



ST. CLAIR

COLLEGE

ANNUAL REPORT

2024-2025



RISE ABOVE THE ORDINARY

WINDSOR • CHATHAM

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1.0 EXECUTIVE SUMMARY

From campus enhancements to strategic advancements, the Annual Report for the 2024-2025 academic year is a snapshot of success, detailing the incredible examples of community engagement, fiscal responsibility and academic and athletic excellence that collectively underscore the positive impact St. Clair College has on the region and beyond. Detailed within these pages are significant achievements and initiatives that hold true to the College's strategic directives, as well as the core mission, vision and values of the institution.

Students, staff and faculty have taken the “community” aspect of community college to heart, engaging with a variety of organizations in Windsor-Essex and Chatham-Kent. Members of the Saints family serve on local boards, volunteer in minor sports leagues, raise money for worthy causes and lend their time and talents for the betterment of society at large. It's a contagious effort that carries over to the classroom, where students are encouraged to enrich the lives of others through volunteerism and community-minded experiential learning exercises.

Academic offerings continued to grow and adapt, with a marked increase in online course offerings and significant strides in the development of the College's corporate training portfolio. This was exemplified by industry and union partnerships to create a Battery Manufacturing Certificate program for laid off autoworkers looking to re-enter the workforce in the emerging electric vehicle market.

Saints Athletics brought home the hardware in 2024-2025, with gold, silver and bronze performances that re-wrote the history books. Saints Gaming continued its dominance in the international esports world, and student-athletes snatched up provincial medals in Women's Softball, Volleyball and Indoor Soccer, as did the Men's Golf, Baseball, Basketball and Football teams. That same Saints Football squad also became the first ever collegiate team to win the Canadian Junior Football League National Championship in a thrilling match-up on home turf at the jam-packed Acumen Stadium.

The achievement wasn't just on the pitch – but also in the classroom. Students from Business Marketing, International Business Management – Logistics, Advertising and Marketing Communications, as well as the Enactus team all won accolades in provincial, national and global academic competitions, showcasing their talents to prospective employers and industry leaders. These experiential learning opportunities give students a chance to put their skills to the test in real-world settings, further preparing them to make impactful contributions to the workforce upon graduation.

These accomplishments, along with the thousands of “little things” Saints do during their time at the College provide a constant reminder that we habitually Rise Above the Ordinary. The annual enhancements to our College campuses, academic offerings, community engagement and athletic prowess further reinforce the dedication and passion embodied by Saints Nation.

The future is full of possibilities for St. Clair College, as we look to grow our research and innovation footprint, provide quality education and processes, exceed the needs of industry amid the rapidly evolving labour market and continue our legacy as an institution that exemplifies excellence in all we do.

The 2024-2025 St. Clair College Annual Report summarizes these, and other tremendous achievements from the past year, highlighting our commitment to fostering the next generation of doers, makers and leaders who will start here, and surely make their mark wherever they go.



2.0 MESSAGE FROM THE BOARD CHAIR

Every passing year brings new challenges and opportunities to an institution as large and impactful as St. Clair College, and 2024-2025 was no different.

The College embarked on a new chapter, with the retirement of the College's sixth president, Dr. Patti France, who left an indelible footprint – not just at St. Clair College, but across the entire community. With her departure, Dr. France leaves behind a legacy through her passion for student achievement, educational innovations, facility renewal, and a commitment to excellence, which will be felt for years to come.

As her chapter closed, a new one began with the arrival of Michael Silvaggi, the seventh President of St. Clair College. Though he has served in the role for less than a year, Mr. Silvaggi's institutional knowledge and fresh perspective are already being felt – both within and outside the institution. His focus on the “community” aspect of a community college is resonating with students, staff and faculty, who have embraced Mr. Silvaggi's vision of putting community at the centre of everything we do. He will also be at the helm during some important milestones, including the upcoming 60th anniversary of St. Clair, and we are confident in his leadership and guidance to navigate what lies ahead.

The senior leadership team has put the mission, vision and values of St. Clair College at the core of its decision-making, striving to work collaboratively across all sectors to achieve the strategic objectives. Speaking about new chapters, the College is currently crafting a renewed set of strategic objectives to carry the institution through 2030, and I'm comforted with the ability of this leadership team, led by President Silvaggi, to deliver on those plans to ensure the future sustainability of post-secondary education in Windsor-Essex and Chatham-Kent.

While the College has seized tremendous opportunities over the past decade, uncertain times draw near for community colleges across Ontario. This board, in lockstep with College leadership will look to continually improve the quality of education offered at St. Clair by embracing new technologies, supporting student success and expanding our “Saints Nation” brand at home and abroad. We are poised to traverse this evolving landscape passionately, and most importantly, responsibly.

For inspiration, I look to one of the College's slogans, where we challenge faculty, staff and students to “Rise Above the Ordinary.” We see examples of that in every aspect of St. Clair College, both academically and athletically, where Saints Nation consistently makes its mark in the community, across this great country, and worldwide. This is indeed a true testament to the “Start Here, Go Anywhere” philosophy.

Thank you to my fellow board members and everyone else who has made this year at St. Clair College one to remember. Through collaboration, a shared passion for this community and strong belief in the core values of the institution, we are all rowing in the same direction to uphold the legacy, forge a path forward, and ultimately, help build a promising future for both our students and this great region.

Garry Rossi
Chair, Board of Directors





3.0 MESSAGE FROM THE PRESIDENT

Among the background materials that are used to prepare the Annual Report are those documenting the institution's financial status, independent research that gauges its impact upon the communities in which it is based and retrospective glimpses of the on- and off-campus achievements – academic and otherwise – of students, staff and graduates.

As will become evident as you proceed through the following pages, all three of those descriptive methods demonstrate that 2024-2025 epitomized St. Clair College's institutional vision of “Excellence In All We Do.”

Our financial documents attest to another year of solid management, contributing to the long-term stability of the College. A separate set of accounting pages recognize the significant support given to the school's fundraising foundation by its generous donors, which, in turn, we distribute in the form of scholarships and bursaries to make postsecondary education more affordably accessible to our students.

Meanwhile, for approximately the past half-decade, an independent consultant has annually evaluated St. Clair's impact on the financial well-being of Southwestern Ontario. In 2024-25, that study has again identified the College as one of the most beneficial economic engines in Windsor-Essex and Chatham-Kent, and certainly one of the most important sources of talented new additions to the regional, provincial and national workforces in the form of our graduates.

Finally, the Annual Report proudly reflects upon the academic, athletic and extracurricular activities and achievements of the College's students and staff during the preceding year. That is easy material to assemble because it is drawn from our daily website stories and social media posts about the vibrant activity of Saints Nation: 365 days of guest lectures in classrooms, innovative research projects in clinics and workshops, provincial and national championships in sports and esports, donations to local charities by College agencies and student organizations, contributions of expertise and people-power to community projects of all sorts by staff and students and the exceptional accomplishments of distinguished graduates.

As always, challenges await in the coming years. But the 2024-2025 Annual Report confirms that St. Clair College is, as always, well positioned to continue its integral mission of providing cutting-edge, career-oriented postsecondary education for all who seek it – and, moreover, that we remain enthusiastically committed to doing just that.

Michael Silvaggi

Michael Silvaggi, M.Ad.Ed.
President



4.0 VISION, MISSION AND VALUES

VISION

Excellence in all we do.

MISSION

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

VALUES

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

5.0 STRATEGIC DIRECTIONS

5.1 ACADEMIC

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

REPORT ON PREVIOUS YEAR’S GOALS

The College has continued to successfully increase the number of online courses by delivering 568 high demand courses online through eCampus, exceeding the Strategic Direction measure of seven per cent with a 1,014 per cent increase.

Although the College has already surpassed its five-year target of seven per cent from the 2019-2020 baseline year, it remains dedicated to expanding 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 goal of initiating R&I at the College is to help position Windsor-Essex and Chatham-Kent as competitive regions for innovation, generating new revenue and high-value jobs locally and nation-wide.

To build upon the foundation of the R&I work already underway at St. Clair College, Dr. Karamjeet Dhillon, the Director of Research and Innovation has spent her brief tenure at St. Clair College laying the foundation for a cohesive, inclusive and student-structured research culture embedding a unique system of co-creation between various College departments engaged in research.

It has truly been a foundational year of establishing a student-centered research culture, demonstrating new ways of reviewing interdisciplinary research.

The following outlines interdisciplinary initiatives completed through R&I during 2024-2025:

- Established a College-wide Community of Practice platform on Microsoft Teams. This platform is accessible to the internal College community, to promote education about research, foster participation and encourage collaboration. The platform includes 30-minute team calls and drop-in sessions designed to actively engage participants. In addition, presentations are delivered to further enhance involvement and learning opportunities.
- Created several knowledge product resources available through the College website and intranet:
 - Digital knowledge products (i.e., videos) to clarify the difference between “little r” research (involving small-scale explorations) and “Big R” research (focused on impactful, large-scale advancements) research.
 - Frequently asked questions repository.
 - Research 101 courses aimed at adopting a research philosophy, launched in January 2025.
- Creation of an accessible and user-friendly Research Inquiry Form (‘Form’). The Form enables efficient communication and data tracking of research requests, while ensuring relevant stakeholders, such as supervisors and chairs, are informed. By identifying areas where faculty and staff need the most support, the process enhances research engagement and facilitates targeted assistance.
- Highlighted the importance of ethical clearance for research involving human participants by providing easy access to forms and guidance.
- These initiatives have led to increased faculty engagement, which is integrating research into classrooms and has fostered a stronger research culture across the College. The average number of requests received since rollout in August 2024 to December 2024 through the newly created form was four per month.
- R&I has also seen growth in academic research enquiries where faculty and staff are encouraged to include students at every opportunity, whether through capstone projects or through their own independent research efforts. This collaborative approach enhances the research culture at St. Clair College, which provides students with valuable experiential learning opportunities, fostering academic and professional growth.

The number of form submissions averages four per month, particularly around grant proposals and project vision boards, which reflects a growing interest in research across academic and other College departments.

R&I actively promoted interdisciplinary research by aligning projects with academic schools such as the Zekelman School of Information Technology, School of Engineering Technologies, School of Nursing and others.

Through these efforts, the department has also seen a dramatic shift in student exposure to research. From August 2024 to December 2024, there were 204 students engaged in research in classrooms with the support of faculty. This level of engagement was possible due to the research focus being student driven. The College's goal is to grow student engagement in research through the encouragement of faculty.

During the last 12 months, R&I served as a catalyst for transformative learning, bridging academic excellence with industry impact through projects, strategic partnerships and a commitment to ethical commercialization. Twenty-one students actively engaged in this dynamic environment, as evidenced by their participation in the Emerging Technology Conference, where they displayed research projects and connected with industry leaders. In addition, students benefited from hands-on research opportunities, guided by faculty, and supported by tools such as Monday.com, which fostered collaboration and real-world application of their academic work.



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 Research & Innovation department implemented a process for developing and maintaining a database to track internal research projects that identify the number of students who participated.

In total, 204 students participated in research projects in 2024-2025, a 22 per cent increase year-over-year.

Throughout 2024, student engagement was driven by consistent efforts to onboard and involve students in various research and academic initiatives.

R&I plays a pivotal role in fostering student development and advancing the College through progressive research positions. For example, the Nurturing Future Leaders: A Student-Driven Approach to Education, Community Engagement, and Economic Growth initiative engaged 26 students. The initiative's focus is on integrating students into various structured and progressive research roles, starting as student researchers, and advancing to positions as researchers and program leads.

By embedding students in research, R&I not only supports student professional growth and development, along with leadership opportunities, but also contributes to the College's broader mission of fostering innovation, economic growth and community engagement. R&I provides students with valuable opportunities to develop critical skills through active participation in real-world projects alongside industry professionals. This approach integrates research into education, ensuring students gain practical experience that prepares them for successful careers.

Students contribute to diverse projects, from enhancing manufacturing processes to developing smart city solutions.

The following highlights various R&I initiatives during 2024 that involved student engagement:

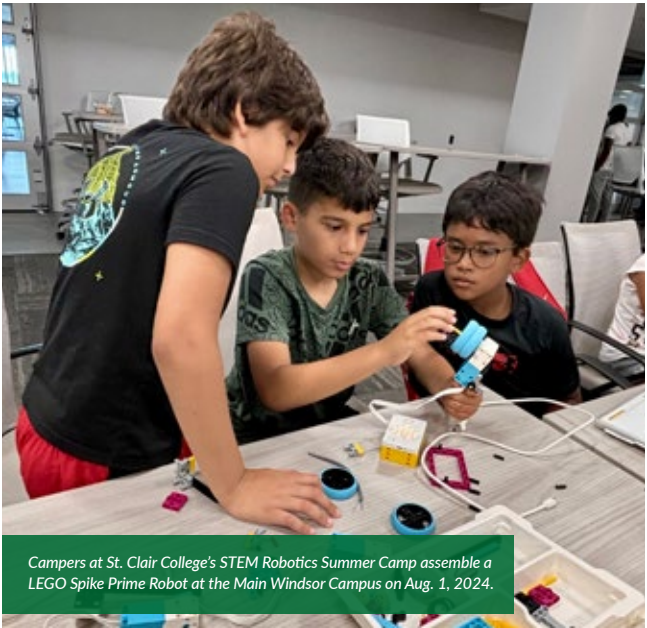
- R&I has integrated a data management system in Monday.com to effectively track and receive feedback on student participation in research projects.
- A timesheet management system was implemented where the web application is used by students and staff to log their hours bi-weekly. It efficiently tracks student contracts, their contributions to various projects and invoicing for grants. This system ensures an elevated level of accuracy and accountability.
- The College proudly participated in the Diverse Perspectives on Community Conference with two representatives. This included a researcher from the NSERC Youth Homelessness Project and a student researcher from the NSERC Food Insecurity Project. The researchers presented their impactful insights and research findings, highlighting the College's commitment to addressing critical community challenges through research and innovation.
- The OVIN STEM Robotics Summer Camp exposed more than 200 young students to robotics, programming and self-driving vehicle concepts. Student researchers and instructors played a pivotal role in the camp's success, receiving media recognition for its contributions to STEM education.
- A new Student Hub website has been launched, offering resources such as podcasts, webinars and researcher blogs, to inspire students to participate in research and innovation.

Student engagement can be broken down into three categories:

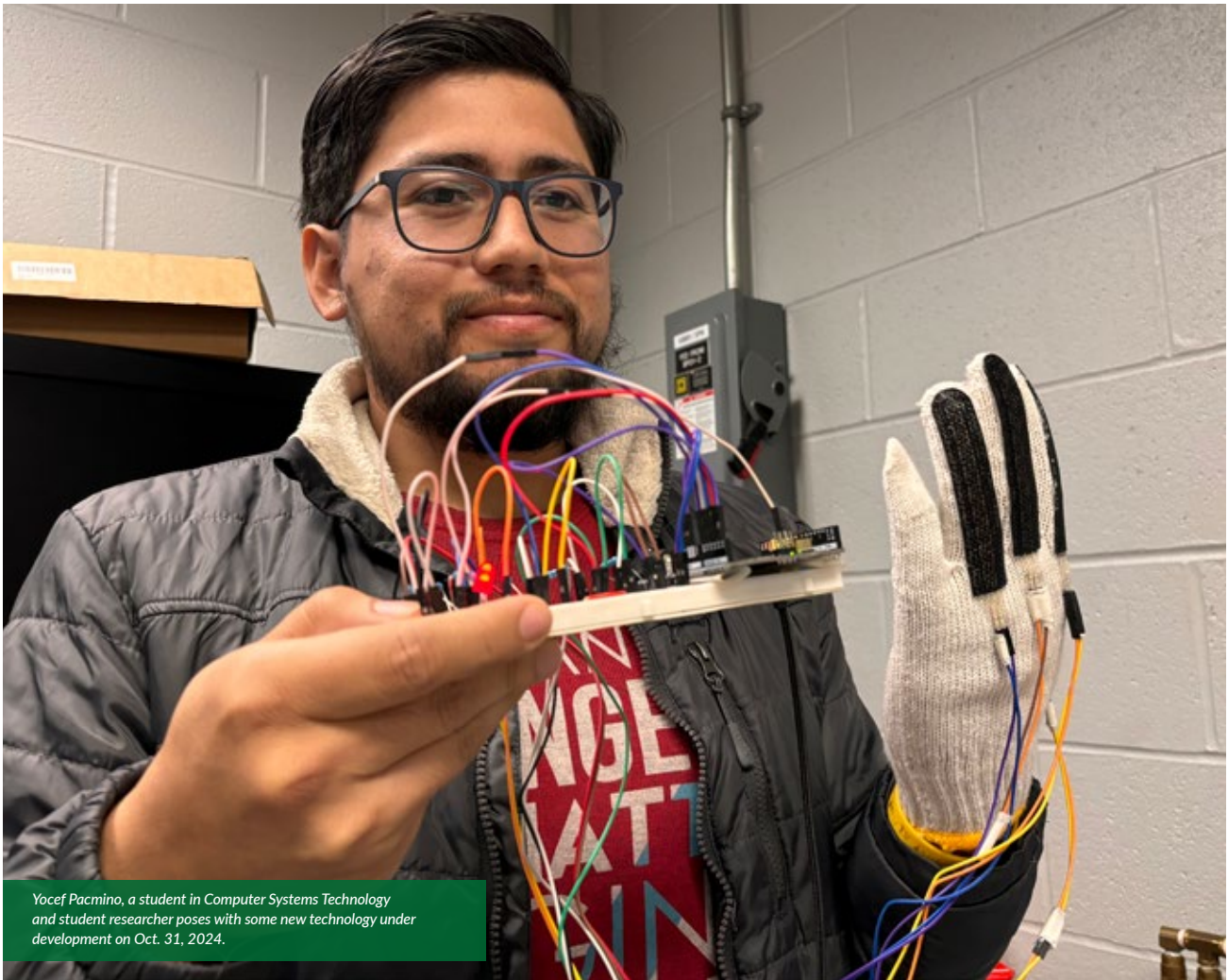
- R&I hired student positions (R&I students): A total of 15 students were hired in this role, to engage in meaningful work-study opportunities.
- R&I hired for projects (student researchers): There were 76 student researchers brought on in 2024, where students directly engaged in specific research projects within the R&I department.
- St. Clair students across the College: 204 students participate in little-r research initiatives as part of their academic coursework or capstone projects, aligning with specific course objectives.



Staff & Student Day: Tilbury District High School receive a donation of LEGO SPIKE Prime robot kit on Dec. 11, 2024.



Campers at St. Clair College's STEM Robotics Summer Camp assemble a LEGO Spike Prime Robot at the Main Windsor Campus on Aug. 1, 2024.



Yocef Pacmino, a student in Computer Systems Technology and student researcher poses with some new technology under development on Oct. 31, 2024.



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

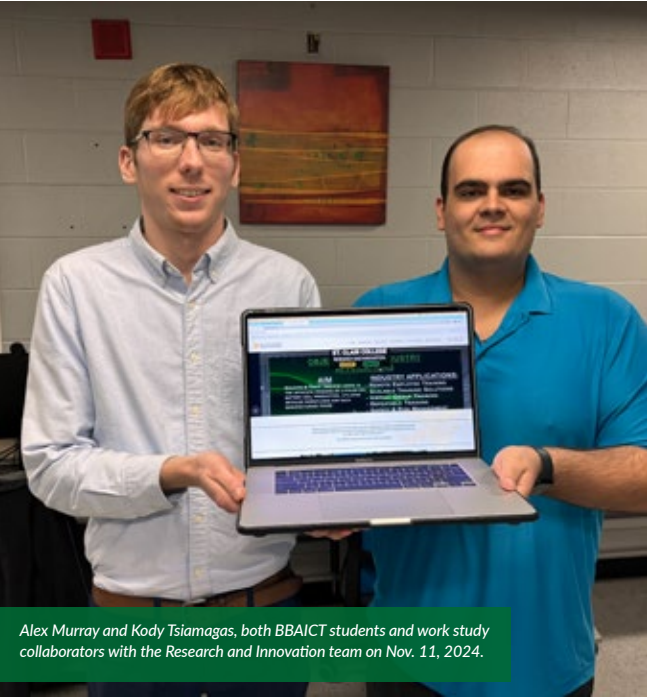
REPORT ON PREVIOUS YEAR’S GOALS

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

The Research and Innovation team is making significant strides in delivering collaborative business solutions through groundbreaking projects, executing 18 projects in 2024 in diverse research areas such as educational services, construction, waste management, healthcare, transportation, manufacturing and digital and data services.

R&I implemented strategies around meaningful and targeted communication to amplify the visibility of its research, both within the College and across broader communities. Through a series of strategic initiatives, the College has not only highlighted its research achievements but also deepened engagement and collaboration in the following ways:

- Key Events and Initiatives: R&I hosted and participated in key events throughout 2024, fostering collaboration, advancing knowledge, and bridging academia with industry. These events provided platforms for idea exchange and research exploration. Below is an overview of some major events:
 - Healthcare Stakeholder Meeting: On Aug. 12, 2024, the Healthcare Stakeholder Meeting brought together healthcare leaders to discuss challenges and identify digital solutions to improve services. Featuring presentations, roundtable discussions and surveys, the event highlighted tools to reduce administrative burdens, enhance patient experiences and improve decision-making through data analytics. Survey responses revealed a need for streamlined systems, better data integration and funding support to overcome barriers in implementing digital solutions.
 - OVIN Recognition Breakfast: R&I successfully hosted a showcase event celebrating the accomplishments of the 2023 Regional Future Workforce Program. The program, which involved more than 1,000 students, featured a STEM curriculum utilizing LEGO Spike Prime robotics and connections to EV technology, coding and entrepreneurship. Attendees included College faculty and staff, local school board superintendent representatives, University of Windsor professors and local media. This engagement directly led to the development of a new OVIN project, the ‘Regional Future Workforce - Empowering Equity in STEM’ pilot project.
 - WEtech Alliance Board: The College’s Director of Research and Innovation joined the WEtech Alliance Board, marking a significant step in strengthening the College’s role in the regional innovation ecosystem. This role enhances the visibility of the College’s research efforts and fosters greater opportunities for collaboration with industry leaders and entrepreneurs.
- Research and Innovation team members also attended:
 - Automate Canada Cybersecurity Seminar, Jan. 25, 2024.
 - Energy Storage Summit, Lambton College, Feb. 17, 2024.
 - Network HER: Celebrating Women Entrepreneurs, March 4, 2024.
 - Siemens Automate the Future, Caesars Windsor, April 2, 2024.
 - Elevate Festival, Oct. 1-3, 2024.
 - Mobility Transformation Windsor, Oct. 22, 2024.
 - Emerging Technology Conference, Oct. 23, 2024.
 - WE Spark Think Tank: Moving Ideas Forward, Oct. 25, 2024.
 - Trillium Primary Health Care Research Day, Oct. 25, 2024.
 - Zero Emission Vehicle Focused Roundtable, Dec. 4, 2024.
 - Horizon Europe, Dec. 5, 2024.
- R&I has created one-page executive summaries for 28 featured projects, now available on the College’s intranet and R&I



website. This interactive platform serves as a bridge between work done at the College and with the community, enabling industry partners and stakeholders to explore tailored business solutions while gaining deeper insights into the innovative research conducted at the College.

- Launch of New Website: A dynamic, student-centered platform has been introduced. The platform invites students to actively participate in research, fostering an inclusive, collaborative environment. The R&I team was able to track views by volume and country of origin.
- Social Media Strategy: Through consistent, weekly updates, the College has strategically used social media (Instagram, LinkedIn) to create dialogue, spark curiosity and share the transformative research being done. These regular interactions have led to increased visibility and cultivated a stronger connection between research and the broader community.
- Collaboration with Communications and Public Relations: Bi-weekly meetings with the College Communications team has resulted in the external highlighting of a number of research initiatives, both through the College’s online publications and external media interest.
- Monthly Newsletters: The monthly newsletter highlights pivotal research milestones and opportunities, generating excitement and fueling curiosity among both internal and external audiences. Its steady growth signals an increasing desire for knowledge-sharing and connection.
- IP and Commercialization Support: In collaboration with Lambton College, the launch of an intellectual property and commercialization support page provides essential resources for researchers, enabling them to navigate and capitalize on intellectual property opportunities.
- Events and Community Engagement: Through participation in major events such as Elevate 2024 and Emerging Technologies 2024, the College has showcased its research prowess, cultivated vital industry connections and engaged in meaningful dialogues with stakeholders.
- Annual Report: R&I has issued its first Annual Report, which celebrates R&I’s achievements over the past year. The finalized 2024 Annual Report is available at: <https://indd.adobe.com/view/bdd002b1-2028-45aa-8777-89be6c31eab2>



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 dozens of articulation and pathway agreements with 18 post-secondary institutions in Ontario, Canada and around the world. These agreements allow graduates to receive transfer credits for multiple courses, toward further post-secondary qualifications.

In addition to the former pathways established, the College has developed one new agreement with:

- Trent University, where St. Clair College graduates with a minimum average of 75 per cent will be granted 10 credits toward the successful completion of a 20-credit Bachelor of Business Administration (Honours) degree.

This new agreement relates to the following programs:

- Business.
- Business – Accounting.
- Business Administration – Accounting.

The College also renewed agreements with:

- Lawrence Technological University, where students with an Ontario College Advanced Diploma in Architectural Technology can enter the Bachelor of Science in Architecture program.
- Memorandum of Understanding (MOU) with Architectural Institute in Prague (ARCHIP), the Boston Architectural College (BAC) and St. Clair College to create a tripartite agreement to mentor students in the fields of Architecture and Architectural Technology and organize joint educational seminars, workshops and field trips.

St. Clair College is in development with the following agreements at these various post-secondary institutions:

- Paramedic – Wayne State University.
- Occupational Therapist Assistant/Physiotherapist Assistant – Wayne State University.
- Interior Design – Yorkville University.
- Electromechanical Engineering Technology – Robotics - Atlantic Technological University (ATU) in Sligo, Ireland.
- Educational Support - University of Victoria in Victoria, B.C.
- Community and Justice Services - University of Guelph-Humber.
- Sport and Recreation Management - Brock University.
- Social Service Worker – Gerontology – University of Windsor.

St. Clair College continues to be highly engaged in pathways for students in high school, pre-apprenticeship, apprenticeship and university to college.

Marketing Initiatives to promote all student pathways at St. Clair College:

- Several advantages have been identified and will come to the forefront of ad messaging for billboards, print ads and digital ad versions where suited.
- The degree pathways billboards are scheduled yearly during the recruitment cycle.
- Additional communication opportunities to promote Pathways will continue as follows:
 - Interior hanging banners at the Student Life Centre.
 - Alumni communications.
 - Posted graphics to the St. Clair College website.
 - Graphics for the MYST.CLAIR portal.
 - Traditional media.
 - Social media, such as testimonial videos and quick highlights.
 - Blog posts for <https://discoverstclaircollege.ca/>.
 - Online media placement with messaging integrated.
 - Designated information sessions or recruitment presentations for degree pathways.
 - Student pathways are included annually in the St. Clair College Admissions Handbook.
 - Student pathway opportunities are part of all Fall and Spring high school in-person school presentations throughout the catchment area.
 - Student pathways are included annually in the guidance counsellor forum presentation and included in the OSCA conference presentation plus ad insertion in the OSCA newsletter.
 - Ad insertion to MacLean’s The Ultimate Guide to Canadian Colleges magazine.
- St. Clair College webpage entitled ‘Credit Transfers and Pathway Agreements’, which includes all the student pathways available at St. Clair College can be found at: Credit Transfer & Pathway Agreements | St. Clair College (stclaircollege.ca).
- Targeted messaging has been implemented for the 2025-2026 recruitment campaign. The focus of targeted messaging will be on three core value propositions: affordability, real-world and relevant experience, and learning from faculty who work for future employers.



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

REPORT ON PREVIOUS YEAR’S GOALS

The Genesis Experiential Learning and Career Centre (Genesis Centre) was moved in 2023 and is now located in a more prominent space at Main Windsor Campus. This, combined with increased programming, has contributed to the significant jump of 35 per cent more students seeking out career service support.

Career Services Officers provide support through weekly walk-in hours at the Genesis Centre (Main Windsor Campus) for one-on-one résumé assistance, job search strategy support, and interview coaching. Additionally, monthly walk-in support is available at the Chatham and Downtown campuses. Students can also access these services by appointment and virtually.

Student Support Workshops and Career Fairs:

Over the past year, more than 120 employers participated in career fairs and industry events organized by the Experiential Learning and Career Services (ELCS). To help students maximize these opportunities, ELCS hosted career fair readiness workshops ahead of select events. Throughout the year, ELCS facilitated a variety of employer and industry engagement events, including:

- Family Respite Services Employer Day (April 3, 2024).
- NextStar Energy Employer Day (April 5, 2024).
- Michigan Healthcare Agency Employer Day (April 27, 2024).
- Part-Time Job Fair (Sept. 25, 2024).
- Saskatchewan Health Authority Employer Day (Nov. 27, 2024).
- Financial Services Employer Day (Nov. 28, 2024).
- CICE Transition Fair (Nov. 28, 2024).
- First Responders Career Fair (Jan. 29, 2025).
- Healthcare Career Fair (Feb. 12, 2025).
- Education and Community Services Career Fair (Feb. 26, 2025).
- Business and Information Technology Career Fair (March 19, 2025).

Research has found that enhancing soft skills, when combined with Essential Employability Skills helps better prepare students to enter the workforce and meet the needs of the ever-changing and evolving labour market.

A range of workshops and seminars are offered at the Genesis Centre to strengthen students' soft skills. Workshop topics are informed by employer feedback collected from student placements. In 2024, workshops focused on essential skills such as workplace and professional communication, student-work-life balance and teamwork.

Additionally, in collaboration with Student Services, two new workshop series were introduced in Fall 2024 and continued in Winter 2025:

- The Presenter’s Toolkit Workshop Series – Covers scripting, designing and delivering presentations.
- The Building Blocks of Success Workshop Series – Focuses on time management, goal setting and problem-solving skills.

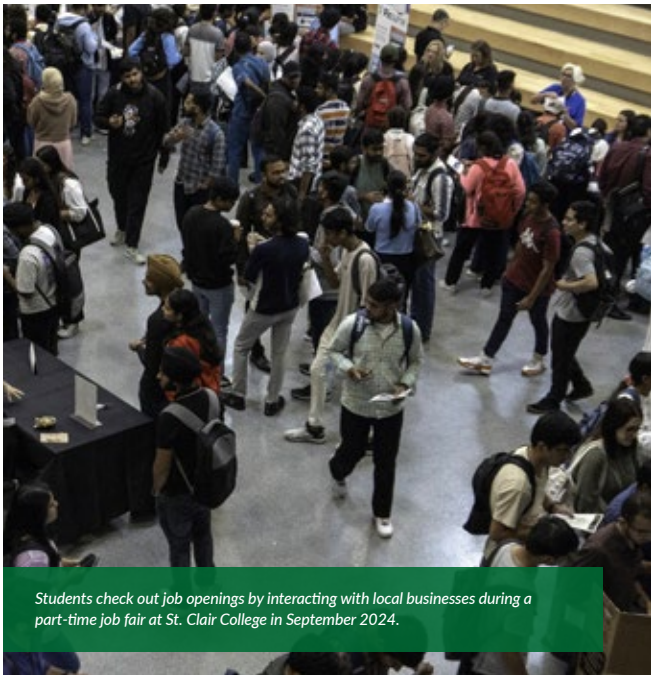
Strengthened collaboration with faculty

In 2024, the department launched an initiative to strengthen collaboration with faculty, offering direct support for courses that include career readiness learning outcomes. This initiative focused on two primary goals: increasing the number of in-class career readiness workshops and expanding mock interview sessions. The mock interviews, conducted in partnership with faculty, provide students with simulated interview experiences and constructive feedback.

SUPPORT TYPE	APR 1, 2023, TO JAN 30, 2024	APRIL 1, 2024, TO JAN 30, 2025
Class Presentations/Workshops	782	1,007
Job Search Support	201	188
Résumé Support	381	441
Interview Coaching	68	81
Mock Interviews	63	306
Total Students Impacted	1,495	2,023

The Genesis Centre manages the student job board, a key resource for connecting students with employment opportunities. In 2024, the College transitioned to InPlace, a new placement management platform, integrating various employer and industry data systems, including the job board. As part of this transition, 1,541 recruiter contacts were imported into the platform, with ELCS providing support to ensure a smooth registration process for recruiters/employers and facilitating job postings.

The transition to the new platform has been completed and 150 job opportunities have been posted utilizing the new platform. A significant enhancement in the new platform allows recruiters to target specific programs for job postings, reducing résumé spam and improving job post visibility for students with relevant skills and qualifications.



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

St. Clair College prioritizes student life as a vital component of the college journey, aiming to cultivate an atmosphere that encourages teamwork, cooperation and active community participation – all crucial facets of a rich and holistic educational experience.

The College presented the Board with three innovative initiatives geared towards enhancing the student experience. These initiatives are either led by the College, the Student Representative Council (SRC), Saints Student Athletic Association (SSAA) or Thames Students Incorporated (TSI).

St. Clair College

- Jill of All Trades:** On May 22, 2024, St. Clair College hosted its first-ever Jill of All Trades event. Since 2014, Jill of All Trades (JOAT) has been providing hands-on experiences to young women in Grades 9 through 12 to introduce them to the possibilities of a career in the trades. This event was brought to the College to provide a safe and engaging learning environment where female mentors, faculty and students engaged in trades workshops in areas such as motive power, industrial and construction trades. The initiative was undertaken to help bolster post-secondary enrolment to address Canada’s skilled trades shortage, engage the female population to participate in the trades and help dispel myths and educated participants about the high earning potential.
- Brentwood Recovery Home Collaboration and Donation:** Brentwood Recovery Home has been helping people overcome addiction for 60 years. The collective efforts of staff and volunteers got a boost during Brentwood’s anniversary celebrations, thanks to a contribution from St. Clair College and its Alumni Association, who donated \$100,000 toward the establishment of therapeutic horticultural landscaping on Brentwood’s Dougall Avenue property on Sept. 27, 2024.
- Ontario Colleges’ Marketing Competition:** St. Clair College was proud to host the Ontario Colleges’ Marketing Competition during a two-day event on Nov. 14 and 15, 2024. Hundreds of students from 13 colleges across Ontario came to St. Clair for a series of marketing challenges where St. Clair’s team of third-year Business-Marketing students collected a few awards.

The academic contest looks and feels more like a varsity competition, where four students from each school competed against each other in the ‘Quiz Bowl’ – a boisterous, rapid-fire multiple-choice event which tested their pop culture and marketing knowledge. The event featured three hours of fast-thinking, constant lead changes and a tremendous showing of school pride from everyone involved.

Students from all schools in attendance were buzzing with excitement throughout the event, with many proclaiming it was the highlight of their educational experience during their time at college.

Student Representative Council (SRC)

- Welcome Back Fest:** On Sept. 13, 2024, the SRC hosted Welcome Back Fest at the Main Windsor Campus. This event featured a carnival atmosphere with a swing ride, wipeout inflatable, mechanical bull, inflatable sports games, caricature artist, henna artist and buskers during the day and transitioned into an EDM colour and dance party for the evening. This was the SRC’s largest event in recent years, celebrating the launch of the new academic year with more than 900 St. Clair College students attending, including a full bus from the Chatham Campus.
- Dream Catcher Tutorial:** On Sept. 26, 2024, the SRC hosted a dream catcher tutorial in the Student Life Centre. The SRC worked alongside Muriel Sampson, Indigenous Counsellor and the Indigenous Student Services Department, to coordinate a tutorial for students to learn the cultural significance of the dream catcher and how to make one using authentic materials and processes. Donovan Isaac, Elder of the Indigenous community, led this session, which brought out approximately 30 participants.
- Rock N’ Roll Roller Skating Rink:** On Jan. 15, 2025, the SRC hosted Rock N’ Roll Roller Skating Rink in the Student Life Centre. This event featured a roller rink set up on the Student Life Centre main floor and included lots of glow lighting, LED furniture, a DJ spinning hits from the mid-2000s, a life-size Lite Brite, 360 degree photobooth and a friendship bracelet station. There were approximately 300 students who participated in the event.

Thames Students Incorporated (TSI)

- Chatham-Kent Pride Parade:** This year, TSI partnered with St. Clair College and the Child and Youth Care program to participate in the Chatham-Kent Pride Parade, held on Aug. 17, 2024. The TSI board made t-shirts stating “We stand together” with the TSI logo for all student and staff volunteers to wear. TSI also created a large “Saints Nation” rainbow banner to carry during the parade. Board members and students distributed St. Clair College swag while staff drove the College van. The CK Pride community was extremely excited to see the St. Clair students participate in the parade and TSI looks forward to doing it again.
- Beat the Blue Monday Blues:** On Jan. 20, 2025, TSI hosted Beat the Blue Monday Blues Fest. This event was based on the annual “Blue Monday,” typically the third Monday in the month of January and coined as “the saddest day of the year.” TSI brought in JustGrin Productions who transformed the cafeteria blue with uplighting and hosted an uplifting photobooth for students. In addition, TSI hosted blue face painting for students and provided blue treats and drinks. This event was very well received and lifted spirits during the cold month of January.
- Academic Integrity:** This year, one of the TSI board’s visions was to improve knowledge about academic integrity on campus. The board hosted bimonthly academic integrity awareness events to educate students at the Chatham Campus. Activities included trivia questions, matching games and word scrambles to determine the students’ knowledge regarding academic integrity. These awareness days allowed the board to inform students of the importance and consequences of academic integrity, in a fun manner. TSI was appreciative of the collaboration with the Centre for Academic Excellence (CAE) in hosting the academic integrity events through October and December.



Women try their hands at various skilled trades during the Jill of All Trades event at St. Clair College in May 2024.



President Michael Silvaggi stands with community stakeholders and leaders as they cut the ribbon for a new Zen Garden at Brentwood Recovery Home on Sept. 27, 2024.



Saints Student Athletic Association (SSAA)

- Men's Basketball Youth Camp:** The St. Clair Men's Basketball Youth Camp was held in July 2024 at the College's SportsPlex. The youth camp was offered in collaboration between the SSAA and the St. Clair College Men's Varsity Basketball team. The event focused on teaching basketball skills, and was deemed a major success, with 40 students between Grades 2 and 9 participating. The week long camp raised over \$6,100, including sponsorship from the City of Windsor. The funds raised allowed all MH100Youth members to participate in the camp at no cost to them, while the remaining funds were directed to the Saints Athletics Scholarship.
- Competitive Basketball League:** Summer 2024 saw the SSAA extend its reach to the community while offering a competitive basketball league. Twelve teams competed for the first ever Summer League Championship. Every night was a spectacle of talent as the league welcomed former professional players, current Division One standouts and former College athletes. This league was a revenue source for the SSAA to further improve campus life for students through recreational events. The popularity of this league was truly something special as the Association saw more than 200 spectators per game, in addition to the 150 athletes who participated.
- Canadian Cancer Society Fundraiser:** For the month of October, the SSAA donated \$1 per student who participated in any Intramural event, league, open night or tournament, to the Canadian Cancer Society. By the end of the month, the SSAA was proud to donate \$1,369 to the Canadian Cancer Society. This was a great way to keep students engaged in campus events while also donating to a deserving charitable organization.



St. Clair College SRC hosts a pop-up roller rink event in the Student Life Centre in January 2025.



Playing some hoops at the SSAA Summer Basketball League at St. Clair College's SportsPlex in July 2024.



Students cheer on teammates during the Ontario Colleges' Marketing Competition 'Quiz Bowl,' hosted at St. Clair College on Nov. 14, 2024.



Members of the St. Clair Men's Basketball Youth Camp, held at the College's SportsPlex in July 2024.

GOAL	OBJECTIVE	MEASURE
Support Student Success	Maintain and report on Athletic Performance Indicators (API) that align with academic/corporate priorities.	<ul style="list-style-type: none">• Collective varsity GPA.• Scholarship Achievement rate.• Departmental win/loss record.• Provincial/national recognition hits.• 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.

Five metrics have been developed and are currently used by staff as a basis for improving performance:

PERFORMANCE INDICATOR	2021-2022	2022-2023	2023-2024	2024-2025
1. Varsity Grade Point Average (GPA)	2.84	2.9	2.75	2.93
2. Scholarship Achievement Rate	83%	85%	83%	83%
3. Departmental Win/Loss Record	66-23-1	110-42-2	133-32-5	118-52-2
4. Provincial/National Recognition	P34 / N14	P59 / N19	P56 / N46	P56 / N36
5. Revenue	\$1,179,219	\$1,446,954	\$1,637,793	\$2,144,340

In summary, the API results indicate that:

- St. Clair College's 242 varsity student athletes had a collective GPA of 2.93, a four-year high.
- 83 per cent of our student athletes successfully completed each course they were enrolled in and maintained a minimum GPA of 2.0, achieving the requirement to receive a \$1,500 athletic scholarship per sport semester. 20 per cent of our athletes are currently enrolled in degree programs.
- Collectively, St. Clair's 13 varsity teams had a record of 118 wins, 52 losses and 2 ties, marking a very successful season.
- Saints teams won three Provincial Championships during the 2024-2025 season: Men's Baseball, Men's Golf and Football. Additionally, Saints teams won OCAA and CCSA bronze in Softball, OCAA silver in Women's Volleyball, OCAA bronze in Men's Basketball and OCAA bronze in Women's Indoor Soccer.
- Saints Football won the 2024 Canadian Junior Football League (CJFL) Championship. This was the team's first National Championship since becoming the St. Clair Saints and the program's first time since 1999.
- In the 2024-2025 season, Saints teams were ranked provincially (56 times) and nationally (36 times), for a total of 91 recognized rankings.
- The various departments/programs comprising Saints Athletics brought in revenue totaling \$2,144,340 (sponsorships, tournaments, fees, admissions, etc.).



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

REPORT ON PREVIOUS YEAR’S GOALS

Beginning in Winter 2018 through to Winter 2024, St. Clair College accomplished significant international enrolment growth at both our Windsor and Chatham campuses, growing from 2,315 to 6,342 full-time students. With the significant changes announced throughout 2024 by Immigration, Refugees and Citizenship Canada (IRCC), international student recruitment has become much more challenging with significant limitations. St. Clair College is seeing the impact of these changes as outlined by the decrease in international student enrolment for Winter 2025.

WINDSOR – CHATHAM DAY 10 INTERNATIONAL ENROLMENT	
2018 Winter	2,315 Students
2019 Winter	4,475 Students
2020 Winter	4,870 Students
2021 Winter	4,684 Students
2022 Winter	4,517 Students
2023 Winter	4,462 Students
2024 Winter	6,342 Students
2025 Winter	4,858 Students

The International Department has developed new tools and strategies to assist with agent and student interaction that include recruiter travel plans, financial support for students from the United States, follow-ups with new applicants and agents, and the use of student ambassadors.

The recent Provincial Attestation Letter (PAL) allocation will provide a lower ceiling for the College for international students. Going forward, the team is focused on activities that will lead to as high a conversion rate as possible to maximize enrolment.



President Michael Silvaggi shakes hands with a student at the 57th Convocation ceremony at the WFCU Centre on Oct. 1, 2024.

GOAL	OBJECTIVE	MEASURE
Increase Enrolment	Maintain Domestic Enrolment	Maintain postsecondary full-time enrolment within existing corridor.

REPORT ON PREVIOUS YEAR’S GOALS

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

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

FISCAL YEAR	CEILING +3%	FLOOR -7%	SCC WFU
2023-2024	10,595.77	9,567.06	9,284.03

A funding decrease of \$63,890 occurred for 2023-2024 as the College fell below the corridor floor. An additional funding decrease of \$354,632 is anticipated in 2024-2025 due to the continued decline below the corridor floor.

At the Day 10 Ministry enrolment number in September, St. Clair College had increased domestic enrolment year over year by nine per cent (7,594 from 6,966), which was five per cent higher than the budget projection.

The College’s Marketing and Recruitment Department has taken a comprehensive approach to increase domestic enrolment, ranging from marketing and outreach to partnerships and data-driven decision making. To increase our domestic enrolment in 2024-2025 and beyond, initiatives included the following:

- Emphasizing College Branding:** Promoting the College’s brand in all local marketing efforts, sponsorships, events and community partnerships in Chatham-Kent and Windsor-Essex. We continue to build a strong and recognizable brand to attract more students.
- K-12 Engagement:** College recruiters scheduled visits to local high schools throughout Windsor-Essex, Chatham-Kent and Lambton-Middlesex counties during the academic year. The department and faculty provided group tours and presentations, as well as tailored events to individual audiences (guidance counselors, faculty and administrators), with a focus on Science, Technology, Engineering and Math (STEM) programs and Specialist High Skills Major (SHSM) programs. These activities created awareness regarding programs offered at St. Clair College and introduced influencers to our beautiful campus, which encourages them to recommend the College to their college-bound students.

Students from Grades 7 to 12 had the opportunity to explore, discover and experience the College’s programs and facilities through College events, tours and other activities. To date, more than 21,974 students have participated in at least one College activity. We have conducted activities and tours for various schools in our catchment area in Grades 7 to 12:

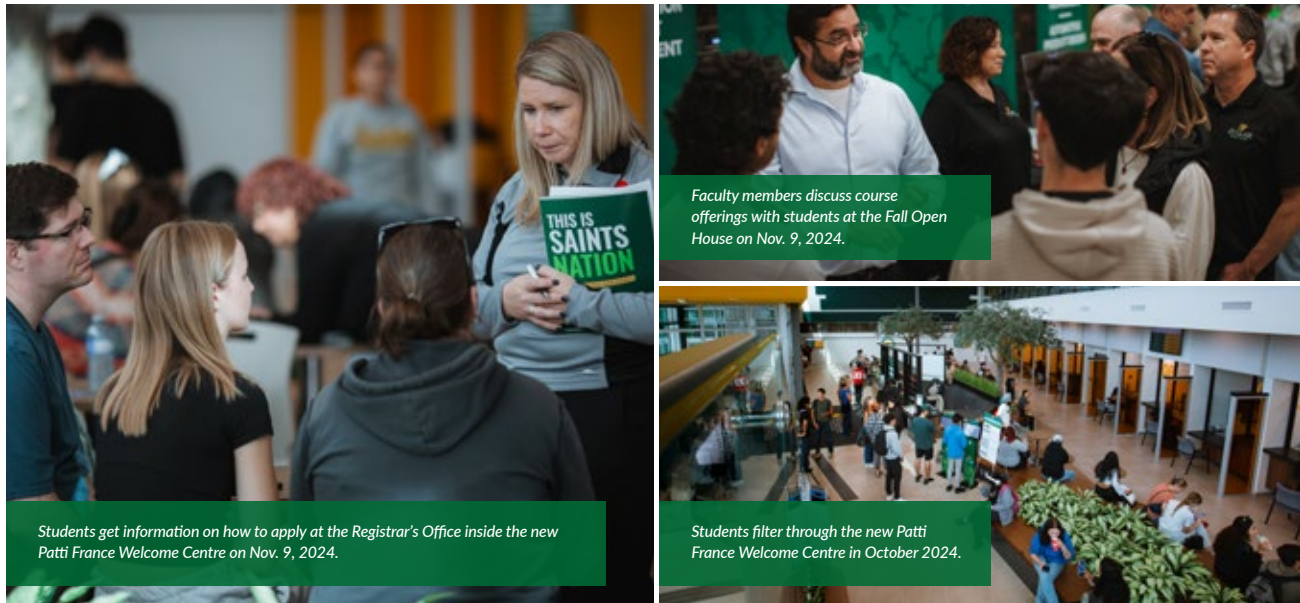
- Grade 7/8 with six recruitment activities and 4,054 students participating.
- Grade 9/10 with 18 recruitment activities and 4,619 students participating.
- Grade 11 with 35 recruitment activities with 6,003 students participating.
- Grade 12 with 84 recruitment activities with 7,298 students participating.



5.2

STUDENTS CONT'D (Success, Engagement, APIs and Enrolment)

- We have conducted four Guidance Counsellor Forums and two Professional Development Teacher Training Sessions.
- Parent/Influencer Information Nights: In collaboration with the College's academic schools, Registrar's Office and Student Services, Marketing and Recruitment held two Parent Information Nights on April 17, 2024, and Sept. 24, 2024. Over 300 parents with college-bound students attended the event, which featured a presentation outlining key dates in the application cycle, instructions on how to apply to the College and campus tours led by each school. All parents in attendance received a \$150 OCAS voucher to apply to St. Clair College. The Parent Information events were successful and will be scheduled in future recruitment cycles.
3. **Industry and Community Partnerships:** Collaborating with industry and community partners for joint recruiting efforts is an excellent way to showcase the benefits of a St. Clair College education. These partnerships can provide insights, resources and connections to high school students, parents and influencers.
4. **Data-Driven Marketing:** Research data on programs and student demographics is essential to shaping targeted marketing campaigns in the region. This approach ensures that our efforts are aligned with the interests and needs of potential students.
5. **Retention Analysis:** Working with the Retention Committee to analyze and understand student retention rates is crucial. Identifying the factors contributing to retention and developing plans to improve it will help maintain enrolled students.
6. **New Opportunities:** The College Senior Operations Group and Administration work to identify new opportunities and programs to attract domestic students. Adapting to changing educational and market trends is key to sustained enrolment growth.
7. **Community Engagement:** The College continues to engage with local community groups that haven't traditionally prioritized a college education to identify and remove barriers. St. Clair hosted many tours and activity events for such groups that can raise awareness and make post-secondary education more accessible.
- Community Outreach with WEST, MH100, Try-A-Trade Event, Multicultural Council and others:
- Elementary with five tours or activities with 596 attending.
 - Secondary with four tours or activities with 110 attending.
 - Adult outreach with 54 tours or activities with 9,262 attending.
8. **Entrance Scholarships:** The College partners with community groups and associations to provide entrance scholarships and bursaries for high school students who participate in various events and competitions. Some of the annual opportunities for entrance scholarships are the First Robotics competition and the Special Olympics Polar Plunge.



5.3

COMMUNITY ENGAGEMENT (Leadership, Communication and Partnership)

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

REPORT ON PREVIOUS YEAR'S GOALS

The College first engaged Economic Modeling Specialists International (EMSI) to perform an economic value study in 2018. 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 five years, ending this fiscal year, in 2024-2025.

The College's 2024 study showed the following results on the report's metrics:

MEASURE	2024	2023	2022	2021	2020
Operations Spending Impact	174.7	151.1	145.2	123	133.1
Student Spending Impact	37.5	22.3	18.7	8.2	25.6
Alumni Spending Impact	710.6	718.6	705.7	653.2	647.9
Total Jobs Supported	10,481	11,282	10,922	8,859	9,381
Investment – Students Gain	2	2	1.9	2.2	2.1
Investment – Taxpayers Gain	9.3	7.1	8	8.6	7.6
Investment – Society Gain	7.8	7.4	7.4	8.7	7.2

The improvement from 2023 to 2024 is due to the following:

- Operations Spending: The College's operating budget increased as we continue our excellence in student service and support, enhancing facilities and investing in staffing resources.
- Student Spending: The student headcount at the College increased over the prior year which inherently increased the level of student spending.



GOAL	OBJECTIVE	MEASURE
Increase Corporate Training	Enhance our reputation as a training centre for the workforce of our community.	Excluding PCPP, increase entrepreneurial (non-public) revenue by 3 per cent (15 per cent over five years).

REPORT ON PREVIOUS YEAR’S GOALS

St. Clair College's Corporate and Professional Training division extends the College's programs and training services to business and industry. This division specializes in providing the kind of learning and training that is required by companies who view employee skill enhancement and education as a business tool, to maintain their competitive edge in the global marketplace. St. Clair College's Corporate and Professional Training programs are custom designed to fit industry's specific needs, delivering affordable, results-oriented training, both nationally and internationally.

Corporate Training revenue increased 33.8 per cent during 2023-2024 from the previous year and 21 per cent above the 2015-2016 base year level. The College continues to add clients and employers as well as new initiatives each year.

The current year's revenue surpassed the 2023-2024 level and has finished above the base year level (2015-2016).

YEAR REVENUE INCREASE (2015–2016 \$625,489 BASE YEAR)	
2016-2017	\$840,458, 34 per cent Increase from Base Year
2017-2018	\$950,260, 52 per cent Increase from Base Year
2018-2019	\$887,178, 42 per cent Increase from Base Year
2019-2020	\$775,913, 24 per cent Increase from Base Year
2020-2021	\$429,763, 31 per cent Decrease from Base Year
2021-2022	\$476,044, 24 per cent Decrease from Base Year
2022-2023	\$565,656, 9.5 per cent Decrease from Base Year
2023-2024	\$756,959, 21 per cent Increase from Base Year
2024-2025	\$825,000, 32 per cent Increase from Base Year

St. Clair College continues to deliver customized corporate and professional training for several key local and global businesses, including Erie Shores Health Care, Essex-Windsor EMS, Can Art Aluminum Extrusion, City of Windsor, General Motors – Oshawa Assembly, Hiram Walker, Magna, Mahle Filter Systems, NextStar Energy and Women's Enterprise Skills Training of Windsor (WEST).

While there have been several additional Corporate Training clients/employers, a new training project worth noting was a customized Construction Techniques program delivered on-site at Walpole Island, and customized upskilling contracts for the Unifor Labour Action Centre. The latter includes 24 students who recently graduated from the Battery Manufacturing Certificate Program, with another two cohorts of the same size working towards graduation.



Students get hands-on learning in Battery Manufacturing, a program offered through St. Clair College's Corporate Training division.



Recent graduates of the Battery Manufacturing Certificate program at St. Clair College pose with President Michael Silvaggi on Jan. 26, 2025.



A graduate of the Battery Manufacturing Certificate program shakes hands with dignitaries at the graduation ceremony hosted within the Student Life Centre on Jan. 26, 2025.



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 2024-2025 Rise Above the Ordinary marketing and branding initiatives were focused on display and online advertising. Through our partnerships with Douglas Marketing Group (DMG), St. Clair College was awarded two EduAd Awards for our annual admissions handbook as well as an online marketing campaign. EduAd Awards is an educational advertising award that consists of a national panel of higher education marketers, advertising creative directors and marketing and advertising professionals.

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:

There were two Open Houses hosted in 2024-2025. The Fall Open House was held on Nov. 9, 2024 and the Spring Open House was held on March 22, 2025.

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, guidance counsellor forums as well as tours and presentations for local Grade 7 and 8 students.

Members of the College's Senior Operations Group also made special visits to area high schools to look for synergies and to promote College offerings.

Saints Athletics Success:

The continued success in recruiting, coaching and the performance of the varsity athletes and esports teams at St. Clair, has significantly elevated the College's strategic direction to become a “destination” College. The “Saints Nation” identity has gained widespread popularity, promoted actively by student groups and through the marketing of varsity sports. These events draw the community to our campuses, offering them the chance to appreciate the campus beautification initiatives and explore the College's cutting-edge facilities. The recruitment of varsity athletes, both locally and across the province, has played an important role in enhancing our overall domestic enrolment strategy.

Online Strategy:

St. Clair College utilizes multiple social media platforms to promote student life, achievements, campus events and more. These include Facebook, Instagram, LinkedIn, TikTok, X, YouTube and Snapchat. Through DMG, the College uses a variety of media, including pre-roll video, programmatic digital display and SEM. Millions of impressions across all platforms were created during this period.

Traditional Media:

RADIO

St. Clair College promotes itself through commercials and sponsorships on various terrestrial radio stations in Windsor-Essex, Chatham-Kent, Wallaceburg and Amherstburg, including:

- Bell Media's AM 800, 93.9 FM & 88.7 FM.
- Blackburn Radio's 95.9 FM, 92.7 FM & 99.1 FM.
- The Amherstburg Community Radio Association's 107.9 FM.



NEWSPAPER

The College publishes content in community and national printed newspapers, as well as online and through trade publications, including:

- Windsor Star.
- Chatham Daily News.
- Essex Free Press.
- The Drive Magazine.
- BizX Magazine.
- Windsor Life Magazine.
- Neighbours LaSalle.
- Southpoint Sun (Leamington).
- Wallaceburg Courier.
- OSCA.
- Skills Ontario.
- WE Manufacture.
- Perspective (Globe and Mail).
- Toronto Star.
- National Post.
- Harrow News.
- Macleans Magazine.

BILLBOARD

Year-round contracts were purchased, securing key locations throughout Windsor and Wallaceburg.

TELEVISION

CTV Windsor, CBC Windsor, YourTV (Cogeco Cable) commercials and sponsorships.

Website Traffic

Web traffic is less limited by geography and can reach audiences around the globe. From April to September 2024, there were 51,473 unique users on the St. Clair College site.

The data obtained though engagement numbers supports the belief that video continues to be the best way to showcase the College and its assets, and that virtual tours have a high engagement rate as they are a go-to for prospective students year-over-year.

Data shows more shifting in metrics with a split focus of traffic being sent to discoverstclaircollege.ca as well as stclaircollege.ca, with more users utilizing their mobile devices to access these sites, as opposed to tablets and desktop computers. The College continues to engage the services of a community partner to provide Search Engine Optimization (SEO) and Search Engine Marketing (SEM), to further the process of improving the quality and quantity of website traffic and internet marketing.

Non-Traditional Marketing

Ongoing and new branding initiatives:

- Ongoing campus beautification initiatives.
- Replacement as needed for any damaged College banners on campuses and in Downtown Windsor.
- Social media use of hashtags: #saintsnation #stclaircollege, #riseabovetheordinary #saintsnation #saintsstrong.
- Increasing engagement on all social platforms.
- Working with the Alumni Association to use funding to support cross-promotion and community presence at local events.
- Branding on Alumni Association, SRC, SSAA and TSI social media platforms of Facebook, Instagram, and X.
- Community engagement with Saints Athletics in partnerships and hosting of tournaments and games at the Sports Park, SportsPlex and HealthPlex.
- Event partnerships and sponsorships: Open Streets Windsor, Windsor International Film Festival (WIFF), Ruthven Apple Festival, Chatham-Kent Crowfest, Esports Varsity Team, Essex Region Conservation Authority (ERCA), Art in the Park, Fight Like Mason Foundation, First Robotics, Canadian Mental Health Association, Leamington 150 Anniversary Celebration, Transition to Betterness (T2B), Impact Wrestling, Brentwood Recovery Home and Chamber of Commerce Business Excellence Awards (BEA) in both 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.
- College News articles featuring regular content about students, faculty, staff, alumni and community partnerships and sponsorships.



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

REPORT ON PREVIOUS YEAR’S GOALS

College staff, students and alumni support the community in many capacities throughout the year, including participation on many boards and committees, as well as partaking in a number of events and community initiatives, whether through sponsorship or fundraising efforts.

Here is a listing of these initiatives:

St. Clair College

- **FIRST Robotics Canada:** A FIRST Robotics Canada competition took place at the University of Windsor, with St. Clair College as a Gold Sponsor. The College also hosted the launch event for FIRST Robotics’ global kick-off event, Into the Deep where each participating team in the region was given \$1,000 seed money by the College.
- **St. Clair College Powerline Rodeo:** Powerline students competed at the College’s training facility for the 10th Annual Powerline Rodeo, where they took part in various events, including pole top rescue, ring the bell, climbing relay, don’t break the egg and installing grounds. The Rodeo has strong support from employers, the local Optimist Club, students and industry partners.
- **Hoopin’ Around The Clock:** The 28-hour basketball marathon session engages people from all walks of life into a continuous series of basketball games. The event, organized by Reid Innes of Saints Athletics and Dwayne St. John, along with the Event Management class, raised \$10,000 towards the Saints Scholarship.
- **Open Streets Windsor:** St. Clair College was a title sponsor of the annual Open Streets event, engaged with community members participating in the event and operated display tents prominently along the route in Lanspeary Park.
- **Chatham-Kent Crowfest:** St. Clair College was a proud sponsor of the Crowfest, an annual community event to commemorate the presence of crows in the region. The College had an information and swag booth in downtown Chatham throughout the festival.
- **Windsor International Film Festival (WIFF):** St. Clair College was proud to be the Opening Night sponsor of WIFF. This year’s event, which ran from Oct. 24 to Nov. 3, 2024, featured 213 films from 32 countries. One of the feature films screened was directed by a St. Clair College employee.
- **St. Clair Night at WFCU Centre:** On Nov. 7, 2024, hundreds of people from Saints Nation created a sea of green and gold as they cheered on the Windsor Spitfires. The Spitfires wore special-edition St. Clair jerseys, which were designed by a College employee.
- **PSI/Police Foundations Fall Clean Sweep:** Two-dozen students in the Police Foundations and Protection, Security and Investigations programs joined forces to clean up a stretch of Cabana Road between Northway Avenue and Dougall Avenue. They perform this task several times each year as a community service. The College is appreciative of the PSI/Police Foundations Society for their efforts in keeping our community safe and clean.
- **Random Acts of Kindness:** The PSI/Police Foundations Society committed random acts of kindness in November, raking leaves at three homes in South Windsor. The homes were selected because the homeowners were unable to care for their properties on their own, leaving them feeling quite grateful and appreciative.
- **Goodfellows Newspaper Drive:** Students in the PSI/Police Foundations Society, Border Services Club and Community and Justice Services Club kicked off the holiday season by hitting the streets to collect donations in exchange for newspapers for the annual drive. The monies raised go towards food vouchers and boxes for thousands of families throughout Windsor-

Essex, where demand continues to grow each passing year. College campuses combined to raise \$10,075.

- **Sleighing Hunger Charity Concert:** The S’Aints band performed a show at Caesars Windsor, raising a record-breaking \$115,224 in support of 16 local food banks in Windsor-Essex and Chatham-Kent.
- **Bright Lights Windsor:** St. Clair College was once again a proud sponsor of Bright Lights Windsor, an annual event held in Jackson Park from late November to early January. An estimated 100,000+ visitors were able to view the dramatic light show with stunning displays, free of charge.

Student Representative Council (SRC)

The SRC’s annual Toy and Food drive was held on Dec. 16, 2024, and it was a huge success. They were able to serve 60 students with children and 15 single students.

Additionally, the following student clubs hosted fundraising events including:

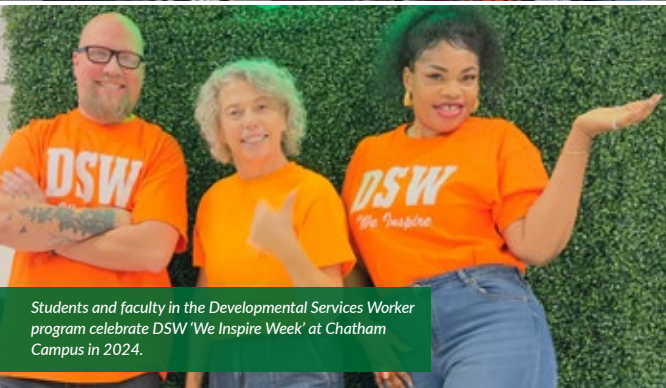
- **Architecture Club:** Fundraised \$500 for Windsor International Film Festival in support of the architecture film series.
- **Biomed Club:** Raised \$108.50 for The Windsor Cancer Centre Foundation.
- **CICE Club:** Fundraised \$3,500 for the CICE Scholarship Fund via St. Clair College Foundation.
- **Community & Justice Services Club:** Raised \$200 for Windsor Residence for Young Men.
- **Educational Support Club:** Raised \$500 for John McGivney Children’s Centre and \$200 for Autism Services Inc. of Windsor.
- **Horticulture Club:** Raised \$300 for Schlegel Villages at St. Clair and \$600 for Discover Pelee Island Butterfly Sanctuary and Teaching Garden.
- **Hospitality Club:** Raised \$500 for the SRC Food Bank.
- **Interior Design Club:** Raised \$1,138 for The Windsor Cancer Centre Foundation.
- **Paralegal Society Club:** Fundraised \$1,000 for Matthew House.
- **Paramedic Club:** Raised \$629.25 for The Windsor Cancer Centre Foundation.
- **Practical Nursing Club:** Fundraised \$1,456 for Operation Underground Railroad.
- **PSI/Police Foundations Club:** Raised \$4,853.86 for the Windsor Essex Child & Youth Advocacy Centre.
- **Social Service Worker-Gerontology Club:** Raised \$631.42 for The Alzheimer’s Society of Windsor-Essex.
- **Social Justice Club:** Provided \$300 worth of gifts-in-kind to The Children’s Aid Society to sponsor a family at Christmas.
- **Sports & Recreation Management Club:** Raised \$300 for Saints Nation Swim & Run, \$4,500 for KidSport and \$500 for the SRM Scholarship Fund via St. Clair College Foundation.



Senior Vice President John Fairley stands with the co-chairs of the Chatham-Kent Crowfest for the kick-off party in September 2024.



The St. Clair College Alumni Association makes a donation to the SRC Food Bank from funds raised during St. Clair Night at a Windsor Spitfires game in November 2024.



Students and faculty in the Developmental Services Worker program celebrate DSW 'We Inspire Week' at Chatham Campus in 2024.



Members of the S’Aints Band are joined by stakeholder to celebrate a successful effort raising funds for the annual Sleighing Hunger concert at Caesars Windsor in December 2025.



5.3

COMMUNITY ENGAGEMENT CONT'D (Leadership, Communication and Partnership)

Thames Student Incorporated (TSI)

- In collaboration with the College raised funds for United Way, hosting Pie the Professor and Holiday Family Movie Night.
- Sponsored the Victim Services Bowl-A-Thon, directly impacting Victim Services.
- Partnered with Victim Services on campus during the End Violence Against Women campaign.
- Partnered with the Katelyn Bedard Bone Marrow Association to have them on campus for swab events and sponsored their Bowl-A-Thon.
- Chatham students and TSI raised \$500 to donate to the oncology unit at the Chatham-Kent hospital to go towards breast cancer research.
- Held its annual Trick or Eat campaign and through community donations, filled the student foodbank.
- Raised funds and donated to Buxton's Next Generation during Black History Awareness month.

Saints Student Athletic Association (SSAA)

- Partnered with Save African Child Uganda (SACU) to raise funds and awareness for their cause.
- Members celebrated Bell Let's Talk Day at a varsity event.
- Supported and donated to this year's efforts to raise funds for Special Olympics.
- Representatives from the SSAA board participated at the Polar Plunge and Pie the President.
- Partnered with the STEM Summer camp and in July and August, where SSAA executive members would go out for an hour a day either at Acumen Stadium, The SportsPlex or The Classic Gym and run athletic events.
- Helped with the annual Summer Eats for Kids program in partnership with United Way Windsor-Essex.
- Helped run the Third Annual Ryan Frisen Beach Volleyball Tournament with all proceeds going to the Bridge in Leamington, raising \$560.
- Hosted the third annual Spiking 4 SACU, with all proceeds going to help African children living in Uganda. Total money raised that day was \$1,250.
- Partnered with SRC in donating a combined total of \$5,000 for the annual Canadian Mental Health Association Suicide Prevention Walk.
- In October 2024, the SSAA donated \$1,369.50 to the Canadian Cancer Society, a two-year total generated through student fees.
- The SSAA donated money towards Hoopin' Around the Clock, which featured a game against SRC which SSAA won 83-71.



The St. Clair College Alumni Association cuts a cheque for the special Olympics as part of the Polar Plunge in January 2025.



St. Clair College employees and students hit the hard court for Hoopin' Around the Clock fundraiser in November 2024.

St. Clair College Alumni Association

The Alumni Association sponsored and supported the following organizations and charities this past year:

- Scripps National Spelling Bee.
- Autism Services Incorporated - Community Family Walk.
- Autism Services Incorporated - 40th Anniversary Reunion.
- St. Clair College 3rd Annual Alumni & Student Pow Wow.
- Bridge 2 Bridge Marathon for Mental Health.
- Walkerville Brewery - Walkerville Distillery District Night Market.
- Windsor Stars Baseball Club - Kevin Siddall Invitational Baseball Tournament.
- Halo Heats Heatseeker Hot Sauce Festival.
- Tailgate Takeout - 2nd Annual Charity Cornhole Tournament.
- The Flare Productions - The Flare Productions Play.
- Tilbury Figure Skating Club 2024 Carnival.
- East Kent Hot Rods for Hospice.
- Windsor Clippers Lacrosse 2024 Season Sponsorship.
- House of Sophrosyne PJ Party.
- Walkerville Rotary Club Fundraising Event.
- Crohn's and Colitis Canada - 2024 Gutsy Walk.
- Windsor Essex Children's Aid Foundation - Cinco de Mayo Celebration.
- CK Expo.
- Parkinson Society Southwestern Ontario - Walk for Parkinson's.
- Saints Nation Swim & Run.
- Genio-Tech Robotics - Robotics Competition.
- Myeloma Research Canada - Lynn Rousseau Memorial Charity Golf Tournament.
- Windsor/Essex County Humane Society Whiskers & Tails Gala.
- Pure-Kids Windsor Triathlon.
- Windsor South Canadians Little League 2024 Provincial Championships.
- Ride to Conquer Cancer.
- WESDA Soapbox Derby.
- Town of Tecumseh - Tecumseh Canada Day Celebration.
- Working Towards Wellness - Gord Smith Healthy Workplace Awards.
- Cystic Fibrosis Canada - The Royal Ball.

- Big Brothers Big Sisters Windsor Essex Annual Spring BBQ.
- St. Clair College Athletic Department Golf Tournament.
- Uncle Jacks Baseball Camps.
- PSD Events - Windsor Food Festival.
- Mady's Martial Arts - Professional Fight Sponsorship.
- Run for Rocky Legacy Project - Run for Rocky 2024.
- CMHA – WECB - Raise a Racket Pickleball Tournament.
- Amherstburg Admirals Golf Tournament.
- Amherstburg Uncommon Festival.
- Windsor-Essex Pride Fest.
- Do Good Divas - A Girls Night Out In Handbag Heaven.
- Chatham-Kent International Film Festival.
- Windsor Islamic Association - Sakeena Conference: For Women. By Women.
- Life After Fifty - Be Well Expo.
- Chatham-Kent Health Alliance Foundation - Parade of Chefs.
- Brewing for Comedy Festival II.
- Lauren & Friends Lemonade Stand - Fundraiser for Terry Fox Foundation.
- Windsor Life Centre - WLC Gala.
- South Essex Community Council Ride for Refuge.
- Team Canada Kung Fu - World Kung Fu Cup.
- WETRA Carson Janik: Country for a Cause.
- Rise Above Health Conference.
- Amherstburg Mind, Body and Soul.
- HighRise Basketball - Hoopin' Around the Clock.
- St. Clair Junior Saints Basketball Youth Basketball Program.
- Salvation Army Holiday Dinner.
- WE-SPARK HEALTH Institute.
- Big Brothers Big Sisters of Windsor Essex - Bowl for Kids Sake.
- India Canada Association, Windsor - Annual Gala Dinner.
- Rotary Club of Windsor – Roseland - Wines for the World.
- Chatham-Kent Victim Services - Bowling Thunder Event.
- Maple Leaf Pro Wrestling.
- Windsor Comedy Festival - 11th Annual Windsor Comedy Festival.



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

The College's Human Resources department 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 include:

- Teaching and learning to support faculty in their teaching and learning journey to provide quality education for students.
- Orientation and onboarding to introduce faculty to the basics of good teaching practices, semester planning, lesson planning and assessment strategies.
- Training on themes germane to new modes of delivery, such as academic integrity, accessibility, active learning, pedagogical uses of Blackboard, classroom management, equity, diversity and inclusion, experiential learning in curriculum, teaching with technology, open educational resources and more.
- A variety of resources are provided to faculty through the Centre for Academic Excellence (CAE) Faculty Hub, website and Intranet. They include guides, videos and infographics, Open Educational Resources (OER) and modules. In addition, a space is provided for faculty to collaborate in discussions, explore new technology, and teaching and learning strategies.
- St. Clair College is an active participant in the College Educators' Development Program (CEDP), a faculty training program offered jointly by the six Western Ontario colleges which provides applied learning activities.
- A mentoring program is offered to all faculty who request strategies for improving assessment and feedback, enhancing teaching skills, expanding disciplinary knowledge and fostering personal and professional growth.
- Instructional Skills Workshops: The CAE supports part-time faculty by offering the Instructional Skills Workshop (ISW) program, an intensive three-day internationally recognized professional development activity that enhances the teaching effectiveness of both new and experienced educators.



Students interact with vendors at the inaugural Discovery Day, exploring Continuing Education programs on offer at St. Clair College in October 2024.



Volunteers sell Pink Shirt Day buttons at Windsor Main Campus of St. Clair College on Feb. 26, 2025.

- Annual Faculty R&R: This one-day annual event has been instrumental in providing a space for faculty to learn, celebrate achievements and share best practices and challenges. The day is filled with a balance of concurrent professional development sessions, keynote/plenary speakers and networking opportunities.
- Internal Training Sessions support further educational opportunities for all employees. Human Resources has offered the following courses during the year:
 - Certificate in Leadership and Cultural Management.
 - Training on Consent and Sexual Misconduct.
 - Bill S-211- Fighting Against Forced Labour in Supply Chains.
 - Anti-Asian Racism: Preparing for a Changing Workforce.
 - Inclusive Workplace: Flexible Work Practices.
 - DEI Stories of Success: 2SLGBTQI+ Inclusion.
 - Reconciliations: Sisters on the Path.
 - Managing Microaggressions.
 - Women Self Defense.
 - Computer software applications including Canva, MS Outlook, MS Onenote, MS Publisher, Excel Level 1,2 & 3.
 - The Motivation Matrix.
 - Assertiveness Training.
 - Conflict Resolution.
 - Effective Listening.
 - Healthy Eating Series.
 - Eating Well to Optimize Performance.
 - 75 Ways to Save on Household Expenses.
 - Six Winning Strategies for Health and Happiness.

Human Resources and the Centre for Academic Excellence and Quality Assurance developed the following training guides for Administrators:

- Administrators Training Guide.
- SWF Handbook for Administrators.
- CAE Guides and Resources:
 - Academic Misconduct Reporting for Chairs and Faculty.
 - Academic Integrity Guide for Students (this is an Open Educational Resource –OER).
 - Generative AI Guide for Faculty.
 - Experiential Learning Faculty Handbook; Experiential Learning QA Framework.
 - CAE Desk Manuals.

Existing staff are eligible to participate annually in Professional Development (PD) 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 PD opportunities. The College has utilized 72 per cent of the PD budget allocation for fiscal 2024–2025.

The PD budget for 2024-2025 was \$599,415 (one per cent of budget).



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 Health, Safety and Wellness department continues to monitor institutional WSIB lost sick time and promote preventative measures to help reduce lost time. Administrators are responsible for monthly health and safety inspections with a specific focus to guide enhanced proactive measures in addition to inspecting their areas for any hazards. WSIB lost sick time outcomes include:

DATE	TOTAL WSIB CLAIMS
Aug. 1, 2020, to July 31, 2021	16 Claims
Aug. 1, 2021, to July 31, 2022	9 Claims
Aug. 1, 2022, to July 31, 2023	7 Claims
Aug. 1, 2023, to July 31, 2024	13 Claims

In the 2024 academic year (Aug. 1, 2023, to July 31, 2024), St. Clair College reported a total of 13 WSIB claims. Of these, 12 were classified as low-severity health care claims (no lost time), while one claim resulted in lost time with 57 days.

The ergonomics program has received positive feedback with improved workstation set-ups for over 20 employees, reducing musculoskeletal strain.

Health and Safety Highlights:

1. **Ergonomics Program Success:** Our ergonomics initiative has significantly contributed to the reduction of musculoskeletal issues among staff.
2. **Emergency Preparedness:** The College conducted successful evacuation drills across all campuses, ensuring compliance with our emergency response protocols, including fire drills and active attacker scenarios.
3. **Hazard Mitigation:** Proactive hazard identification assisted in the mitigation of potential safety risks before they escalated into incidents.
4. **Proactive Communication of Safety Issues:** Timely and effective communication has allowed for quicker resolution of potential risks, with issues being addressed promptly. This includes initiatives like Safety Spotlights and ongoing safety communications.
5. **Injury Rates:** The College’s no lost time injury rate is 0.58 which maintains a downward trend since 2012.

The College, recognizing that staff wellness is critical to the wellbeing of employees, created both the Staff Engagement and Staff Wellness Committees. In 2023, the Staff Engagement Committee was merged into the Staff Wellness Committee to ensure effective communication and delivery of events and activities. The Staff Wellness Committee is comprised of representatives from faculty, support staff and administration.

The Staff Wellness Committee’s mandate is to foster relationships, facilitate networking, recognition and engagement and to promote a work environment that encourages healthy lifestyle choices, decreases the risk of illness and disease, addresses employees’ physical health, mental health and general well-being among St. Clair staff.

2024-2025 Staff Appreciation initiatives include:

- 2024 Staff Appreciation Day was held on June 14, 2024, in the Classic Gym. Brunch was provided while the College welcomed new employees, celebrated 25-year award recipients and provided best wishes to our recent retirees.
- The Welcome Back BBQ was held on Aug. 26, 2024.
- St. Clair College Staff Cares – Welcome back to campus initiative during the week of Sept. 3, 2024. This included the following:
 - Sept. 3, 2024 – Staff were welcomed back to campus. Assorted k-cups of coffees, teas and lattes were provided. K-cups and supplies were refreshed all week.
 - Sept. 4, 2024 – Excel brand gum packs.
 - Sept. 5, 2024 – Granola Bars and Hydration/Electrolyte drink mix.
 - Sept. 6, 2024 – Small candy treat packs.

In addition, the Staff Wellness Committee developed monthly themes based on Health Canada’s calendar of health promotion days, which were highlighted by health organizations to emphasize overall wellness.

During 2024, emails were circulated with information to create awareness and promote the monthly theme. Activities were structured to maintain engagement and reinforce the themes. These wellness topics included:

- Emotional Wellness.

• Intellectual Wellness.
- Environmental Wellness.

• Spiritual Wellness.
- Physical Wellness.

• Social Wellness.
- Financial Wellness.

• Occupational Wellness.

Initiatives included:

- Virtual yoga (monthly).

• Chair yoga and guided meditation sessions (monthly).

• Canadian Blood Services Donor event.

• Staff beach volleyball was offered during the Summer months.

• An indoor walking path/map as part of the iMove initiative.

• Choose to Improve Program led by the Health Centre, an eight-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, volleyball and pickleball.

• Staff fitness activities are offered year-round, aqua fitness commenced in October 2024..
- Wellness SCC Strong Survey.

• Monthly Wellness email distribution on the Eight Dimensions of Wellness.

• Bell “Let’s Talk” toolkit promotion on mental health and mental health resources.

• Earth Day communication and resources.

• Downtown Core Partnership initiatives with community partners.

• Promotion of Nutrition Month in March, offering resources through Windsor-Essex County Health Unit (WECHU).

• 2023 Healthy Workplace Awards (Platinum) for Organizational Social Responsibility, Health and Safety and Mental Health Promotion.

• SCC Cares tree decorating, Nov. 22, coffee, tea and treats.



5.4

HUMAN RESOURCES *CONT'D (Staff Development, Efficiency, Effectiveness & Wellness)*

- 30-Day Meal Prep Challenge through Family Services Employee Assistance Program (FSEAP).
- St. Clair College Most Wanted Recipe contest - \$100 gift card to Williams Food Equipment.
- Lunch and learns on various health topics offered through FSEAP:
 - April 23, 2024 - Steps to increase your assertiveness.
 - May 29, 2024 - Healthy Eating on the move.
 - June 20, 2024 - How to Work Better with Almost Anyone.
 - Oct. 29, 2024 - Fitting Fitness into Your Busy Day.
 - Nov. 25, 2024 - Humour in the Workplace.
- Staff Golf Tournament at Woodland Hills June 26, 2024
- The Wellness Committee sponsored \$250 towards an athletic scholarship.

Additionally, in 2024, the Human Resources Department provided various opportunities for the development of our staff through our Professional Development offerings. These wellness offerings included:

- Building Trust and Confidence.
- Effective Listening Skills.
- Emotional Intelligence.
- Healthy Eating Food Demo and Lesson.
- Mental Health Transformations.
- Out of the Office and Into the Garden.

These sessions were offered on both a virtual platform and in person. They were highly attended and, in many cases, reached maximum capacity thus requiring additional sessions to be delivered for our staff. Overall positive feedback was received and as a result, similar initiatives are being planned for 2025-2026.



The front entrance of St. Clair College's Main Windsor Campus on April 10, 2025.



Members of the Indigenous community take part in the fourth annual Alumni and Student Powwow at St. Clair College on May 3, 2025.

5.5

FACILITIES ENHANCEMENT

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

REPORT ON PREVIOUS YEAR’S GOALS

Ground Surface Parking Initiative

At the Board meeting on March 28, 2023, the Board of Governors approved \$10 million from the College’s Unrestricted Reserve to be allocated to the Strategic Capital Projects Reserve where funds would be used to pursue the Ground Surface Parking Initiative.

LOT	BUDGET ESTIMATE NOVEMBER 2022		BUDGET ESTIMATE FEBRUARY 2024		FINAL	
	NUMBER OF SPOTS	COST	NUMBER OF SPOTS	COST	NUMBER OF SPOTS	COST
C & N	110	\$1,789,050	116	\$2,909,853	116	\$2,909,853
E, G, Walkways	153	\$2,286,600	142	\$3,700,000	142	\$3,100,000
Total	263	\$4,075,650	258	\$6,629,853	258	\$6,009,853

The ground surface parking plan developed by the Facilities Services group was estimated to add 263 spots at an estimated cost of \$4,075,650 or \$15,497 per spot.

There are 5 fewer parking spots than originally estimated due to the Lot G entrance/exit being relocated to allow for pedestrian safety given the volume of vehicle traffic that will likely exist from the transition from a two-way to one-way traffic lane.

The final phase of the parking plan included the expansion of Lots E and G along with creating a pedestrian corridor. The College also replaced the water main that ran under the newly expanded section of the lots. In total, this expansion and the associated work added 142 parking spots to the overall parking allotment and cost \$3,100,000. This is \$600,000 less than estimated in the February 2024 Board Report.

The final numbers for the ground surface parking plan are:

- Gain of 258 spots.
- Cost of \$6,099,853, or \$23,642.88 per spot.



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

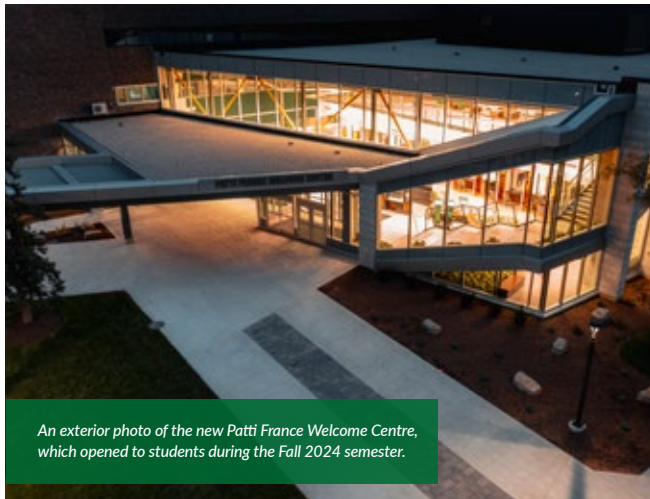
REPORT ON PREVIOUS YEAR’S GOALS

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 in 2024-2025. Many of these projects resulted from the new Patti France Welcome Centre and the associated Vacated Space Project. In addition, many Deferred Maintenance projects complimented this strategic direction by upgrading several areas on campus. An expenditure of approximately \$24 million was spent on projects that enhanced Campus Beautification in 2024-2025, including the Patti France Welcome Centre.

Projects include the following:

- Main Windsor Campus, Welcome Centre.
 - Main Windsor Campus, main entrance façade upgrade.
 - 600 Zone second floor renovation (offices, classrooms, common areas).
 - Washroom upgrades (located in the Windsor main campus main lobby, animation lab, basement 300 zone and second floor 500 zone).
 - Installation of three new Universal washrooms at the Main Windsor Campus.
 - Registrar’s Office – Main Windsor Campus.
 - Registrar’s Office – Chatham Campus.
 - Animation lab.
- Career services and Campus Bookstore.
 - Office flooring/painting – St. Clair College Centre for the Arts (SCCCA) faculty office complex, President’s Office, Research and Innovation Offices.
 - SCCCA theatre dressing rooms.
 - SCCCA front entrance columns.
 - SCCCA ballroom carpet replacement.
 - Parking lots E and G refurbishment and pedestrian corridor.
 - Pickleball Courts, adjacent to Quittenton Hall, were established in collaboration with the Zekelman Foundation, thanks to their generous donation of \$150,000.



An exterior photo of the new Patti France Welcome Centre, which opened to students during the Fall 2024 semester.



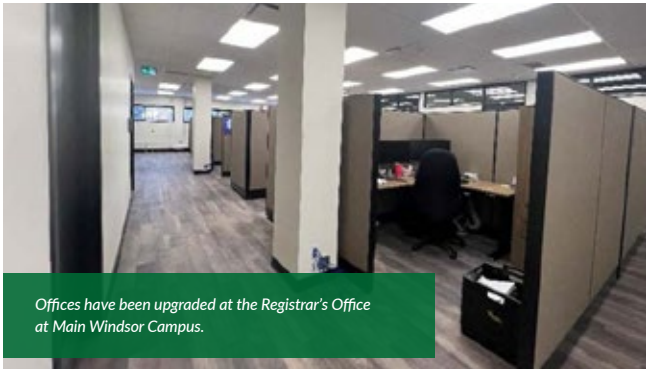
Students check out the new Patti France Welcome Centre at the Main Windsor Campus in September 2024.



An upgraded Campus Bookstore can be seen in this photo from September 2024.



Improvements have been underway at Chrysler Theatre.



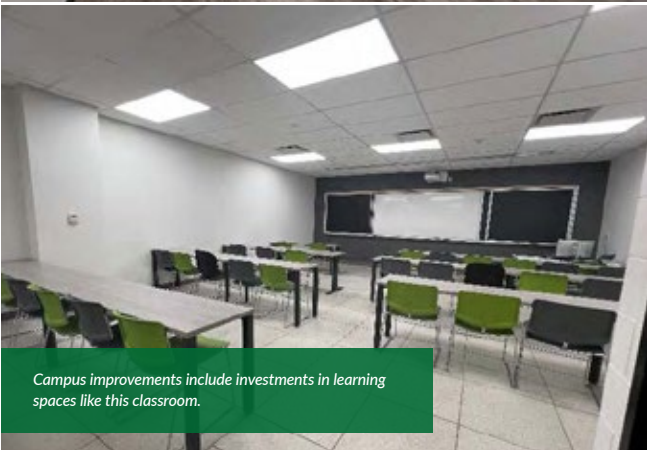
Offices have been upgraded at the Registrar's Office at Main Windsor Campus.



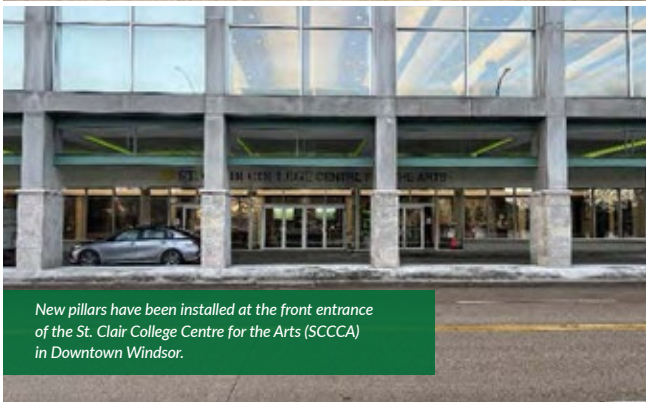
Upgrades have been made to this learning space at St. Clair College's Main Windsor Campus.



Upgrades have been made to the Animation 2D/3D learning space at Main Windsor Campus.



Campus improvements include investments in learning spaces like this classroom.



New pillars have been installed at the front entrance of the St. Clair College Centre for the Arts (SCCCA) in Downtown Windsor.



Updates have been made at the new Registrar's Office within the Patti France Welcome Centre at Main Windsor Campus.



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, 2025. 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 three per cent of budgeted operating revenues.

LINE ITEM	AMOUNT
March 31, 2025 Balance	\$73,920,568
Consists of:	
Principal	\$65,000,000
Interest	\$8,920,568

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

REPORT ON PREVIOUS YEAR’S GOALS

Ontario’s postsecondary education sector continues to change due to factors such as ministry funding, new legislation, policy changes and new directives/frameworks, and fluctuating enrolment. With this continuous change, St. Clair College responded accordingly which was key to our success in 2024-2025. The College realized a sixth consecutive year of being in a surplus position, with a year-end surplus of more than \$30 million, which permitted the organization to invest in additional supports to assist students with their academic facilities and equipment renewal, scholarships, and internally restrict approximately \$74 million and \$36 million into a financial sustainability reserve and deferred maintenance reserve 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 2024-2025, St. Clair College was able to surpass each of the seven MCU financial metrics while achieving no flags.

GOAL	OBJECTIVE	MEASURE
Financial Transparency	Provide relevant and transparent reporting on financial position to the Board: <div>- Budget - Mid-Year Review - Financial Statements</div>	Complete interim reporting based on pre-determined deadlines.

REPORT ON PREVIOUS YEAR’S GOALS

- Monitoring Report for “Balanced budgets” and “Maintaining financial sustainability in accordance with MCU financial metrics” was brought to the Board on June 25, 2024.
- An updated Financial Monitoring Report for five months ending Aug. 31, 2024, was provided on Sept. 24, 2024.
- A Financial Monitoring Report was provided for 6 months ending Sept. 30, 2024, on Oct. 22, 2024.
- The 2023-2024 Mid-Year Review was provided on Nov. 27, 2024, for Board approval.
- A Business Plan Accrual Budget template (MCU Format) was provided on Nov. 27, 2024, for Board approval.
- A Financial Monitoring Report for the nine months ending Dec. 31, 2024, was provided on Feb. 25, 2025.





Fitness and Health Promotion graduate Curtis Stevenson does backflips during a billboard photoshoot at St. Clair College in July 2024.

6.0 ANALYSIS OF COLLEGE'S FINANCIAL PERFORMANCE

St. Clair College ended fiscal year 2024-25 with an Excess of Revenue over Expenses for the Year of \$32,912,175 (see Appendix A: Consolidated Audited Financial Statements). Revenue decreased approximately \$15.3 million. Expenses increased approximately \$1.0 million.

	2024-2025	2023-2024
Revenues	\$324,841,089	\$340,208,877
Expenses	\$291,928,914	\$290,936,952
Excess of Revenue over Expenses	\$32,912,175	\$49,271,925

REVENUES

Government (MCU) Operating Grants:

Increased by \$1 million compared to 2023-24. The increase was mainly attributable to a decrease in the International Student Recovery Program.

Contract Income:

Decreased by \$0.38 million compared to 2023-24 due to lower Ministry pre-apprenticeship program funding.

Tuition Revenue:

Decreased by \$5.5 million compared to 2023-24. The decrease in revenue was due to lower international student enrolment across the fiscal year.

Public College Private Partnership (PCPP) Revenue:

Decreased by \$7 million compared to 2023-24. The decrease in revenue was due to lower international student enrolment.

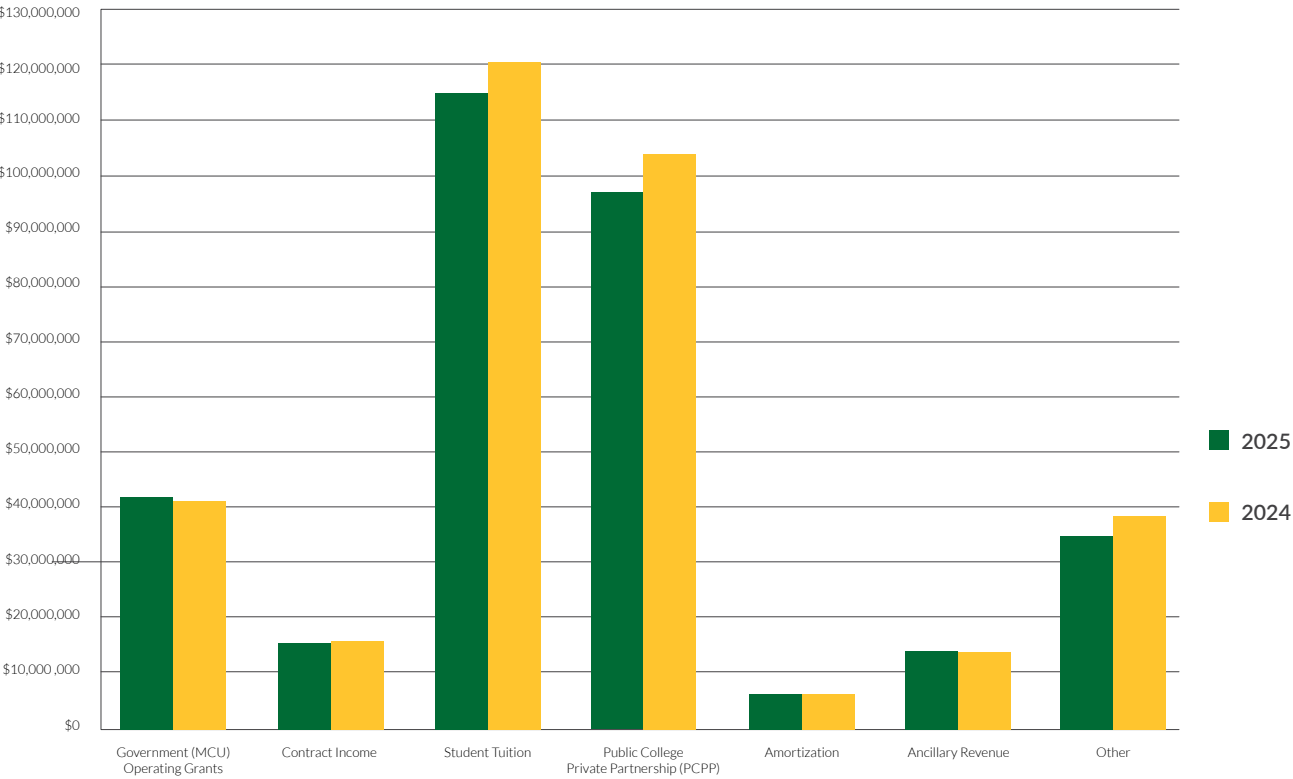
Ancillary Revenue:

Increased by \$0.2 million. The increase was attributable to increased student ancillary fees received towards the operation of the SportsPark.

Other Income:

Decreased by \$3.8 million which was mainly attributable to decreased interest income due to declining interest rates.

REVENUES





EXPENDITURES

Salaries and Benefits:

Increased by \$5.2 million due to compensation adjustments, voluntary employment leave incentives, and the College increasing some part-time resources at a level to support its 2024-25 student enrolment.

Operating:

Decreased by \$2.9 million due to lower commission payments to agents to recruit international students.

Public College Private Partnership (PCPP):

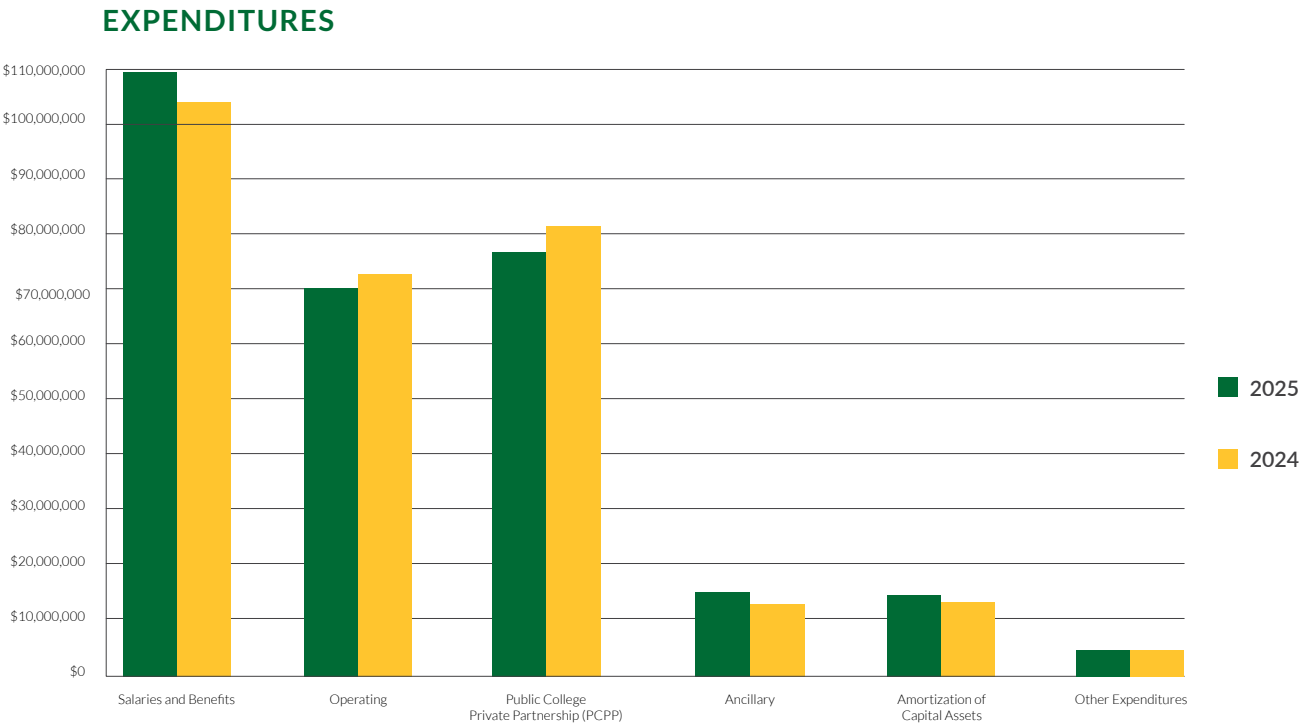
Decreased by \$4.7 million due to flowing funds to Ace Acumen as a result of lower international student enrolment.

Ancillary Operations:

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

Amortization:

Increased by \$1.1 million due to the College's significant investment in its capital infrastructure to enhance teaching and learning and to address deferred maintenance.



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:

- Anthony Silvaggi Memorial Scholarship
- Chris Ng Memorial Scholarship
- Gisele Marie Goddard Memorial Scholarship
- Holland Power Services Inc. Scholarship
- Interior Design Club Scholarship
- Joe Ng Memorial Scholarship
- Michael Lanoue Memorial Scholarship
- Ronald Seguin Sr. Memorial Scholarship for Athletics and the Performing Arts
- Sean Michael McInnis Memorial Scholarship
- Syd Nishizaki Memorial Scholarship
- Telio Impact Award Scholarship
- The Child and Youth Care Accelerated Program Scholarship
- The CICE Scholarship
- The Memorial Scholarship

New Endowment:

- Fedela Mastronardi Memorial Scholarship

Academic Excellence Scholarship (New)

- Total Recipients: 4,477
- Value of Academic Excellence Scholarship Awarded: \$2,702,750

As of March 31, 2025, the total endowment portfolio was \$26,016,220.

In 2024-2025, 1,151 scholarships were awarded, totaling, \$1,245,850.



8.0 PRESIDENT'S COMMUNITY ENGAGEMENT

PRESIDENT'S COMMUNITY ENGAGEMENT CALENDAR

During the 2024-2025 academic year, former President Patti France and current President Michael Silvaggi attended numerous events in Windsor-Essex and Chatham-Kent as a guest or keynote speaker, representing the College. They both had the chance to interact and network with many community partners, organizations, as well as municipal, provincial and federal politicians who visited the College.

Below is a gallery of those events and interactions.



April 29, 2024 - Former President Patti France stands with Windsor West MPP Lisa Gretzky, proudly showing off a Saints Nation hoodie after meeting the leadership team during her constituency week.



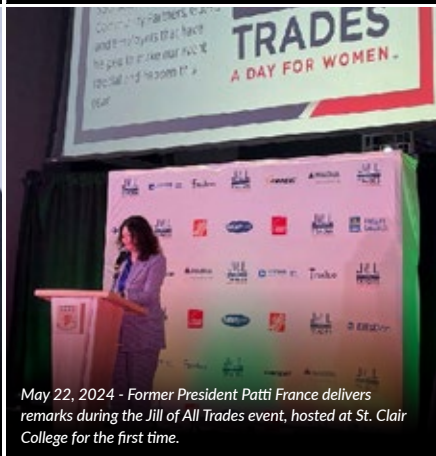
May 3, 2024 - Former President Patti France provides opening remarks during the annual Ford Innovation Showcase at the Student Life Centre.



May 7, 2024 - Former President Patti France was honoured with the Alton C. Parker Community Hero Award by the Windsor Police Service during its annual awards banquet.



May 15, 2024 - President Michael Silvaggi presents the 2024 Company of the Year award to Dan Crosby, President of Canadian Protien, at the Business Excellence Awards hosted at the Chrysler Theatre.



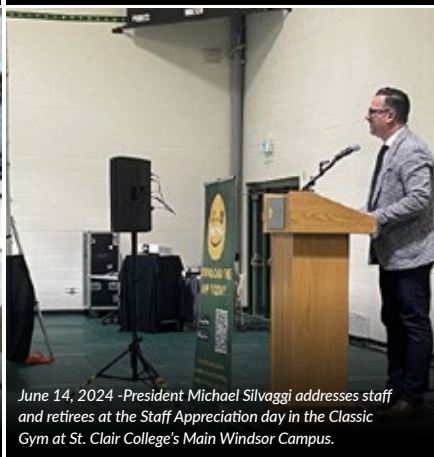
May 22, 2024 - Former President Patti France delivers remarks during the Jill of All Trades event, hosted at St. Clair College for the first time.



May 28, 2024 - Former President Patti France at her retirement celebration hosted by the College's Board of Governors.



June 3, 2024 - President Michael Silvaggi stands with student leaders from the SSAA and SRC to raise the College's Pride Flag at Main Windsor Campus.



June 14, 2024 - President Michael Silvaggi addresses staff and retirees at the Staff Appreciation day in the Classic Gym at St. Clair College's Main Windsor Campus.



July 18, 2024 - Skilled Trades Special Advisor to the Province of Ontario and Alumni of Distinction Dave Cassidy speaks with President Michael Silvaggi at a meet and greet with WEST students in the Electrical Pre-Apprenticeship program.



July 29, 2024 - President Michael Silvaggi takes former Minister of Colleges and Universities Jill Dunlop for a tour of the Ford Centre for Excellence in Manufacturing.



July 30, 2024 - Former Minister of Colleges and Universities Minister Jill Dunlop meets with President Michael Silvaggi and Essex MPP Anthony Leardi at Schlegel Villages.



Sept. 3, 2024 - AM800 Morning Drive host Mike Kakuk hosts President Michael Silvaggi for a live interview to welcome students back-to-school, which was also Silvaggi's first 'back-to-school' as College president.



Sept. 5, 2024 - President Michael Silvaggi stands with Schlegel Villages President Jamie Schlegel during the tenth anniversary celebration of The Village at St. Clair.



Sept. 16, 2024 - Minister of Colleges and Universities Nolan Quinn gets a tour of the Main Windsor Campus from President Michael Silvaggi and members of the Student Representative Council.



Sept. 16, 2024 - Joe D'Angela, the Senior Director of St. Clair College Centre for the Arts, Iain Macri, Alumni of Distinction Chantelle Bacon, and President Michael Silvaggi pose with a cheque from the Community Saints for the Fight Like Mason Foundation.



Sept. 27, 2024 - President Michael Silvaggi stands with community partners and stakeholders to cut the ribbon for the Zen Garden landscape project at Brentwood Recovery Home in Windsor during its 60th anniversary celebration.



Sept. 29, 2024 - President Michael Silvaggi stands with student leaders and Alumni Association representatives to deliver a cheque to the Canadian Mental Health Association during its annual Suicide Awareness Walk, hosted at St. Clair College.





Oct. 11, 2024 - President Michael Silvaggi hosts a media event with Women's Enterprise Skills Training Inc., where the organization received funding from the Ministry of Children, through the Community and Social Services' Women's Economic Security Program. Windsor-Tecumseh MPP Andrew Dowie was in attendance.



Oct. 16, 2024 - President Michael Silvaggi is flanked by Windsor Police Chief Jason Bellaire and Deputy Chief Karel DeGraaf at the annual Badging Ceremony, where seven of 11 new sworn officers were St. Clair College graduates.



Oct. 16, 2024 - President Michael Silvaggi and Senior Vice President Monica Staley Liang, along with School of Engineering Technologies Chair John Byng host an event celebrating a recent \$3 million investment at the Robotics Lab, with representatives from industry partner Centerline Windsor Ltd.



Oct. 25, 2024 - President Michael Silvaggi stands with Senior Vice President John Fairley, WIFF Director Vincent Georgie and Chrysler Theatre Manager Veronica Mancini at the opening night of WIFF, sponsored by St. Clair College.



Oct. 25, 2024 - President Michael Silvaggi and Senior Vice President John Fairley meet with members of the Windsor-Essex Catholic District School Board at the St. Anne's Skilled Trades Academy and Learning Centre to discuss potential partnerships.



Oct. 28, 2024 - President Michael Silvaggi, Board of Governors Vice-Chair Charlie Hotham, former President Patti France and SRC President Rishi Vatish cut the ribbon at the new Patti France Welcome Centre.



Oct. 28, 2024 - President Michael Silvaggi meets with Chatham-Kent CAO Michael Duben and Chatham-Kent Mayor Darrin Canniff to discuss potential collaborations.



Nov. 11, 2024 - President Michael Silvaggi delivers a Remembrance Day address to students, staff and faculty.



Nov. 15, 2024 - President Michael Silvaggi stands with the Canadian Bowl cup, which the Saints Football Team won a few days prior at the CJFL National Championship. To honour the achievement, the team was treated to a celebratory buffet at Eatery 101.



Nov. 15, 2024 - President Michael Silvaggi stands with victorious students and faculty at the Ontario Colleges' Marketing Competition, hosted by St. Clair College.



Jan. 15, 2025 - President Michael Silvaggi met with City of Windsor Councillor Renaldo Agostino to discuss Downtown Windsor. Both leaders are committed to fostering growth and enhancing the vibrancy of our downtown community.



Nov. 25, 2024 - Former President Patti France stands with St. Clair College Board of Governors Chair Garry Rossi after she received the 2024 Minister's Lifetime Achievement Award from the Ministry of Colleges and Universities.



Dec. 18, 2024 - President Michael Silvaggi joins members of the S'Aints Band and local food banks to announce the fundraising total for the annual Sleighing Hunger charity concert at Caesars Windsor.



Jan. 17, 2025 - President Michael Silvaggi is joined by the United Way Giving Campaign organizing committee and United Way officials to present a cheque from the December fundraising drive.



Jan. 29, 2025 - President Michael Silvaggi with Windsor-Essex Regional Chamber of Commerce President and CEO Ryan Donally at the Board of Directors Breakfast at Beach Grove Golf & Country Club.



Jan. 30, 2025 - President Michael Silvaggi and members of the senior leadership team, as well as Lindi Prendi of the Centre for Academic Excellence meet with representatives from OCQAS during a visit to St. Clair College.



Feb. 3, 2025 - President Michael Silvaggi is joined by members of the Equity, Diversity and Inclusion committee and SRC President Rishi Vatish to raise the flag for Black History Month at St. Clair College.



Feb. 26, 2025 - President Michael Silvaggi and Senior Vice President Monica Staley Liang meet with representatives from Naval Reserves division of HMCS Hunter to discuss potential collaboration opportunities.



ST. CLAIR COLLEGE APPENDICES

Strategic Mandate Agreement

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Fiscal period April 1, 2020 to March 31, 2025



Read the agreement between Ontario and St. Clair College of Applied Arts and Technology to understand its unique role in Ontario’s post-secondary education system: [2020-2025 Strategic Mandate Agreement: St. Clair College of Applied Arts and Technology](#)

Consolidated Financial Statements

THE ST. CLAIR COLLEGE OF APPLIED
ARTS AND TECHNOLOGY

Year ended March 31, 2025



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.

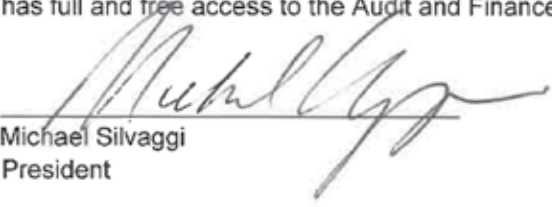
The College's insurance liabilities have been reviewed by management in consultation with its broker. There are no material liabilities in either fact or contingency as at the date of this report.

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 and Finance Committee.

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


Michael Silvaggi
President


Marc Jones
Senior Vice President, Finance, Administration &
Chief Financial Officer



KPMG LLP
618 Greenwood Centre
3200 Deziel Drive
Windsor, ON N8W 5K8
Canada
Telephone 519 251 3500
Fax 519 251 3530

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, 2025
- 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, 2025, 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





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 generally accepted auditing 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 generally accepted auditing 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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

Windsor, Canada
May 27, 2025



THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Financial Position

March 31, 2025, with comparative information for 2024

	2025	2024
Assets		
Current assets:		
Cash and cash equivalents	\$ 57,771,016	\$ 69,253,915
Accounts receivable (note 17)	10,285,731	10,686,888
Temporary investments (note 2)	172,473,772	247,983,107
Prepaid expenses	9,773,045	13,482,450
	250,303,564	341,406,360
Long-term investments (note 2)	51,692,864	25,331,540
Construction in progress (note 3)	634,450	10,531,702
Capital assets (note 4)	258,048,190	229,155,963
	\$ 560,679,068	\$ 606,425,565
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 37,797,510	\$ 51,691,811
Deferred revenue (note 6)	42,756,484	104,754,305
Vacation pay	5,679,109	6,347,329
Current portion of long-term debt (note 7)	2,064,908	2,148,344
	88,298,011	164,941,789
Long-term debt (note 7)	17,171,470	19,236,378
Post-employment benefits and compensated absences (note 8)	4,193,999	3,693,000
Deferred contributions (note 9)	14,612,106	15,822,921
Deferred capital contributions (note 10)	129,392,841	129,088,671
Deferred capital contributions relating to construction in progress (note 11)	-	500,000
Asset retirement obligations (note 5)	787,876	844,076
	254,456,303	334,126,835
Net assets:		
Unrestricted:		
Operating	42,385,242	24,714,971
Post-employment benefits and compensated absences	(4,193,999)	(3,693,000)
Vacation pay	(5,679,109)	(6,347,329)
	32,512,134	14,674,642
Invested in capital assets (note 12)	110,053,421	88,714,272
Externally restricted (note 13)	23,799,904	22,788,044
Internally restricted (note 14)	139,857,306	146,121,772
	306,222,765	272,298,730
Commitments (note 15)		
Contingent liabilities (note 16)		
	\$ 560,679,068	\$ 606,425,565

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, 2025, with comparative information for 2024

	2025	2024
Revenue:		
Grants and reimbursements	\$ 41,993,968	\$ 41,024,596
Capital support grants	148,538	106,258
Tuition revenue	115,022,250	120,522,313
Public college private partnership (note 19)	96,838,064	103,870,335
Contract training	15,585,471	15,971,420
Amortization of deferred capital contributions	6,568,325	6,380,664
Other income	29,788,934	33,439,626
Donations	797,509	476,169
Foundation	3,948,600	4,489,550
Ancillary operations	14,153,147	13,980,148
	324,844,806	340,261,079
Expenses:		
Salaries and benefits	109,267,703	104,006,644
Operating expenditures	69,876,059	72,798,868
Public college private partnership (note 19)	76,828,545	81,533,338
Post-employment benefits and compensated absences	501,000	137,000
Foundation	3,948,600	4,489,550
Bursaries and scholarships	793,054	468,169
Amortization of capital assets	15,076,411	13,912,840
Other expenditures out of capital support grants	141,027	106,284
Ancillary operations	15,496,515	13,484,259
Loss on disposal of capital assets	3,717	52,202
	291,932,631	290,989,154
Excess of revenue over expenses	\$ 32,912,175	\$ 49,271,925

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, 2025, with comparative information for 2024

	Unrestricted	Invested in capital assets (note 12)	Externally restricted (note 13)	Internally restricted (note 14)	2025 Total	2024 Total
Balance, beginning of year	\$ 14,674,642	88,714,272	22,788,044	146,121,772	\$ 272,298,730	\$ 239,406,866
Endowment and annual funds received (transferred) during the year	-	-	1,011,860	-	1,011,860	(15,582,029)
Excess (deficiency) of revenues over expenses	41,423,978	(8,511,803)	-	-	32,912,175	49,271,925
Transfer of unrestricted to internally restricted	6,264,466	-	-	(6,264,466)	-	(798,032)
Net change in investment in capital assets (note 12b)	(29,850,952)	29,850,952	-	-	-	-
Balance, end of year	\$ 32,512,134	\$ 110,053,421	\$ 23,799,904	\$ 139,857,306	\$ 306,222,765	\$ 272,298,730

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, 2025, with comparative information for 2024

	2025	2024
Cash provided by (used in):		
Operations:		
Excess of revenue over expenses	\$ 32,912,175	\$ 49,271,925
Items not involving cash:		
Amortization of capital assets	15,076,411	13,912,840
Amortization of deferred capital contributions	(6,568,325)	(6,380,664)
Accrual for post-employment benefits and compensated absences	500,999	137,000
Deferred contributions recognized as revenue in the year	(3,948,600)	(4,489,550)
Unrealized loss (gain) on long-term investments	1,255,354	(1,132,932)
Loss on disposal of capital assets	3,717	52,202
	39,231,731	51,370,821
Changes in non-cash operating working capital:		
Accounts receivable	401,157	(530,760)
Prepaid expenses	3,709,405	(2,305,011)
Accounts payable and accrued liabilities	(13,894,301)	18,347,527
Accrual for vacation pay	(668,220)	392,076
Deferred revenue	(61,997,821)	(34,239,876)
	(33,218,049)	33,034,777
Financing activities:		
Deferred contributions	2,737,785	18,431,966
Repayment of long-term debt	(2,148,344)	(2,037,497)
Internally restricted scholarship reserve transfer	-	(798,032)
Endowment and annual contributions (transfers), net	1,011,860	(15,582,029)
	1,601,301	14,408
Capital activities:		
Contributions received for capital purposes	6,872,495	7,144,008
Contributions paid for construction in progress	(500,000)	(31,340)
Proceeds on disposal of capital assets	-	26,177
Purchase of capital assets and construction in progress	(34,075,103)	(32,914,199)
Asset retirement obligations settlement	(56,200)	(175,769)
	(27,758,808)	(25,951,123)
Investing activities:		
Purchase of long-term investments	(27,616,678)	(7,639,628)
Redemption (purchase) of temporary investments	75,509,335	(13,525,992)
	47,892,657	(21,165,620)
Decrease in cash	(11,482,899)	(14,067,558)
Cash, beginning of year	69,253,915	83,321,473
Cash, end of year	\$ 57,771,016	\$ 69,253,915

See accompanying notes to financial statements.



THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements

Year ended March 31, 2025

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:

Revenue is recognized when the College has the ability to claim or retain an inflow of economic resources and a past transaction or event giving rise to the asset has occurred.

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.

Gifts in-kind are recorded at fair value in the year of receipt.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

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 \$290,000 (2024 - \$280,000) 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, 2025

1. Significant accounting policies (continued):

(c) Cash and cash equivalents:

Cash and cash equivalents include highly liquid investments with maturities of 30 days or less when purchased.

(d) Short-term investments:

Short-term investments are recorded at fair value. Subsequent changes in the fair value of short-term investments are adjusted through the statement of financial position.

(e) Long-term investments:

Long-term investments are recorded at fair value. Subsequent changes in the fair value of restricted long-term investments are adjusted through the statement of financial position.

(f) Investment income:

Realized gains and losses on the sale of investments are determine using the average cost of securities sold. Interest and dividend income is recorded on the accrual basis.

(g) Endowment funds:

Endowed funds consist of external contributions that the donor has designated as a permanent endowment. The endowed funds cannot be expended by the Foundation. The annual income earned on the endowed funds may be expended only for the externally restricted purposes specified by the donor.

(h) 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.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

1. Significant accounting policies (continued):

(h) Capital assets (continued):

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
Furniture & equipment	5 years
Leasehold improvements	5 years
Computer equipment	3 years

(i) Vacation pay:

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

(j) 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.



THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

1. Significant accounting policies (continued):

- (j) Retirement and post-employment benefits and compensated absences (continued):
 - (ii) 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.
 - (iii) The costs of the multi-employer defined benefit pension are the employer's contributions due to the plan in the period.
 - (iv) 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.
 - (v) The discount rate used in the determination of the above-mentioned liabilities is equal to the College's internal rate of borrowing.

(k) 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, 2025

1. Significant accounting policies (continued):

- (k) 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 other liabilities. 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, 2025

1. Significant accounting policies (continued):

(l) 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 (h).

(m) Use of 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, 2025

2. Financial instrument classification:

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

2025	Fair value	Amortization at cost	Total
Cash and cash equivalents	\$ 57,771,016	\$ -	\$ 57,771,016
Accounts receivable	-	10,285,731	10,285,731
Temporary investments	172,473,772	-	172,473,772
Long-term investments	51,692,864	-	51,692,864
Accounts payable and accrued liabilities	-	37,797,510	37,797,510
Long-term debt	-	19,236,378	19,236,378
	\$281,937,652	\$ 67,319,619	\$349,257,271

2024	Fair value	Amortization at cost	Total
Cash and cash equivalents	\$ 69,253,915	\$ -	\$69,253,915
Accounts receivable	-	10,686,888	10,686,888
Temporary investments	247,983,107	-	247,983,107
Long-term investments	25,331,540	-	25,331,540
Accounts payable and accrued liabilities	-	51,691,811	51,691,811
Long-term debt	-	21,384,722	21,384,722
	\$342,568,562	\$ 83,763,421	\$426,331,983

Temporary investments consist of highly liquid investments, including guaranteed investment certificates with maturities of less than one year. Long-term investments consist of equity instruments in public companies, bonds, and term deposits. Long-term investments include \$26,016,220 (2024 - \$25,331,540) of investments externally restricted for endowment purposes (see Note 13).



THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

2. Financial instrument classification (continued):

Long-term investments consist of the following:

	2025	2024
Fair value:		
Term deposits	\$ 25,676,644	\$ -
Corporate and government bonds	12,994,935	17,033,158
Shares in public companies and mutual funds	13,021,285	8,298,382
	\$ 51,692,864	\$ 25,331,540

	2025	2024
Cost:		
Term deposits	\$ 25,676,644	\$ -
Corporate and government bonds	12,727,974	16,955,196
Shares in public companies and mutual funds	12,408,267	6,241,011
	\$ 50,812,885	\$ 23,196,207

Maturity profile of bonds held is as follows:

2025	Within 1 year	1 to 5 years	6 to 10 years	Over 10 years	No specific maturity	Total
Carrying value \$	347,326	\$5,467,851	\$1,828,064	\$ 471,718	\$4,879,976	\$12,994,935
Percent of total	3%	41%	14%	4%	38%	100%
						\$12,994,935

2024	Within 1 year	1 to 5 years	6 to 10 years	Over 10 years	Total
Carrying value \$	2,083,808	\$10,398,055	\$4,105,286	\$ 446,009	\$17,033,158
Percent of total	12%	61%	24%	3%	100%
					\$17,033,158

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

2. Financial instrument classification (continued):

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

- 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;
- 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
- 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).

2025	Level 1	Level 2	Level 3	Total
Cash and cash equivalents	\$ 57,771,016	\$ -	\$ -	\$ 57,771,016
Temporary investments	172,473,772	-	-	172,473,772
Long-term investments	51,692,864	-	-	51,692,864
Total	\$281,937,652	\$ -	\$ -	\$281,937,652

2024	Level 1	Level 2	Level 3	Total
Cash and cash equivalents	\$ 69,253,915	\$ -	\$ -	\$ 69,253,915
Temporary investments	247,983,107	-	-	247,983,107
Long-term investments	25,331,540	-	-	25,331,540
Total	\$342,568,562	\$ -	\$ -	\$342,568,562

There was no movement between Levels 2 and 3 during the year.



THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

3. 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, 2025, construction in progress amounted to \$634,450 (2024 - \$10,531,702).

4. Capital assets:

2025	Cost	Accumulated amortization	Net book value
Land	\$ 6,036,323	\$ -	\$ 6,036,323
Buildings, including asset retirement costs	321,467,836	105,318,635	216,149,201
Site improvements	34,163,318	15,674,351	18,488,967
Furniture & equipment	95,758,346	78,859,664	16,898,682
Computer equipment	3,284,624	2,975,882	308,742
Leasehold improvements	4,748,700	4,582,425	166,275
	\$ 465,459,147	\$ 207,410,957	\$ 258,048,190

2024	Cost	Accumulated amortization	Net book value
Land	\$ 6,036,323	\$ -	\$ 6,036,323
Buildings, including asset retirement costs	289,198,003	98,263,951	190,934,052
Site improvements	29,918,427	13,589,861	16,328,566
Furniture & equipment	95,146,091	79,835,742	15,310,349
Computer equipment	2,774,531	2,562,855	211,676
Leasehold improvements	4,748,700	4,413,703	334,997
	\$ 427,822,075	\$ 198,666,112	\$ 229,155,963

Amortization expense for the year is \$15,076,411 (2024 - \$13,912,840).

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

5. 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.

	2025	2024
Balance, beginning of year	\$ 844,076	\$ 1,019,845
Less: obligations settled during the year	(56,200)	(175,769)
Balance, end of year	\$ 787,876	\$ 844,076

6. Deferred revenue:

	2025	2024
Advanced tuition fees	\$ 33,888,109	\$ 95,388,591
Unearned grants	6,164,778	6,618,428
Unearned rent	395,298	364,258
Other	2,308,299	2,383,028
	\$ 42,756,484	\$104,754,305



THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

7. 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, 2025 (2024 - \$nil). The other long-term debt outstanding at year-end consists of:

	2025	2024
6.63% debt, payable \$128,585 monthly including interest, due March 28, 2028	\$ 4,187,304	\$ 5,408,405
2.147% debt, payable \$200,975 semi-annually including interest, due May 14, 2025	198,840	590,207
4.730% debt, payable \$628,383 semi-annually including interest, due September 2, 2042	14,850,234	15,386,110
	19,236,378	21,384,722
Current portion of long-term debt	(2,064,908)	(2,148,344)
	\$ 17,171,470	\$ 19,236,378

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

7. Long term debt (continued):

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

2026	\$ 2,064,908
2027	1,982,088
2028	2,105,485
2029	645,964
2030	676,853
Thereafter	11,761,080
	\$ 19,236,378

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, 2025

8. 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.

	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
2025				
Accrued employee future benefits obligations	\$ 1,066,000	\$ 4,477,000	\$ -	\$ 5,543,000
Value of plan assets	(210,000)	-	-	(210,000)
Unamortized actuarial gains (losses)	91,000	(1,230,000)	-	(1,139,000)
Total liability	\$ 947,000	\$ 3,247,000	\$ -	\$ 4,194,000

	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
2024				
Accrued employee future benefits obligations	\$ 865,000	\$ 4,235,000	\$ 52,000	\$ 5,152,000
Value of plan assets	(204,000)	-	-	(204,000)
Unamortized actuarial gains (losses)	125,000	(1,376,000)	(4,000)	(1,255,000)
Total liability	\$ 786,000	\$ 2,859,000	\$ 48,000	\$ 3,693,000

	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expense
2025				
Current year benefit cost	\$ 195,000	\$ 391,000	\$ 1,000	\$ 587,000
Interest on accrued benefit obligation	3,000	155,000	1,000	159,000
Amortized actuarial (losses) gains	(32,000)	228,000	61,000	257,000
Total expense	\$ 166,000	\$ 774,000	\$ 63,000	\$ 1,003,000

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

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

	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expense
2024				
Current year benefit cost	\$ 7,000	\$ 322,000	\$ 1,000	\$ 330,000
Interest on accrued benefit obligation	3,000	124,000	2,000	129,000
Amortized actuarial (losses) gains	(13,000)	97,000	-	84,000
Total expense	\$ (3,000)	\$ 543,000	\$ 3,000	\$ 543,000

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:

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, 2025, indicated an actuarial surplus of \$6.1 billion (2024 - \$5.3 billion). The College made contributions to the Plan and its associated retirement compensation arrangement of \$8,420,280 (2024 - \$8,510,363), 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, 2025

8. 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, 2025 of the future benefits was determined using a discount rate of 3.20% (2024 – 3.50%).

(ii) Medical premium:

Medical premium increases were assumed to increase at 6.04% per annum in 2025 (2024 – 6.16%) 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 2025 (2024 – 4.0%).

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

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

(c) Compensated absences:

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:

	2025	2024
Wage and salary escalation:		
Academic	2.5%	3.0%
Support	2.5%	3.0%
Discount rate	3.2%	3.5%

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, 2025

9. 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:

	2025	2024
Balance, beginning of year	\$ 15,822,921	\$ 1,880,504
Less: bursaries awarded in the year	(3,948,600)	(4,489,550)
Add: amounts received in the year	983,884	16,517,869
Add: unrealized (loss) gain on long-term investments	(1,255,354)	1,132,932
Add: investment income received in the year	3,009,255	781,166
Balance, end of year	\$ 14,612,106	\$ 15,822,921

Deferred contributions are comprised of:

	2025	2024
Scholarships and bursaries	\$ 14,460,606	\$ 15,671,421
Joint employment stability reserve	151,500	151,500
	\$ 14,612,106	\$ 15,822,921

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

10. 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:

	2025	2024
Balance, beginning of year	\$129,088,671	\$ 128,325,327
Less: amortization of deferred capital contributions	(6,568,325)	(6,380,664)
Add: contributions received for capital purposes	6,872,495	7,144,008
Balance, end of year	\$129,392,841	\$ 129,088,671

As at March 31, 2025 there were \$nil (2024 - \$nil) of deferred capital contributions received which were not spent.

11. 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.

	2025	2024
Balance, beginning of year	\$ 500,000	\$ 531,340
Less: amounts transferred to assets in the year	(500,000)	(531,340)
Add: contributions received for capital purposes	-	500,000
Balance, end of year	\$ -	\$ 500,000



THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

12. Investment in capital assets:

(a) Investment in capital assets represents the following:

	2025	2024
Capital assets	\$258,048,190	\$ 229,155,963
Construction in progress	634,450	10,531,702
Less amounts financed by:		
Long-term debt	(19,236,378)	(21,384,722)
Deferred capital contributions	(129,392,841)	(129,088,671)
Deferred capital contributions – construction	-	(500,000)
Balance, end of year	\$110,053,421	\$ 88,714,272

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

	2025	2024
Deficiency of revenues over expenditures:		
Amortization of deferred capital contributions related to capital assets	\$ 6,568,325	\$ 6,380,664
Amortization of capital assets	(15,076,411)	(13,912,840)
Loss on disposal of assets	(3,717)	(52,202)
	\$ (8,511,803)	\$ (7,584,378)

Net change in investment in capital assets:		
Purchase and contribution of capital assets and transfers from construction in progress	\$ 34,075,103	\$ 32,914,199
Disposal of capital assets	(3,717)	(78,379)
Amounts funded by deferred capital contributions	(6,872,495)	(7,144,008)
Amounts funded by deferred capital contributions – construction	500,000	31,340
Loss on disposal of capital assets, net of expenses	3,717	52,202
Repayment of long-term debt	2,148,344	2,037,497
	\$ 29,850,952	\$ 27,812,851

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

13. 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 \$856,650 and \$2,774,264 respectively (2024 - \$770,850 and \$621,659).

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

14. 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 Project	Risk Management	Total
2025					
Balance, beginning of year	\$ 73,920,568	\$ 36,756,589	\$ 25,444,615	\$ 10,000,000	\$146,121,772
Add: contributions	-	15,076,412	20,000,000	-	35,076,412
Less: transfer for spend	-	(15,946,263)	(25,394,615)	-	(41,340,878)
Balance, end of year	\$ 73,920,568	\$ 35,886,738	\$ 20,050,000	\$ 10,000,000	\$139,857,306



THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

14. Internally restricted net assets (continued):

	Financial Sustainability	Deferred Maintenance	Strategic Capital Project	Risk Management	International Scholarships	Total
2024						
Balance, beginning of year	\$ 70,111,102	\$ 25,878,768	\$ 22,095,384	\$ -	\$ 5,056,127	\$123,141,381
Add: contributions	3,809,466	22,047,790	13,000,000	10,000,000	240,059	49,097,315
Less: transfer for spend	-	(11,169,969)	(9,650,769)	-	(5,296,186)	(26,116,924)
Balance, end of year	\$ 73,920,568	\$ 36,756,589	\$ 25,444,615	\$ 10,000,000	\$ -	\$146,121,772

15. Commitments:

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

2026	\$ 8,773,565
2027	4,314,813
2028	2,899,866
2029	1,151,589
2030	156,951

16. 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.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

17. 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 this risk relating to its cash, debt holdings in its investment portfolio, and accounts receivable. The College holds its term deposits with a provincially regulated credit union that is protected by the Deposit Insurance Corporation of Ontario and with Canadian banking institutions that are protected by the Canadian Deposit Insurance Corporation. In the event of default, the College's term deposits are insured up to \$101,740,000 (2024 - \$151,724,041). In addition, the College holds part of its equity investments with an investment firm that is protected by the Canadian Investor Protection Fund (CIPF). In the event of CIPF member default, the College's equity investments are insured up to \$1,000,000 (2024 - \$1,000,000).

The investment policy sets issuer type limits on the bond portfolio and operates in accordance with the Ontario Financial Administration Act by placing a 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 outlined in Note 2.

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:



THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

17. Risk management (continued):

(a) Credit risk (continued):

	Total	Current	Past due			
			1 - 30 days	31 - 60 days	61 - 90 days	91 - 120 days
Government receivables	\$ 4,187,866	\$ 4,187,866	\$ -	\$ -	\$ -	\$ -
Student receivables	2,699,835	2,858	4,483	2,403	(1,774)	2,691,865
Other receivables	4,235,640	2,744,188	406,599	469,722	612,525	2,606
Gross receivables	11,123,341	6,934,912	411,082	472,125	610,751	2,694,471
Less: impairment allowance	(837,610)	-	-	-	-	(837,610)
Net receivables	\$ 10,285,731	\$ 6,934,912	\$ 411,082	\$ 472,125	\$ 610,751	\$ 1,856,861

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, 2025

17. 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's application is monitored by the Foundation Board, management, and the investment managers. Diversification techniques are utilized to minimize risk. The policy limits the investment in any single issuer to a maximum of 10% of the market value of the bond portfolio and 10% (2024 - 5%) of the market value of the equity portfolio. An exception exists for bonds issued by the Government of Canada and Canadian provinces.

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.

At March 31, 2025, 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 holdings of \$38,698 (2024 - \$25,278).

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, 2025

17. 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 7). 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 6.5% (2024 – 1% to 9%) with maturities ranging from November 4, 2025 to May 18, 2077 (2024 – June 2, 2024 to May 18, 2077).

At March 31, 2025, 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 \$695,366 loss and \$695,366 gain respectively (2024 - \$650,156 loss and \$650,156 gain). The College’s bank loans as described in Note 7 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, 2025, 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 \$1,184,077 (2024 - \$724,449).

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, 2025

17. 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):

2025	Within 6 months	6 months to 1 year	1 – 5 years	> 5 years
Accounts payable	\$ 31,474,987	\$ 3,301,900	\$ 3,020,623	\$ -
Long-term debt	1,117,814	947,093	6,119,610	11,051,861
	\$ 32,592,801	\$ 4,248,993	\$ 9,140,233	\$ 11,051,861

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.

(g) Other risk:

On January 22, 2024, the Government of Canada (the “Government”) announced an intake cap on international student permit applications for a period of two years, resulting in a reduction of approximately 35% of approved study permits from 2023.

On September 18, 2024, the Government announced a further reduction to the intake cap on international student study permits for 2025 of 10% from the approved 2024 target. The 2025 cap will be maintained at the same level for 2026. Also included in this announcement was a change to Post-Graduation Work Permits (“PGWPs”), aligning work permit eligibility to labour market needs. Further details on the implementation of this change were released throughout Fall 2024, resulting in a significant reduction of the programs eligible for PGWPs.



THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

17. Risk management (continued):

(g) Other risk (continued):

As a result of these policy changes, students at St. Clair College's public-private partnership, in the Greater Toronto Area, will no longer be eligible for post-graduate work permits, which affects the sustainability of this partnership. The last planned enrolment for the public-private partnership will be in 2025-2026, which represents the flow-through enrolment from the last intake in Spring 2024.

A significant portion of the College's tuition revenues is derived from international students and the College continues to assess the impact of this announcement on its ability to earn revenue from international students.

18. Related parties:

St. Clair College Foundation:

The St. Clair College Foundation (the "Foundation") which is consolidated within these financial statements, 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 \$3,091,950 (2024 - \$3,718,700), including \$nil of in-kind donations (2024 - \$nil) was received from the Foundation.

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

19. 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 partnership began winding down in fiscal 2025.

The release of St. Clair College's key performance indicators are pending regulatory approval from the Ministry of Colleges, Universities, Research Excellence, and Security. They will be posted here once available: <https://www.stclaircollege.ca/future-students/kpi>



APPENDIX D (Summary of Advertising and Marketing Complaints)

For the period April 1, 2024 – March 31, 2025, 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
No complaints received.				

INSTITUTES OF TECHNOLOGY AND ADVANCED LEARNING (ITAL) REPORT

This appendix is not required for St. Clair College.



Board Members	Appointment Date
Michael Silvaggi, President	
Garry Rossi, Board Chair	September 2023 – August 2026
Charlie Hotham, Vice Chair	September 2024 – August 2027
Rose Anguiano Hurst	September 2023 – August 2026
Art Barron	September 2022 – August 2025
Warren Beck	August 2022 – September 2025
Paula Corro-Battagello	September 2022 – August 2025
Garnet Fenn	September 2023 – August 2026
Matteo Palumbo	December 2024 – August 2025
John Parent	September 2022 – August 2025
Jean Piccinato	August 2024 – August 2026
Allen Provost	September 2022 – August 2025
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
Jennifer Yee	February 2024 – August 2026



To: Michael Silvaggi, President

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

Date: March 20, 2025

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.

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 he 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 two items that moved to the recommendation stage in the 2024-2025 term:

1. Policy No.1.1.20: Process for Faculty Notification of Student Ambassadors revision. This policy was revised to be utilized by all students who represent the college (ie: student representatives, varsity athletes, Enactus group, competitions, etc.) to identify themselves to faculty. This introduction helps faculty exercise reasonable flexibility to accommodate these students & their events.
2. Readmission Modules for dismissed students. New readmission modules were created which are geared to a student’s needs & improving their skills. One mandatory module, Self-Management, must be completed and the student, then, has choices for the other modules. These modules include Time Management & Goal Setting, Class Skills, Assignment Skills, Study Skills and Stress Management. We will continue to update existing modules and create new ones.

These recommendations were reviewed, met positively by the President, and implemented.

The Advisory College Council will continue to meet once per semester at minimum. We will have one more meeting for the 2024-2025 academic year, which will be held in June. After this meeting, the Advisory College Council will reconvene for the 2025-2026 academic year in the Fall semester.

Sincerely,



Juli Vlamincck
Chair, College Advisory Council





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