Pilon echoed that sentiment.

“STEM skills are the fuel that drives innovation, economic growth and technological advancements and by investing in and nurturing our region’s STEM talent, we can position Windsor-Essex and Chatham-Kent as a hub of excellence, opportunity and prosperity,” Pilon said.

While the funds were awarded to St. Clair College, the pilot program delivery will tie in the expertise of both St. Clair College’s school of engineering technologies and the University of Windsor’s faculty of education.

The program will focus on mentorship and hands-on interactive STEM lessons.

To prepare for the September start, the program will be piloted as a summer camp, hosted at St. Clair College. Several community groups will engage in the program and provide input on its design and curriculum.

A former Saints player, Milling assumes role of head coach of St. Clair women's volleyball team

Windsor Star - Jun 08, 2023



Former player Julie Ann Milling is the new head coach of the St. Clair Saints women's volleyball team.

The St. Clair Saints did not have to look far to find a new head coach for the women's volleyball team.

Julie Ann Milling, who spent four years as a player for the Saints and also served as an assistant coach with the team, was named head coach on Thursday.

"She's a home-grown, system developed, super player, who has been in a coaching development program for succession purposes," said St. Clair's Ron Seguin, who is vice-president of international relations, campus development and student services. "She's been riding buses for three or four years now, she was an all-star and the best athlete in the school. She can talk the talk and mentor these young ladies and be successful."

Milling succeeds Jimmy El-Turk, who left the program last month after eight years and was named an assistant coach and recruiter for the University of Windsor Lancers men's volleyball program earlier this week.

"It's really exciting," the 29-year-old Milling said. "I knew when I started coaching that I was falling in love with it and wanted to be a head coach. I didn't know it would look like this, but I'm glad it looks like this because I'm very familiar with the program."

A Woodstock native, Milling originally started her post-secondary education at the University of Windsor where she competed in volleyball and track and field.

However, after two seasons of competing for the Lancers, she stepped back to focus on her studies. Once she completed her degree, Milling was looking to continue her education and the chance to get back playing volleyball and wound up with the Saints.

"It was between Mohawk and St. Clair," Milling said. "Jimmy (El-Turk) pulled me to St. Clair and I stayed for four years."

A libero, Milling was a three-year captain for the Saints and helped the team to a bronze medal at the OCAA championship in 2018 and 2020. She was an OCAA all-star and a conference all-academic selection all four years as well as being a national all-academic selection. She also remains the school's career leader in digs.

Milling was considering playing pro volleyball after graduation in 2020, but turned to coaching.

“When my career finished, I was looking at overseas to play professional,” Milling said. “That was kiboshed by COVID.”

Instead, El-Turk brought her in as his lead assistant coach and she took part in the Canadian Collegiate Athletic Association female coach apprentice program.

“I’m so pleased with Jimmy and what he’s done,” Seguin said. “He left the program in great shape and left a succession plan in place.”

Along with serving as an assistant coach with the Saints and helping with recruiting, Milling works full time for OnPoint Beach Volleyball as the program director-communications and lead Ontario Beach Volleyball coach and has also served as head coach of the SKY Volley club program’s under-18 girls’ team.

“I’m honoured to step into that role, being a player, an assistant and now head coach,” Milling said. “It says a lot about the program.

“I think, for the program and the girls on the team, it’s going to be familiar , but I’m excited to show what I know as head coach. It’s different for anyone in that role. I do have a different vision, every coach does, and it will be cool to start building that.”

The bar El-Turk set during his time with the program, which went 83-34 for a .709 winning percentage over seven seasons, is one that Milling wants to keep high.

“As a player and a coach and head coach now, we’re hungry for a championship run,” Milling said. “We deserve a medal and that’s a goal we have this year and every year. Right now, we have the pieces we need.”

Therapeutic blankets created and designed for local hospital patients



St. Clair College fashion design students designed and created fidget blankets to help senior patients keep busy while in the hospital.

[CTVNewsWindsor.ca](https://www.ctvnews.ca/windsor) - June 14, 2023

A group of fashion design students have created 25 fidget blankets to help senior patients keep busy while in the hospital — but what’s a fidget blanket?

The blankets are lap sized quilts that offer sensory and tactile stimulator for the restless hands of those with Alzheimer’s or other forms of dementia, Windsor Regional Hospital (WRH) officials say. The blankets have items like zippers, buttons, fur, and pockets sewn on them.

The quilts help to ease boredom and offer a calming effect through repetitive motion.

“The students are upcycling donated fabrics and notions from the community,” St. Clair College fashion design program professor Elaine Chatwood said in a news release. “The project is a perfect example of circular design, by utilizing supplies that would have ended up in a landfill.”

According to WRH officials, the college’s fashion design students have a long history of helping out patients. Students have created and donated items like designer PJs for toddlers, hospital gowns for patients and 640 fabric masks that were used during the COVID-19 pandemic.

This time, 30 students took on the fidget blanket project.

“I believe this is the third project our Fashion Design faculty and students have carried out in partnership with Windsor Regional Hospital. In the past, they’ve created gowns for those undergoing MRI exams, and cloth face masks for staff during the pandemic,” St. Clair College president Patti France said. “These fidget blankets are just the latest example of this unique and mutually beneficial relationship between our local educational and healthcare institutions. I hope this serves as a message to the whole community: that if you think that any of the programs at St. Clair might be able to help your organization, get in touch with us.”

The fidget blankets will be given out to appropriate patients in the coming months.

Special field trip for children from at-risk communities in Windsor



From left to right, Mazin Tiea, Mehari Hagos and Tutu Jangati at St. Clair College in Windsor, Ont. on June 17, 2023. (Sijia Liu/CTV News Windsor)

CTV Windsor reporter/anchor - June 17, 2023

Over 100 children from at risk communities in Windsor, Ont. attended a special field trip at St. Clair College on Saturday.

The Enactus Entrepreneurship Day gives kids a chance to test their hand at entrepreneurship, robotics, marketing and sales.

MH100, a local organization that helps disadvantaged youth, along with its partners, are hosting monthly events at St. Clair College with the goal of inspiring them to pursue post-secondary education.

“When I was a kid I didn't even know where the college was,” said Mahari Hagos, founder of MH100. “Starting in 2018 I'd bring a bus full of kids from my neighborhood to the college. Ever since then we've had kids attend and graduate from St. Clair College. So the more they're here, the less likely they're in the streets and getting into trouble.”

“We talked about some unique programs that we have at the college that could give them employment right after graduation. I saw a lot of eyes light up as I was talking to about these programs,” said Waseem Habash, senior vice president of academic and college operations at St. Clair College.

“The next cure for cancer, the person could be in this room today. The fact that we're igniting that could make a huge difference to the human race,” he added.

MH100 plans to host another day of interactive learning next month that will be focused on exploring STEM.

PHOTOS: Fifth Annual LiUNA!625 Family Father's Day Charity Event

WindsoriteDOTca News - Saturday June 17th, 2023,



The 5th annual LiUNA!625 Family Father's Day Charity Extravaganza took place Saturday at St. Clair College.

The day is a celebration of family and fatherhood and was packed wall to wall with unlimited fun for children of all ages to take in.





Fantastic Fathers brings the parental spirit back to Windsor



The Fantastic Fathers charity event got underway at Windsor, Ont.'s St. Clair College on June 17, 2023. (Sanjay Maru/CTV News Windsor)

[CTVNewsWindsor.ca](https://www.ctvnews.ca/windsor) - June 18, 2023

The Fantastic Fathers Community Group is giving families a special way to celebrate Father's Day weekend.

The family Father's Day charity extravaganza returned to St. Clair College on Saturday with wall-to-wall activities for children and parents, including aerial performances, face painting, a pro wrestling showcase, bouncy castles and more.

This marks the fifth event of its kind by Fantastic Fathers, following a three-year COVID-19 pandemic layoff.

Organizers said the event is all about encouraging, promoting and supporting mothers and fathers of all marital statuses to become the best parental figures they can be.

"Statistics are out there showing with the apparent involvement [and] you're talking about 80 per cent less chance of all these social pitfalls that are out there. You know, drugs and alcohol, crime, poverty, high school dropout...all that stuff. So this is why we do these events...to strengthen that bond," said Steve Brown, of the Fantastic Fathers Community Group.



ST. CLAIR COLLEGE ALUMNI ASSOCIATION

BOARD OF GOVERNORS ANNUAL REPORT 2022-2023



ALUMNI ASSOCIATION OBJECTIVES



To promote and foster positive St. Clair College Alumni connections and fellowship within the St. Clair College community and the community at large.



To support and enhance the quality, resources, image and reputation of St. Clair College as a destination College.



To promote and foster support of St. Clair College through both financial and non-financial contributions.



To enrich the lives of St. Clair College Alumni through opportunities for life-long involvement with St. Clair College and the provision of valued services.



To advocate on behalf of St. Clair College Alumni in matters relating to post-secondary education and issues involving the relationship between the Alumni and St. Clair College.

ST. CLAIR COLLEGE ALUMNI ASSOCIATION

BOARD OF DIRECTORS 2022-2023



John Feldman
President



Belinda Bulhoes
Executive Vice President



Fernando Brunone
Vice President Finance



Lori Kempe
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Eddie Azar
Director



Adam Ibrahim
Director



Adam Hoang
Director



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Ryan Peebles
Ex-Officio

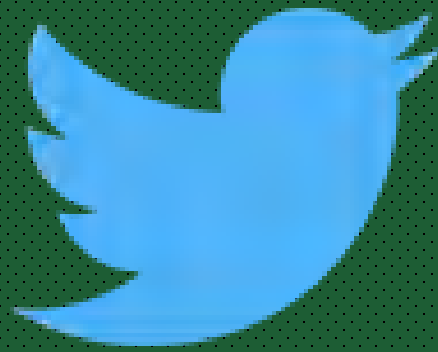
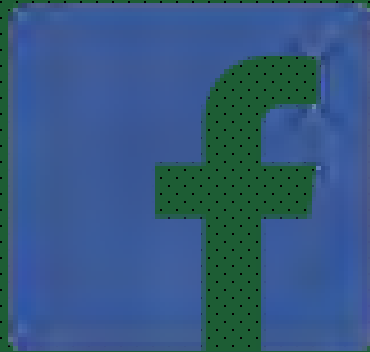


John Fairley
Ex-Officio



President Patti France
Ex-Officio

BRANDING & MARKETING



ST. CLAIR COLLEGE ALUMNI ASSOCIATION COMMUNITY OUTREACH

Community Sponsorships

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

College Partnered Sponsorships

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

Pizza Lunches

- Celebrating businesses and organizations that employ Alumni with a pizza lunch. Over 40 lunches to date.

Golf Hole-in-one Sponsorships

- Sponsoring a \$10,000 hole-in-one challenge for a variety of local golf tournaments. Over 30 in 2022-2023.

Full Board Minutes: June 27, 2023



ALUMNI COMMUNITY OUTREACH



Full Board Minutes: June 27, 2023



ALUMNI COMMUNITY OUTREACH



ALUMNI COMMUNITY OUTREACH



ALUMNI COMMUNITY OUTREACH

\$206,000
to
Community
Initiatives

\$48,000
to
Student
Life

\$10,000
to
Ace Acumen
Student Life



ST. CLAIR COLLEGE ALUMNI ASSOCIATION

COLLEGE SUPPORT

\$160,000
to
College
Support



ST. CLAIR COLLEGE ALUMNI ASSOCIATION FOUNDATION SCHOLARSHIPS

- Endowment as of June 2023: \$186,612.15
- Donated \$85,000 towards Alumni endowment
- Donated \$10,000 towards annual scholarships
 - \$5,000 to Domestic Students –
St. Clair College Alumni 1967 Scholarship
 - \$5,000 to International Students –
St. Clair College Alumni 1967 Scholarship
- Awarded 34 total Alumni scholarships amounting to \$17,000.



ST. CLAIR COLLEGE CONVOCATION

- Fifteen sessions were held during Spring 2022, Fall 2022 and Winter 2023 Convocation ceremonies.
 - 7,700 new Alumni.
 - First Sessions in Toronto in October 2022.



ALUMNI OF DISTINCTION 2023



Bob Bellacicco, 1994
Reporter
Bell Media/CTV News Windsor



Fil Grado, 1997
Advance Projects Technical Lead
Stellantis



Dan Janisse, 1989
Photojournalist
Windsor Star



Christine Knights, 2006
Owner/Registered Dental Hygienist
Bright Smiles



Julia Lane, 2022
Canadian Multi-Sport
Athlete



Cheryl Sprague, 1978
Executive Director/Founder
Delta Chi Beta ECE Centres



ST. CLAIR COLLEGE ALUMNI ASSOCIATION

ALUMNI PERKS APP



PERKS

COMING SOON

ST. CLAIR COLLEGE ALUMNI ASSOCIATION ANNUAL REPORT

The St. Clair College Alumni Association Annual Report will be posted on the alumni website at:

www.stclairalumni.com



Welcome to the Family!



OVER 130,000 STRONG



Thank You!
Any Questions?