ST. CLAIR COLLEGE

ANNUAL REPORT
2025-2026

RISE ABOVE THE ORDINARY

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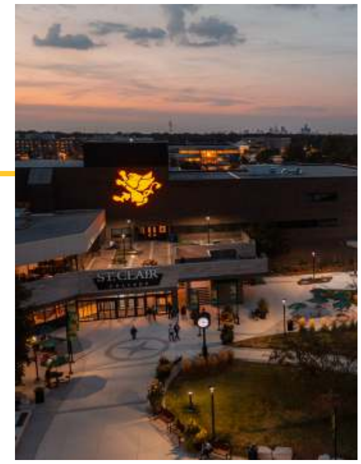
1.0 Executive Summary 2025–26 Annual Report



At St. Clair College, student achievement is at the centre of everything we do. From success in the classroom to the community, the College is actively preparing the workers and leaders of tomorrow. The 2025-26 Annual Report features many examples of student achievement, institutional stability and community-building that together encompass the "Saints Experience."

To help capture this momentum, St. Clair College embarked on a new strategic plan in 2025 built around three key pillars: St. Clair's student and community impact, academics that build rewarding careers and a talented and accountable organization. Detailed in the pages that follow are hundreds of examples where Saints embody the mission, vision and values of the institution while also fulfilling the new strategic directions.

At a time when colleges across Ontario are combatting declining international enrolment, St. Clair College strengthened domestic recruitment efforts by engaging prospective students and community members through campus tours, workshops, camps and experiential learning opportunities designed to build awareness of postsecondary pathways and career opportunities.

Student well-being and retention remained key priorities through expanded mental health supports, accessibility services, Indigenous Student Services, tutoring, counselling and transition programming.

Community engagement and applied research activities also expanded significantly. Students, faculty and staff contributed thousands of volunteer hours through charitable initiatives, outreach programs, and partnerships supporting healthcare, education, youth development and regional wellness. It is said that a rising tide lifts all boats, and through these collective efforts, Saints Nation is working tirelessly to make the community a better place while building incredible bridges and networks across all sectors of the economy.

Research and Innovation initiatives at St. Clair College strengthened collaborations with industry and community partners while increasing student participation in applied research projects addressing regional socio-economic challenges.

The College also continued expanding flexible learning opportunities through online and hybrid course delivery, along with new articulation agreements with university partners to further enhance academic mobility and degree completion pathways for students.

The Saints continued a tradition of excellence on the courts and fields of play, led by the women's soccer team, which captured OCAA gold for the first time in 37 years. The Saints Football program continued to dominate, taking home its fourth consecutive provincial championship and Saints Esports maintained its grip in the international gaming landscape, scooping up numerous international acclaims. The Saints also took home silver medals in men's baseball, men's and women's golf, women's volleyball and softball, and men's cross-country running, while the men's basketball and indoor soccer teams captured bronze.

Despite sector-wide financial pressures related to changes in international student policies, the College maintained strong financial oversight, transparent reporting practices and healthy reserve balances while continuing to invest in employee development, student supports and infrastructure renewal.

Collectively, these initiatives reinforce the College's commitment to excellence, accessibility, community impact and long-term institutional sustainability while preparing students to succeed in an evolving global workforce.

2.0 Message From The Board Chair
2025–26 Annual Report

The role of the Board of Governors is to provide oversight, accountability and strategic guidance in support of St. Clair College's mission and long-term success. The 2025–26 Annual Report reflects a year in which that responsibility was exercised with care, diligence and a clear focus on sustainability and student success.

The post-secondary environment continues to evolve, shaped by economic conditions, demographic change and policy decisions beyond the control of any single institution. Within this context, the Board worked closely with the College's senior leadership to ensure that decisions were guided by prudence, transparency and a shared commitment to academic integrity and institutional resilience.

Throughout the year, the Board fulfilled its responsibilities for governance, financial oversight and strategic alignment. Careful review of financial performance, enrolment trends and risk considerations informed decisions intended to safeguard the long-term strength of the College while preserving its ability to deliver high-quality, career-focused education. The results of that work are reflected in the information presented in this report.

Equally important is the Board's responsibility to uphold the College's public mandate and connection to the communities it serves. St. Clair College plays a vital role in workforce development, economic vitality and social well-being across Windsor-Essex, Chatham-Kent and beyond. The accomplishments highlighted in these pages—academic success, applied learning, athletic achievement, research activity and community engagement—demonstrate the continued relevance and impact of the institution.

The Board is deeply appreciative of the leadership of President Michael Silvaggi, whose steady guidance has been instrumental throughout the year. We also extend our sincere thanks to faculty and staff for their professionalism and dedication, and to students for their commitment to learning and involvement in campus life. The generosity of donors and partners further strengthens the College's ability to support access, opportunity and innovation.

Governance is ultimately about stewardship for the future. As the College looks ahead, the Board remains confident in St. Clair College's strategic direction, grounded values and ongoing commitment to Excellence in All We Do. We are proud to support an institution that continues to adapt, lead and serve with purpose.

On behalf of the Board of Governors, I am pleased to present the 2025–26 Annual Report of St. Clair College.

Garry Rossi

Garry Rossi
Chair, Board of Governors
St. Clair College

3.0 Message From The President 2025–26 Annual Report

Each year, St. Clair College's Annual Report brings together a range of perspectives that collectively tell the story of our institution: financial results that reflect stewardship and sustainability, independent measures of impact and a record of the academic, professional and extracurricular achievements of students, staff and graduates. Viewed together, these elements demonstrate a year defined by focus, discipline and an unwavering commitment to our mission.

Within a postsecondary environment that continues to evolve, St. Clair College approached 2025–26 with clarity of purpose. While broader sector conditions remained shaped by changing enrolment patterns, funding pressures and demographic shifts, the College concentrated its efforts on what it could control—academic quality, student experience and fiscal responsibility. Those priorities guided decision-making throughout the year and are evident in the outcomes reflected in the pages that follow.

Financially, the College continued to operate with prudence and transparency, balancing stability with targeted investment to support long-term sustainability. The continued generosity of donors to the St. Clair College Foundation further strengthened student access through scholarships and bursaries, reinforcing our shared commitment to affordability and opportunity.

St. Clair College also remained closely aligned with workforce and community needs across Windsor-Essex, Chatham-Kent and beyond. Academic divisions worked collaboratively to direct resources where they could deliver the greatest impact, preserving program relevance and supporting clear pathways to meaningful careers or further education. The professionalism, adaptability and dedication of faculty and staff were central to this work and to the continued success of our students.

Beyond the classroom, campus life in 2025–26 reflected the energy and engagement of Saints Nation. Applied learning, student leadership and co-curricular activities enriched the student experience, while Saints teams and individuals once again achieved distinction at provincial, national and international levels. These accomplishments, alongside research initiatives and community service, illustrate that excellence at St. Clair is demonstrated daily across countless endeavours.

Community engagement remained a cornerstone of the College's identity. Partnerships with industry, public agencies, non-profit organizations and charitable initiatives continued to enrich curriculum, strengthen civic life and reinforce the College's role as a contributor to regional economic vitality and workforce development. This impact is further reflected in a growing alumni community of more than 150,000 graduates making meaningful contributions across a wide range of professions.

Annual Reports necessarily include data and measures of performance. Yet the most enduring measure of St. Clair College's success is human—students who persevere, graduates who thrive and communities that are stronger because of the education delivered here.

Through changing policy environments and economic cycles, St. Clair College remains grounded in its values, guided by its strategic vision and committed to Excellence in All We Do.

It is with pride in what has been accomplished and confidence in the path ahead that I present the 2025–26 Annual Report of St. Clair College.

Michael Silvaggi

Michael Silvaggi, M.Ad.Ed.
President

4.0 Vision, Mission And Values
The Saints Experience – Where Potential Meets Purpose

VISION - Excellence in all we do

Excellence: Achieving the highest standards in education, student success and operational performance through innovation, continuous improvement and a commitment to quality.

All we do: Encompassing everything the College delivers, from academics and student supports to partnerships and community engagement.

MISSION - Quality education that transforms lives and communities

Quality Education: A student-centered learning experience that combines academic excellence, hands-on training, and industry-aligned programs to equip graduates with the skills, knowledge, and flexibility required for success.

Transforms Lives and Communities: Empowering individuals through education, fostering personal growth, career readiness, and lifelong learning while contributing to the economic, social, and cultural vitality of the communities St. Clair serves.

VALUES

Accountability: We are responsible stewards of our resources, making informed decisions with transparency, fiscal responsibility, and a commitment to sustainable operations.

Adaptability: We evolve with the changing landscape, maintaining a strategic and flexible approach while prioritizing continuous improvement for long-term success.

Community: We support the people, industries, and communities we serve through collaboration, meaningful partnerships, and responsive decision-making.

Inclusivity: We foster a diverse, welcoming, and accessible environment where everyone feels valued, respected and empowered to succeed.

Integrity: We uphold the highest ethical standards, treating others with fairness, honesty, and respect in all interactions.

Quality: We pursue excellence in academics, research, services, and operations, continuously adapting to meet the evolving needs of students and partners.

Pillar # 1

St. Clair's Student and Community Impact

Elevate St. Clair's brand and reputation for community impact and student personal growth, well-being and academic success.

5.1 St. Clair's Student and Community Impact

GOAL	INITIATIVE	MEASURE
Enhance Student well-being and success through the "Saints Experience."	Elevate student mental health, belonging, and school spirit through student services and campus life experiences.	Providing supports to students as it pertains to mental health, well-being and a sense of belonging.

REPORT ON PREVIOUS YEAR'S GOALS

St. Clair College is committed to creating a safe, inclusive, and supportive environment through a comprehensive range of student wellness and support services to create a positive College experience. Recognizing that student challenges are often interconnected, the College uses a holistic, wrap-around approach to care that supports academic, emotional, social, and cultural well-being of students.

Core supports include academic and mental health counselling, the Campus Care Team, campus security, sexual violence prevention education and reporting, and a broad range of Student Services. Counsellors assist students with academic planning, accommodations, stress management, and career planning, while short-term mental health counselling and community partnerships help students access additional care when needed.

The Campus Care Team coordinates responses to critical student concerns to support student safety and success. Campus Security works collaboratively with community partners to maintain a secure learning environment. Student Services also provides accessibility support, tutoring, testing services, Indigenous Student Services, and referral guidance for students unsure where to seek help.

In 2025–26, the College continued implementing its five-year Mental Health Strategy and Policy, reinforcing its commitment to student well-being through a compassionate, human-rights-informed approach.

The THRIVES transition program, an online course for first-semester students, provides resources on time management, wellness, finances, and study habits. In Fall 2025, 95 per cent of approximately 4,800 first-year students accessed the program. The Student Orientation to Accessibility Resources (SOAR) supported 250 new students with disabilities in August 2025.

Indigenous Student Services supported 423 First Nation, Métis, and Inuit students from 38 First Nations communities by providing culturally relevant counselling, Elder support, and access to traditional medicines for smudging ceremonies.

Additional initiatives included high school transition meetings for incoming students, mental health training in partnership with the Canadian Mental Health Association, participation in the Canadian Campus Well-Being Survey coordinated by the University of British Columbia, and expanded 24/7 online counselling supports such as IM Well, Good2Talk, and WeConnect.

Statistics related to Accessibility, Library, Peer Tutoring and Counselling Services are collected and reviewed monthly to identify trends and improve service delivery by reallocating resources.

5.1 St. Clair's Student and Community Impact

GOAL	INITIATIVE	MEASURE
Enhance Student well-being and success through the "Saints Experience."	Elevate student mental health, belonging, and school spirit through student services and campus life experiences.	Percentage of retained students who continue their studies at St. Clair College from year-to-year.

REPORT ON PREVIOUS YEAR'S GOALS

St. Clair College recognizes that a vibrant campus environment, strong student pride, and accessible mental health supports are essential to fostering student belonging, personal growth, and academic success. A wide range of initiatives contribute to the student experience, including onsite and virtual mental health services, assistive technology assessments and supports, accommodated testing services, and extracurricular opportunities such as athletics, Enactus, and academic showcase programs. Together, these services help strengthen student engagement and support positive academic outcomes.

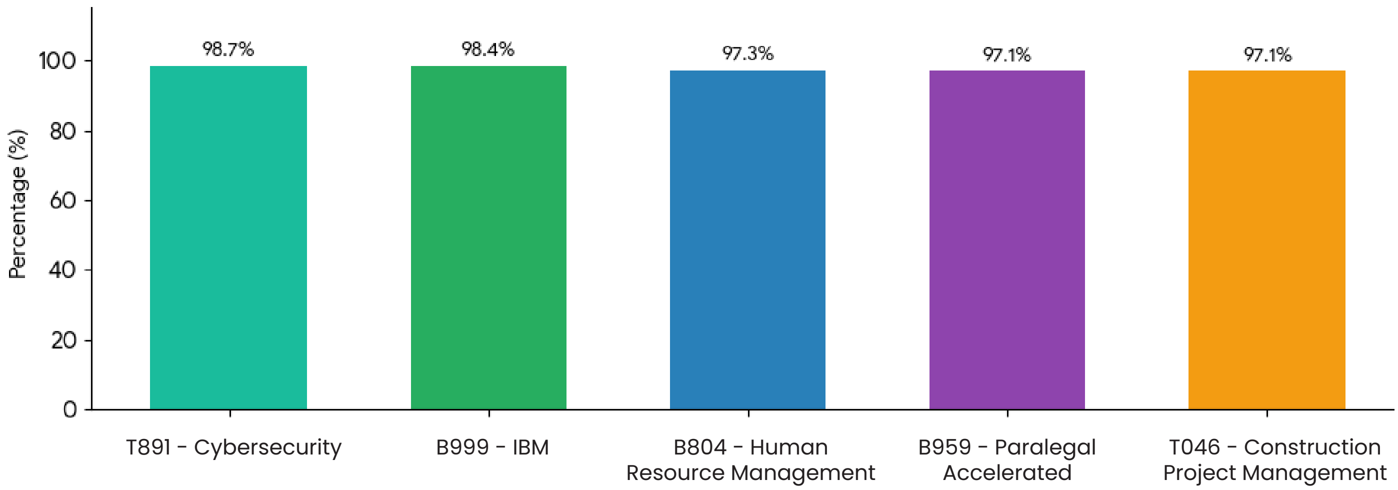
Student retention remains strong, with 82.7 per cent of students enrolled in Fall 2024 either continuing their studies or graduating. The accompanying data tables highlight programs with the highest positive student trajectories and identify gaps between domestic and international student outcomes within specific programs. These findings help inform ongoing strategies to enhance student support, engagement, and retention across the College community.

5.1 St. Clair's Student and Community Impact

Overall Student Retention

Category	Domestic	International	Total
Full-Time Fall 2024 Enrolment	6,977	4,576	11,553
Graduated or Continued into Fall 2025	5,416	4,144	9,560
Retention Rate	77.6%	90.6%	82.7%
Returning Graduates from 2024	388	111	499

Top 5 Positive Trajectory Programs



5.1 St. Clair's Student and Community Impact

GOAL	INITIATIVE	MEASURE
Support the success of the communities we serve.	Instill St. Clair's community and service-oriented values in students by embedding leadership, volunteerism, and community engagement into academic and co-curricular experiences.	Document and report the number of community service events and activities involving members of the College community.

REPORT ON PREVIOUS YEAR'S GOALS

A key component of the new strategic plan is to track the ongoing engagement efforts of faculty, staff, and students within the community. In the first year of the initiative, the College focused on strengthening existing community engagement efforts while improving how community impact is measured, documented, and communicated.

The College continued supporting community events, encouraging volunteerism, and promoting engagement activities across all areas of the institution, while also collecting feedback through established channels to support ongoing improvement. In addition, Community Engagement Reports were developed to capture and recognize the contributions of staff, students, alumni, and retirees involved in community service initiatives.

These efforts were further promoted through social media platforms, College news, and media releases that highlighted collective achievements, celebrated successes, and reinforced the College's ongoing commitment to community involvement and positive social impact throughout the region.

College representatives served on numerous local, provincial, and national boards and committees supporting healthcare, education, mental health, athletics, immigration, youth development, hospice care, community wellness initiatives, and more.

5.1 St. Clair's Student and Community Impact

Students and staff contributed thousands of volunteer hours to charitable organizations and community programs through hundreds of initiatives across Windsor-Essex and Chatham-Kent. Efforts included fundraising for organizations such as the Canadian Mental Health Association, United Way, Windsor Goodfellows, KidSport, Hospice, the Downtown Mission, Special Olympics, and local hospitals. Student clubs organized food drives, blood and plasma donor campaigns, environmental cleanups, awareness campaigns, holiday support initiatives, and fundraising events benefiting vulnerable individuals and families.

Academic programs also supported community-based learning through partnerships with schools, healthcare organizations, and community agencies, including design projects, health promotion activities, esports camps, and technical refurbishing projects for local schools. Athletics and student associations hosted youth camps, tournaments, wellness events, and charitable competitions that raised significant funds for community organizations.

5.1 St. Clair's Student and Community Impact

The College further strengthened community connections through sponsorships, cultural celebrations, conferences, galas, accessibility initiatives, Indigenous education events, and volunteer support for regional festivals and nonprofit organizations, reinforcing St. Clair College's role as a key community partner and contributor to regional well-being.

5.1 St. Clair's Student and Community Impact

5.1 St. Clair's Student and Community Impact

GOAL	INITIATIVE	MEASURE
Support the success of the communities we serve.	Build long-term domestic student recruitment by providing middle school and high school students with experiential opportunities at St. Clair's campuses.	Total count of students attending campus tours, workshops, summer programs, and hands-on learning experiences at St. Clair.

REPORT ON PREVIOUS YEAR'S GOALS

St. Clair College's efforts to increase domestic recruitment and showcase opportunities begins as early as elementary school by hosting tours and events at the College, workshops, summer camps and other hands-on learning experiences to instill brand recognition, provide career development growth and direction, and showcase the Saints experience to students.

During 2025-26, St. Clair College hosted 33,292 people at both the Windsor and Chatham campuses at a variety of events, including at the Genesis Experiential Learning and Career Centre, Nexus Esports Arena, Skilled Trades-related activities and tours put on by the Marketing and Recruitment department. Students who engaged in these activities range from grade-school aged youth to mature students.

5.1 St. Clair's Student and Community Impact

The Genesis Experiential Learning and Career Centre hosted eight career-focused events for mature students from the Women's Enterprise Skills Training of Windsor Inc., welcoming 117 participants to campus for workshops on networking, LinkedIn development, business cards, and career preparation.

The School of Skilled Trades and Apprenticeships engaged approximately 7,040 participants through high school visits, skilled trades fairs, summer camps, and outreach events such as "Level Up!", "Build a Dream," and "Jill of All Trades," promoting experiential learning and careers in the skilled trades.

The College's Esports program leveraged the Nexus Arena to host youth camps, school visits, and championship events, engaging 493 middle and high school students through March Break and summer camps, as well as regional competitions.

Meanwhile, the Marketing and Recruitment Department maintained strong connections with students, parents, teachers, and guidance counsellors through campus tours, open houses, information fairs, and hands-on activities including Skills Ontario, Get Skilled, and First Robotics events, engaging 25,642 people in the process.

5.1 St. Clair's Student and Community Impact

GOAL	INITIATIVE	MEASURE
Support the success of the communities we serve.	Leverage St. Clair's education, research, and physical capacity to partner with government and community organizations on impactful solutions to local and regional socio-economic challenges.	Document and report the number of partnerships, joint projects and initiatives addressing local and regional socio-economic challenges. The number of students engaged in projects supported by the College's Research and Innovation department.

REPORT ON PREVIOUS YEAR'S GOALS

St. Clair College continues to position Research and Innovation (R&I) as a key driver of its 2025–26 Strategic Plan, advancing academic excellence, student success, and regional economic growth through applied, community-driven research. Guided by its mission of "excellence in all we do," the College has expanded research infrastructure, strengthened industry and community partnerships, and increased student participation across disciplines including advanced manufacturing, mobility, healthcare, agriculture, artificial intelligence, and digital technologies.

Throughout 2025, the College advanced initiatives designed to engage faculty, staff, students, and community partners in research that addressed real-world challenges across Windsor-Essex and Chatham-Kent. Activities included research showcases, guided tours, industry roundtables, community partnerships, and international exchanges that highlighted student-led innovation and strengthened the College's reputation as one of Canada's Top 50 Research Colleges.

A major milestone was the launch of the public-facing 'Knowledge Hub' and a series of research newsletters that showcased applied research achievements, partnerships, Indigenous collaborations, and emerging innovation priorities. Signature events included the "Saints Strong: Marching Forward" showcase, which featured 17 student-led projects and brought together more than 100 community and industry partners, and the inaugural "Ride for Research," a community-based initiative promoting grassroots, student-centered research.

5.1 St. Clair's Student and Community Impact

The College also expanded its international and regional engagement through strategic partner visits, participation in business and innovation events, and collaborations with organizations such as Feeding Windsor-Essex, WE-SPARK, ONCAT, and the Wallonia-Brussels Trade Office. These efforts created new opportunities for student-integrated research, interdisciplinary collaboration, commercialization, and workforce development.

Research integration within academic programming has significantly increased over the past two years. Through faculty engagement surveys, school-specific research planning, Applied Research 101 workshops, Think Tanks, Lunch and Learn sessions, and guided research tours, the College has embedded inquiry and experiential learning more deeply into teaching and curriculum development. Academic Chairs and faculty collaborated with the R&I team to identify sustainable research opportunities aligned with program strengths and regional needs.

Student Engagement

Student engagement in research continued to expand in 2025, with 38 student research contracts completed and students participating in multidisciplinary projects spanning healthcare innovation, engineering, mobility, social justice, digital transformation, and early childhood development. Highlights included the OVIN Robotics Summer Camp, which engaged over 200 youth and 50 student researchers, a student-designed bike rack project connected to the Gordie Howe International Bridge, and ONCAT-funded learner mobility initiatives designed to improve postsecondary pathways.

Community-Focused Projects

Healthcare and community-focused projects also gained momentum through WE-SPARK-funded studies addressing early literacy, mental well-being in research, gender-based violence, and 2SLGBTQIA+ inclusive healthcare education. The "Books from Birth" initiative and school nutrition projects further demonstrated the College's growing expertise in interdisciplinary, community-responsive research that improves regional well-being.

National recognition through presentations at major academic conferences and coverage in the National Post further reinforced the College's growing influence in applied research and entrepreneurial innovation. Collectively, these initiatives demonstrate how the College is building a sustainable, student-centered research ecosystem that strengthens curriculum relevance, enhances experiential learning, supports industry and community needs, and positions students as active contributors to regional socio-economic development.

Pillar # 2

Academics That Build Rewarding Careers

Deliver the hands-on learning experiences, academic pathways and innovative teaching that enable long-term career success.

5.2 Academics That Build Rewarding Careers

GOAL	INITIATIVE	MEASURE
Expand access to online learning by meeting students where they are.	Expand online and hybrid courses, program and credential modalities.	Increase online and hybrid course activity year-over-year. Growth in student enrolment in online and hybrid courses compared to previous years.

REPORT ON PREVIOUS YEAR'S GOALS

In 2025–26, the College continued to advance its strategic commitment to expanding flexible, high-quality learning opportunities through online and hybrid delivery. Feedback gathered through the Strategic Directions development process reinforced the importance of accessible and flexible education models that support not only traditional postsecondary learners, but also working professionals, adult learners, and students in remote communities. In response, the College maintained its focus on developing and converting high-demand courses for online and hybrid delivery, expanding participation in OntarioLearn offerings, and increasing opportunities for micro-credential learning through eCampus Ontario.

Beginning in 2025–26, the College adopted a revised reporting approach that measures the number of unique online and hybrid courses and the total student enrolment in those offerings. During the year, 245 unique high-demand courses were offered through online or hybrid delivery models across postsecondary programs, Continuing Education, Academic and Career Entrance (ACE), and OntarioLearn, supporting a total enrolment of 8,744 students. As this represents the baseline year for the revised methodology, percentage increases are not reflected.

Academic Year	# of High Demand Unique Courses Developed and Converted to Online / # of Students Enrolled in Online and Hybrid Courses	Increase in High Demand Courses Online
2025–26	245 courses / 8,744 students	N/A – this is the base year

Historical data based on course sections demonstrates significant institutional growth in online learning over time, increasing from 51 online and hybrid sections in 2019–20 to 568 sections in 2024–25.

5.2 Academics That Build Rewarding Careers

Academic Year	# of High Demand Course Sections Developed/Converted to Online	Increase in High Demand Courses Online
2019–20	51	—
2020–21	75	47%
2021–22	86	69%
2022–23	120	135%
2023–24	316	519%
2024–25	568	1,014%

CENTRE FOR ACADEMIC EXCELLENCE AND QUALITY ASSURANCE

The Centre for Academic Excellence and Quality Assurance (CAE) continued to play a central role in supporting the College's online learning strategy through course development, faculty support, and quality assurance initiatives. During the year, CAE supported the development and conversion of 47 online and hybrid courses, including 44 existing courses and three newly developed offerings.

A standardized Blackboard course shell template and faculty orientation process were implemented to promote consistency, effective learning management system use, and student-centered course design. Course development practices continued to align with institutional standards and frameworks, including Accessibility for Ontarians with Disabilities Act (AODA), Universal Design for Learning (UDL), Equity, Diversity, Decolonization and Inclusion (EDDI), and Outcomes-Based Education (OBE).

Faculty capacity building remained a priority through targeted professional development, expanded teaching resources, and enhanced educational technology support.

Collectively, these initiatives strengthened the College's ability to deliver accessible, engaging, and high-quality online and hybrid learning experiences while positioning the institution for continued sustainable growth in digital education.

5.2 Academics That Build Rewarding Careers

GOAL	INITIATIVE	MEASURE
Expand access to online learning by meeting students where they are.	Strengthen existing, and establish new academic pathways for students with post-secondary system partners.	Continue to increase current number of student pathways year-over-year.

REPORT ON PREVIOUS YEAR'S GOALS

St. Clair College continued to strengthen and expand its network of articulation and pathway agreements during 2025–26, reinforcing its commitment to providing students with flexible opportunities for degree completion, academic mobility, and career advancement. Through partnerships with colleges and universities across Ontario, Canada, and internationally, graduates can receive advanced standing, transfer credits, and accelerated access to additional credentials in a wide range of disciplines.

During the year, several new pathway agreements were established, including:

Interior Design – Graduates of St. Clair College's advanced diploma program can now transition to Yorkville University to complete a Bachelor of Interior Design in as little as 15 months through online, hybrid, or on-campus study options.

Occupational Therapist Assistant/Physiotherapist Assistant, and Paramedic – St. Clair College has completed its articulation agreement with Wayne State University (Detroit, Michigan, USA), which aims to provide enhanced academic pathways for students enrolled in the Occupational Therapist Assistant/Physiotherapist Assistant (OTA/PTA) program and the Paramedic program. This collaboration facilitates seamless transitions for students pursuing degree completion and advanced studies in many of Wayne State's Bachelor of Science in Applied Health Sciences programs, including general concentration, pre-occupational therapy, pre-physical therapy, pre-physician assistant, and allows students to apply to the Doctor of Physical Therapy program.

Occupational Therapist Assistant/Physiotherapist Assistant – St. Clair College has completed its articulation agreement with the University of Windsor for graduates to transfer into the Kinesiology & Health Studies Four-Year Honours (BSc.-KHS) degree program.

5.2 Academics That Build Rewarding Careers

Sport and Recreation Management – Graduates of the Sport and Recreation Management advanced diploma program, with a cumulative program average of 75 per cent or higher, will be awarded eight credits towards a Bachelor of Sport Management degree from Brock University, located in St. Catharines, Ont.

St. Francis College, Brooklyn, NY, USA – St. Clair College and St. Francis College established a multi-faceted transfer agreement creating accelerated degree pathways for graduates in Computer Systems Technology, Mobile Applications Development, Business Administration (Information Communication Technology), Health Sciences, and Nursing. Eligible students may receive advanced standing and recognition for prior learning, allowing some graduates to complete a Bachelor of Science in Information Technology in as little as one year. These pathways expand academic mobility, international opportunities, and career advancement in the global technology and health sectors.

Honours Bachelor of Business Administration (Information Communication Technology) – St. Clair College's BBAICT students now have an exciting pathway to pursue a Master of Science in Information Technology Management from Campbellsville University of Kentucky, USA, while studying at their Campbellsville University Regional Education Center, located in Windsor, Ont. Graduates can transfer up to 40 per cent of the credits, completing the remaining 18 credit courses to earn their master's degree. This pathway offers an accelerated route to an internationally recognized graduate credential while enhancing students' skills in leadership, strategic management, and IT innovation.

Pathways and articulation agreements in development
The College also advanced development of several future agreements, including additional health sciences pathways with Wayne State University, new Interior Design opportunities with Boston Architectural College, and Nursing pathways with Madonna University and St. Francis College.

To support awareness and student engagement, the College implemented targeted marketing and recruitment initiatives highlighting transfer opportunities and degree pathways. These efforts included digital and traditional advertising, website enhancements, recruitment presentations to high school students, guidance counsellor outreach, social media campaigns, and designated pathway information sessions for both current and future students.

Collectively, these initiatives strengthen St. Clair College's position as a leader in student mobility and accessible pathways to advanced education.

Pillar # 3

A Talented and Accountable Organization

Drive excellence by being an accountable, high-performing and sustainable College organization.

5.3 A Talented and Accountable Organization

GOAL	INITIATIVE	MEASURE
Strengthen talent development and accountability performance.	Foster an organizational culture and environment that promotes employee retention and professional development at all stages of career development.	Continuation of 1% of budget allocation for staff development and engagement.

REPORT ON PREVIOUS YEAR'S GOALS

Human Resources delivers a comprehensive employee onboarding and professional development framework that supports employee success, engagement, and institutional excellence. Monthly onboarding sessions introduce new employees to St. Clair College's Vision, Mission, Values, culture, and workplace expectations, while clarifying roles, responsibilities, and employee rights.

The Centre for Academic Excellence and Quality Assurance (CAE) provides extensive orientation, onboarding, and ongoing professional learning for faculty, including supports related to teaching practices, accessibility, assessment, curriculum development, academic integrity, artificial intelligence (AI), experiential learning, and educational technology. Faculty also benefit from a robust suite of digital resources, guides, and collaboration tools through the CAE Faculty Hub and intranet.

Additional faculty development opportunities include the College Educators' Development Program (CEDP), an outcome-based learning program required for newly hired full-time faculty; formal mentoring initiatives that promote leadership, inclusion, and reflective practice; and the internationally recognized Instructional Skills Workshop (ISW) for part-time faculty. The annual Faculty R&R event further supports professional learning and cross-campus collaboration.

Human Resources also delivers broad internal training opportunities focused on leadership, wellness, equity and inclusion, legislative compliance, communication, conflict resolution, and technical skill development. Specialized training guides and reference materials support administrators in key operational and academic responsibilities.

Professional development remains a key institutional priority. All employees are eligible to participate annually in workshops, seminars, and College-led training. As of March 2026, 32 per cent of the 2025–26 professional development budget ($189,798 of $591,479) had been utilized in support of employee growth and continuous learning.

5.3 A Talented and Accountable Organization

GOAL	INITIATIVE	MEASURE
Strengthen talent development and accountability performance.	Refresh the College's approach to accountability through performance evaluation and management.	Percentage of employees with documented professional development plans aligned with the College's priorities.

REPORT ON PREVIOUS YEAR'S GOALS

Administration continues to strengthen and build a skilled, collaborative, and accountable workforce through an integrated performance management framework that aligns employee development with institutional priorities. Professional development is embedded directly within the performance management process, ensuring learning activities are purposeful, measurable, and connected to both individual performance expectations and the College's Strategic Plan.

The College's performance management policy provides a consistent framework for all employees, supporting regular manager–employee dialogue, clear performance expectations, and ongoing professional development planning. The process operates through a continuous cycle of performance planning, ongoing feedback and coaching, as well as formal annual assessments. Performance appraisals serve as the primary mechanism for identifying development opportunities, including leadership training, skill enhancement, education, and experiential learning aligned with organizational goals.

Human Resources provides oversight and support to ensure professional development is systematic, documented and consistent, reinforcing accountability across the institution.

Classification	Completion
Full-Time Administration	48/61 = 79.69%
Full-Time Academic	194/278 = 69.78%
Full-Time Support Staff	160/190 = 84.21%

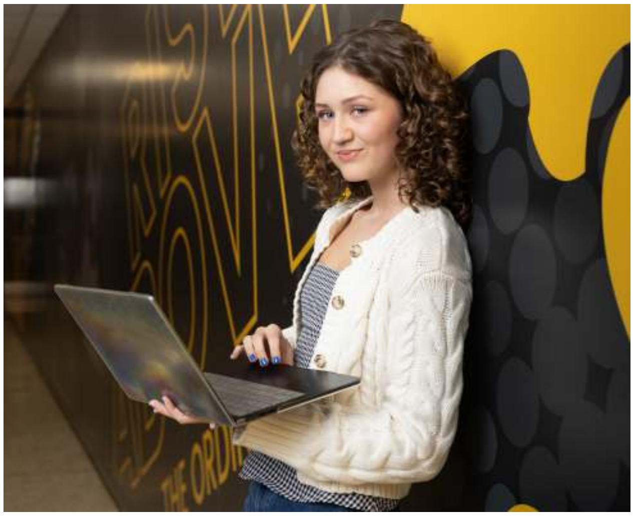
5.3 A Talented and Accountable Organization

GOAL	INITIATIVE	MEASURE
Plan for the long-term sustainability of St. Clair College.	Expand recruitment efforts to grow domestic enrolment and continue to be an attractive destination for international students.	Growth in domestic enrolment. Utilization of PAL allocations within Ministry-defined timelines.

REPORT ON PREVIOUS YEAR'S GOALS

Domestic Recruitment

St. Clair College continues to expand domestic recruitment initiatives and strengthen community engagement to support enrolment growth across Windsor-Essex, Chatham-Kent, and Ontario. Recruitment efforts focus on building meaningful connections with prospective students, families, school boards, and guidance counsellors to increase awareness of educational and career opportunities available through the College.



Strategic partnerships with high schools and community organizations have also supported the development of innovative scholarship programs that encourage academic achievement and pathways to postsecondary education, specifically targeting academic areas of the Skilled Trades, as well as Science, Technology, Engineering and Math (STEM).

Community sponsorships and participation in key regional events continue to enhance the College's visibility and reputation for quality education, applied learning, and career readiness. Interactive marketing displays and direct engagement opportunities allow recruitment staff to connect personally with students and families while promoting College programs and services.

5.3 A Talented and Accountable Organization

To further expand outreach, the College continues to leverage digital marketing strategies, including social media engagement, campus tours, program videos, and student and alumni success stories. St. Clair College also promotes seamless educational pathways through articulation and transfer agreements with universities and postsecondary partners, reinforcing opportunities for lifelong learning and career advancement.

These collective efforts contributed to a 3.9 per cent increase in domestic enrolment, growing from 7,360 students in Fall 2024 to 7,645 in Fall 2025.

Utilization of PAL Allocations for International Students
For 2026, Ontario received 70,074 Provincial Attestation Letters (PALs) for international students requiring study permits, with St. Clair College allocated 2,417 PALs under the Ministry of Colleges, Universities, Research Excellence and Security (MCURES) framework. The allocation model prioritizes programs aligned with provincial and national labour market needs and pathways to post-graduation work permits.

To maximize PAL utilization and support student success, the International Department implemented several strategic measures, including direct applicant support, limiting PAL issuance to two per applicant annually, and hosting three weekly information sessions for applicants and agents. The College also partnered with BorderPass, an immigration law firm, to support applicants from high-risk markets. For Fall 2025, BorderPass-supported applicants achieved a 37 per cent visa approval rate compared to 16 per cent for non-supported applicants, generating a 40 per cent return on investment to date.

As of Jan. 31, 2026, St. Clair College had issued 615 PALs, representing a utilization rate of 25.4 per cent, exceeding the Ontario college system average by 6.2 percentage points.

5.3 A Talented and Accountable Organization

GOAL	INITIATIVE	MEASURE
Plan for the long-term sustainability of St. Clair College.	Strengthen accountability for operating performance and financial sustainability within and across all College departments.	Provide relevant and transparent financial reporting to the Board through regular updates, including the annual budget, mid-year reviews, financial statements, and interim reports completed in accordance with pre-determined deadlines.

REPORT ON PREVIOUS YEAR'S GOALS

The following table summarizes the financial sustainability reserve balance as of March 31, 2026. 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, 2026 Balance	$73,920,568
Consists of:	
Principal	$65,000,000
Interest	$8,920,568

5.3 A Talented and Accountable Organization

REPORT ON PREVIOUS YEAR'S GOALS

Beginning Jan. 22, 2024, the Government of Canada introduced several changes to the International Student Program (ISP), including annual intake caps on international student permit applications, new work permit eligibility rules aligned with labour market needs, and a requirement for provincial attestation letters. These measures have significantly reduced international student enrolment and placed financial pressures on the post secondary system.

On Feb. 12, 2026, the Ontario government took decisive action to protect post secondary students' access to the education they need to launch successful careers and build long-term sustainability in the post secondary sector, while ensuring education remains accessible for future generations by including $6.4 billion in new funding for the post secondary sector and an updated tuition framework.

With the support of its Board of Governors, the College adopted a multi-year recovery approach, striking an appropriate balance between immediate financial stability with the need to maintain a student and staff centered approach. As a result of its right-sizing initiatives, the College incurred a deficit of $6.2 million. This deficit comes after ten (10) consecutive years of achieving a balanced budget. The College maintains a healthy financial sustainability reserve to assist with the alignment of its workforce and operations.

Through its deferred maintenance reserve, Ministry capital funding, and endowments, the College invested in additional supports to assist students through academic facilities and equipment renewal and scholarships.

The following reports indicate robust and transparent financial reporting to the board during the 2025-26 budget year:

- Reports for the "Audited Consolidated Financial Statements for the Year Ended March 31, 2025" and "College Sustainability" was provided to the Board on May 27, 2025.
- Reports for the "Business Plan – Accrual Budget Template (MCURES) Format," "Financial Monitoring Report for the Fiscal Year Ended March 31, 2025" and "2025-26 Budget Deficit Update" were provided to the Board on June 24, 2025.
- A "Financial Monitoring Report" for five months ending Aug. 31, 2025, was provided to the Board on Sept. 16, 2025.
- The "2025-26 Mid-Year Budget Review" and "Business Plan – Accrual Budget Template (MCURES) Format" were provided to the Board on Nov. 26, 2025.
- A "Financial Monitoring Report" for the nine months ending Dec. 31, 2025, was provided to the Board on Feb. 24, 2026.
- The "2026-27 Business Plan and Budget" was provided to the Board on March 24, 2026.

6.0 Analysis of College's Financial Performance

St. Clair College ended fiscal year 2025-26 with a deficit of $6,206,866 (see Appendix A: Consolidated Audited Financial Statements).

	2025-26	2024-25
Revenues	$189,181,237	$324,841,089
Expenses	195,388,103	291,918,914
Excess of Revenue over Expenses	($6,206,866)	$32,912,175

Revenues

Government (MCURES) Operating Grants: Increased by $3.0 million compared to 2024-25 The increase was mainly attributable to a decrease in the International Student Recovery Program.

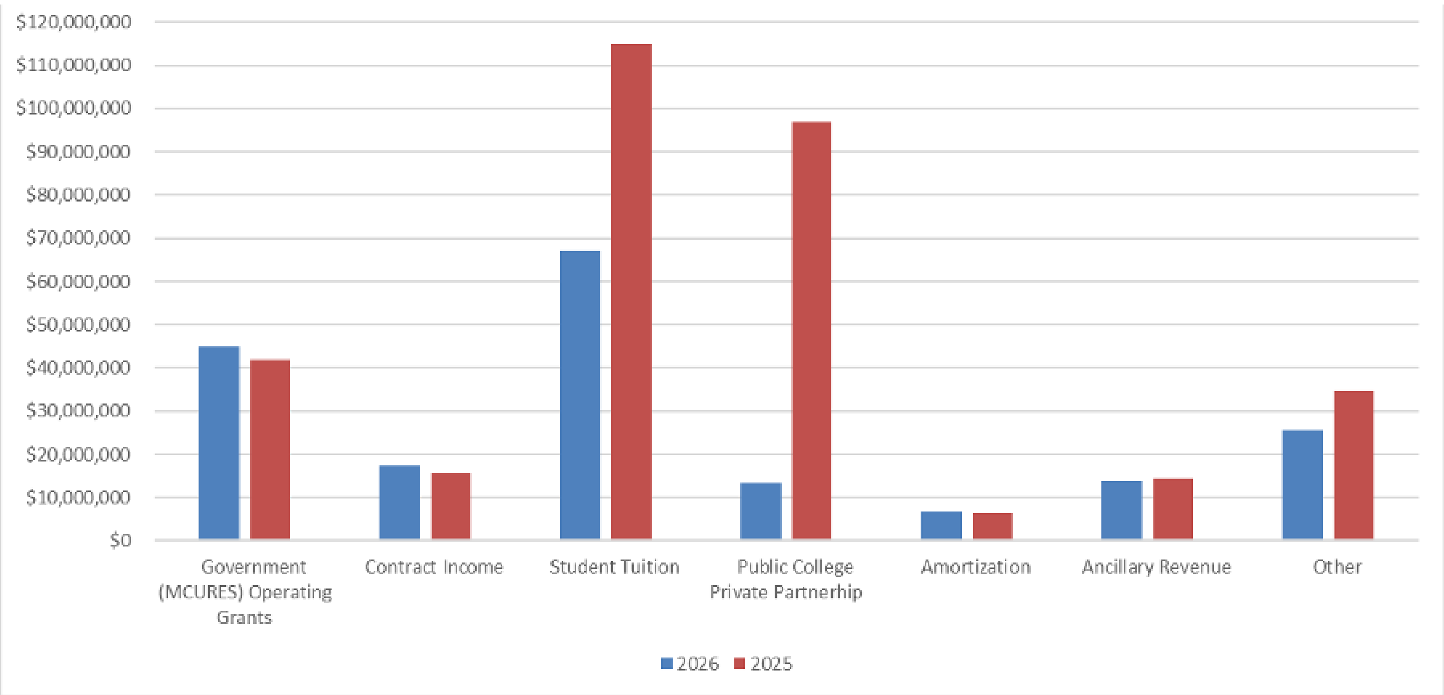
Contract Income: Increased by $1.9 million compared to 2024-25 mainly due to incremental Ministry Postsecondary Education Sustainability funding.

Tuition Revenue: Decreased by $47.8 million compared to 2024-25. The decrease in revenue was due to lower international student enrolment across the fiscal year.

Public College Private Partnership Revenue: Decreased by $83.5 million compared to 2024-25. The decrease in revenue was due to lower international student enrolment from the Ace Acumen Partnership wind down.

Ancillary Revenue: Decreased by $0.6 million. The decrease was attributable to lower student ancillary fees collected towards Varsity Athletics from the lower international student enrolment.

Other Income: Decreased by $9.5 million which was attributable to decreased interest income due to declining interest rates and lower health/dental student ancillary fee collected towards insurance premiums from the lower international student enrolment.



6.0 Analysis of College's Financial Performance

Expenditures

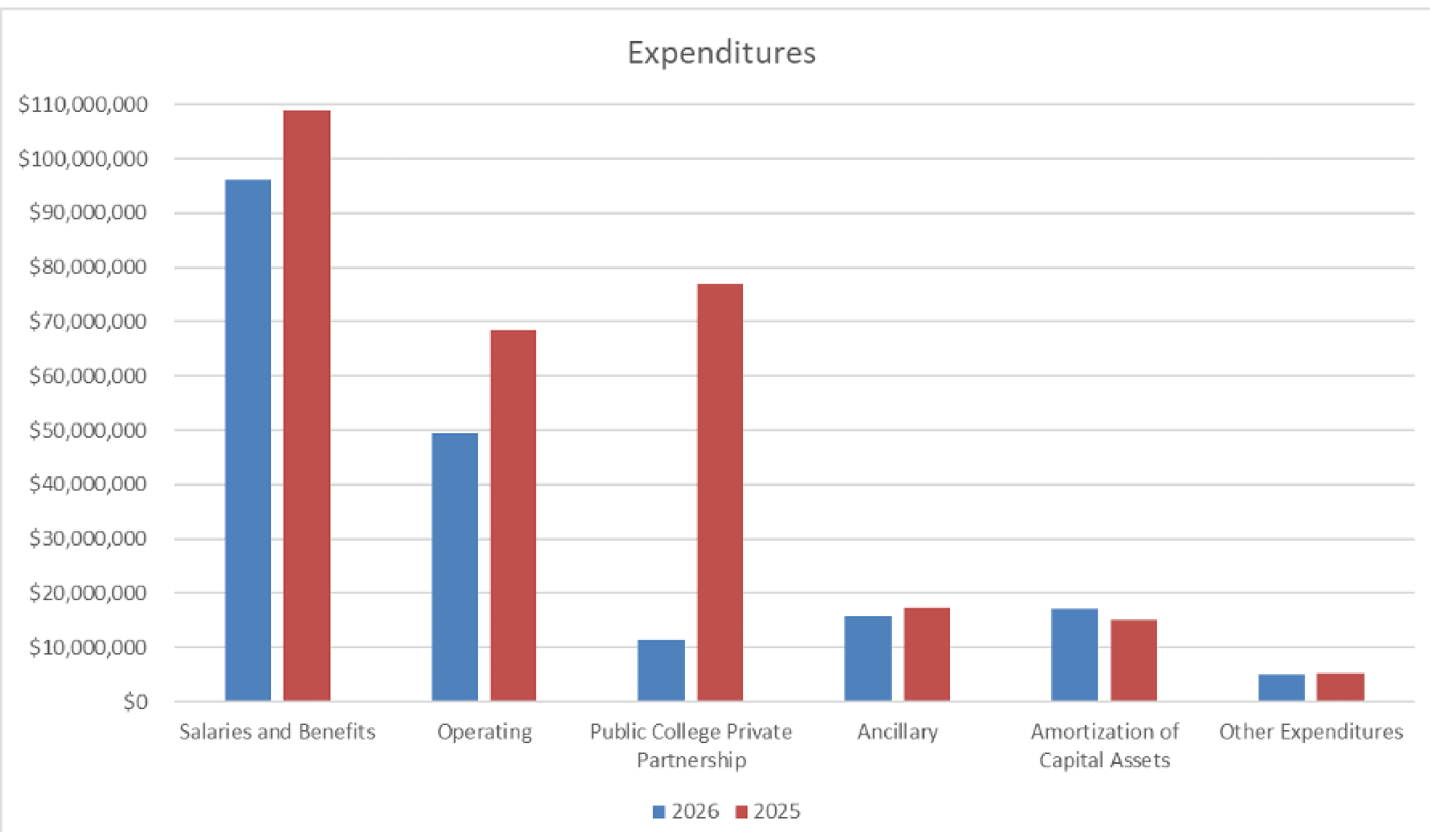
Salaries and Benefits: Decreased by $12.5 million due to the voluntary strategic transition and exit program incentives, support staff work stoppage, and decreasing part-time resources at a level to support the lower 2025-26 student enrolment.

Operating: Decreased by $18.7 million due to lower commission payments to agents to recruit international students, lower health/dental insurance premiums from the lower international student enrolment, lower equipment maintenance related to Varsity Athletics infrastructure, lower instructional supplies related to the lower international student enrolment, and lower advertising from reduced discretionary spending.

Public College Private Partnership: Decreased by $65.4 million due to less funds flowed to Ace Acumen as a result of lower international student enrolment from the Partnership wind down.

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 $2.0 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 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 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

The report lists several newly established scholarships, including:

- Chatham Faculty Scholarship
- MARS BioMed Processes Inc. Scholarship
- Health Professionals Testing Canada (HPTC) Scholarship
- Junior Saints Scholarship
- Maria Rosaria D'Agnillo Memorial Scholarship
- ProResp Graduating RT Award of Excellence
- Liz & David Campbell Sport & Recreation Management Scholarship
- Martha Tinning Memorial Scholarship

Academic Excellence Scholarship

- Total recipients: 3,403 students
- Total value awarded: $1,994,250

Financial Impact and Statistics
As of March 31, 2026:

- Total endowment portfolio: $27,873,102

For the 2025–26 academic year:

- 1,112 scholarships were awarded
- Total scholarship funding distributed: $1,302,269

TOTAL AMOUNT AWARDED 2025-26: $3,296,519

8.0 Saints Varsity Athletics

Across all athletic disciplines, St. Clair College Saints are perennial contenders on the provincial stage, making it a destination College for athletes in pursuit of championship-calibre athletics. This year was no different, with a handful of the school's 15 varsity teams ranking among the top 10 teams in the nation.

The women's soccer team led the way with accolades, picking up an Ontario Colleges Athletic Association (OCAA) gold medal – the program's first in 37 years. Head coach Steve Vagnini was recognized for his leadership, receiving both the OCAA and Canadian Collegiate Athletic Association (CCAA) Head Soccer Coach of the Year Award.

The Saints Football team dominated the gridiron, taking home its fourth consecutive Ontario Football Conference Championship, going undefeated during the regular season.

Saints Esports racked up the awards as well, with the Call of Duty team winning both the National Association of Collegiate Esports Championship, The Canadian National Championship and the College Call of Duty League Championship, defeating schools from across North America. The Saints' Rocket League, Overwatch, League of Legends and Valorant teams also scooped up National Championship victories.

The Saints also took home OCAA team silver medals in men's baseball, men's and women's golf, women's volleyball and softball, and men's cross-country running, while the men's basketball and indoor soccer teams won OCAA bronze. Basketball Head Coaches Brendon Seguin and Matt Sykes, as well as Golf Head Coach Kevin Corriveau also won OCAA coach of the year honours.

9.0 President's Community Engagement

President Michael Silvaggi with Essex-Windsor EMS Chief and Alumnus of Distinction Justin Lammers for a Service Awards and Recognition Ceremony on April 17, 2025.

Dr. John Capucci with President Michael Silvaggi after Capucci received the King Charles III Coronation Medal on April 25, 2025.

President Michael Silvaggi is joined by local hospital officials and former UWindsor President Robert Gordon to sign a memorandum of understanding with WE-SPARK Health Institute on April 28, 2025.

President Michael Silvaggi brings greetings to guidance counsellors from the Windsor Essex Catholic District School Board during a Corporate Training event on April 28, 2025.

President Michael Silvaggi and Sr. VP of Communications John Fairley meet with June Muir of the Unemployed Help Centre and Dino Chiodo, Director of Automotive for Unifor on April 30, 2025.

President Michael Silvaggi presenting the Kathleen Thomas Inspire Award to Christine Mbao Machina at the Multicultural Council Awards Gala on May 1, 2025.

9.0 President's Community Engagement

Harb Gill, Member of Parliament for Windsor West with President Michael Silvaggi at the MCC Awards Gala on May 1, 2025.

President Michael Silvaggi alongside St. Clair College's Play for a Cure team, showing their commitment to raising funds for local cancer research on May 9, 2025.

Former Windsor Police Chief Jason Bellaire with President Michael Silvaggi and Sr. VP John Fairley receiving recognition for outstanding service and dedication to the community during the WPS Community Appreciation Luncheon on May 13, 2025.

President Michael Silvaggi presents the 'Company of the Year' award to Families First at the Windsor-Essex Chamber of Commerce's Business Excellence Awards on May 15, 2025.

President Michael Silvaggi receives the Distinguished Partner of Windsor-Essex Child/Youth Advocacy Centre Award at the annual victim's week breakfast, recognizing the College's dedication and support of the wellbeing of children on May 16, 2025.

President Michael Silvaggi speaks to a room full of young women at the second annual Jill of All Trades event, hosted at St. Clair College on May 21, 2025.

9.0 President's Community Engagement

President Michael Silvaggi stands with City of Windsor officials and Landscape-Horticulture student David Piper-Clark to announce the Mackenzie Hall internship on June 11, 2025.

Nolan Quinn, Minister of Colleges, Universities, Research Excellence and Security tours the Main Windsor St. Clair College campus alongside Windsor-Tecumseh MPP Andrew Dowie and President Michael Silvaggi on June 12, 2025.

Windsor-Tecumseh MPP Andrew Dowie, Minister of Colleges, Universities, Research Excellence and Security Nolan Quinn, and President Michael Silvaggi stand out front of the Main Windsor Campus during the Minister's visit on June 12, 2025.

President Michael Silvaggi joins a group of local leaders, including Minister Nolan Quinn at a roundtable discussion with Windsor-Essex leaders on June 12, 2025.

President Michael Silvaggi and Sr. VP John Fairley meet with Unifor Local 444 and WEST officials during Women in Trades Exploration Week on July 14, 2025.

President Michael Silvaggi presents a cheque to Jason Soulliere of One Day Dreams on behalf of the Community Saints on July 23, 2025, to support the charity's ongoing initiatives.

President Michael Silvaggi dons a chef's hat alongside Windsor-Tecumseh MPP Andrew Dowie and WEST of Windsor Executive Director Rose Anguiano Hurst during the Skills Ontario Trades and Tech summer camp on Aug. 1, 2025.

9.0 President's Community Engagement

President Michael Silvaggi stands with Jackson Kempe at Comerica Park after throwing the ceremonial first pitch at the Detroit Tigers game on July 27, 2025.

President Michael Silvaggi joins Sr. VP John Fairley and student leaders of SRC and SSAA during the Summer Eats for Kids program run by the United Way on Aug. 5, 2025.

Leaders with the Jr. Saints organization present President Michael Silvaggi with a cheque on July 24, 2025, to support athletic scholarships at the College.

Sr. Vice President of Communications John Fairley stands with President Michael Silvaggi during the 23rd annual Face to Face Hospice Campaign kick-off show at the MediaPlex on Aug. 6, 2025.

President Michael Silvaggi with Rose Anguiano Hurst, the Executive Director of WEST, on Aug. 6, 2025.

President Michael Silvaggi meets with Chatham-Kent-Leamington MPP and Minister of Agriculture, Food and Agribusiness Trevor Jones, to explore opportunities for strategic collaboration between the institution and the ministry on Aug. 8, 2025.

9.0 President's Community Engagement

Stephanie and Barry Zekelman meet with President Michael Silvaggi, United Way CEO Lorraine Goddard and On Track to Success students to announce a new bursary for students on Aug. 13, 2025.

President Michael Silvaggi along with members of the Senior Operating Group and Research and Innovation team greet Belgian trade Minister, Christophe Van Overstraeten to discuss opportunities for collaboration on Sept. 3, 2025.

President Michael Silvaggi with members of student government and the Canadian Mental Health Association during the annual Suicide Awareness Walk on Sept. 7, 2025.

City of Windsor Coun. Renaldo Agostino, President Michael Silvaggi, Tecumseh Mayor Gary McNamara, City of Windsor Coun. Angelo Marignani and Tourism Windsor-Essex Pelee Island CEO Gordon Orr meet to discuss pressures stemming from U.S. tariffs on Sept. 26, 2025.

President Michael Silvaggi meets with Unifor Local 444 President James Stewart to discuss potential opportunities for training and collaboration on Sept. 26, 2025.

President Michael Silvaggi meets with Canada's Secretary of State for Small Business and Tourism and Member of Parliament, Rechie Valdez on Sept. 26, 2025.

9.0 President’s Community Engagement

President Michael Silvaggi with John Curtain, president of Rotary Club of Windsor (1918) during the club’s weekly meeting on Sept. 8, 2025.

President Michael Silvaggi meets with newly appointed University of Windsor President and Vice-Chancellor, Dr. J.J. McMurty to foster strong inter-institutional relationships to advance post-secondary education in the region on Oct. 15, 2025.

Former Windsor Police Chief Jason Bellaire stands with President Michael Silvaggi at the Windsor Police Service Annual Awards Banquet on Oct. 16, 2026.

Windsor International Film Festival Executive Director and Chief Programmer Vincent Georgie with President Michael Silvaggi at the opening night of WIFF
on Oct. 23, 2025.

President Michael Silvaggi accepts a generous donation from the Canadian Italian Business and Professional Association (CIBPA) to support student scholarships at the College on Nov. 4, 2025.

President Michael Silvaggi stands with 89x radio personality and Alumnus of Distinction Dan MacDonald to promote the Fall Open House at St. Clair College
on Nov. 5, 2026.

9.0 President's Community Engagement

President Michael Silvaggi stands with Sarah Wilkins, the recipient of the Dr. Patti France Athena Scholarship on Nov. 7, 2025.

President Michael Silvaggi stands with St. Clair Alumni of Distinction and Premier's Award recipient Walter LaPlante along with Minister Nolan Quinn on Nov. 24, 2025.

Invest Windsor Essex and Tourism Windsor-Essex Pelee Island CEO Gordon Orr meets with President Michael Silvaggi to discuss strengthened collaboration within the regional innovation ecosystem on Jan. 27, 2026.

Windsor Police Chief Jason Crowley, President Michael Silvaggi, UWindsor President J.J. McMurty and Windsor Fire and Rescue Chief James Waffle at the kickoff event for the inaugural Battle of the Badges on Dec. 3, 2025.

President Michael Silvaggi, Drummer Jeff Burrows and St. Clair Sr. Director Joe D'Angela present a cheque to local food banks following the S'Aints Sleighing Hunger Concert on Dec. 22, 2025.

President Michael Silvaggi stands with alumni and student government leaders, alongside local emergency services leadership ahead of the annual Slip N' Slide into Polar Plunge event at the College on Jan. 14, 2026.

9.0 President's Community Engagement

President Michael Silvaggi with Windsor Police Chief Jason Crowley at the Change of Command and Swearing-In Ceremony for Chief Crowley on Feb. 10, 2026.

President Michael Silvaggi meets with federal Ministers Patty Hadju and John Zerucelli at Unifor Local 444 to announce the creation of six new Workforce Alliances and the launch of the Worker Retention Grant on Feb. 17, 2026.

President Michael Silvaggi is an honoured guest at the 2026 Chinese New Year Gala at the St. Clair College Centre for the Arts on Feb. 21, 2026.

President Michael Silvaggi attends the official opening of the Cardinal Carter Catholic Secondary School Satellite Trades Campus in Leamington on Feb. 24, 2026.

President Michael Silvaggi and St. Clair College Alumni of Distinction Chaouki Hamka, Chief Justin Lammers and Lori Kempe drop the ceremonial puck at the Windsor Spitfires game on Feb. 26, 2026.

President Michael Silvaggi presents a plaque to Sailor 1st Class Blake Blanchard and HMCS Hunter Lt. Commander Chris Elliott on Feb. 26, 2026.

President Michael Silvaggi stands with members of The Essex and Kent Scottish Regiment at the Victoria Cross Dinner on March 14, 2026.

Appendices

St. Clair College

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Year ended March 31, 2026

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

May 26, 2026

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, 2026
- 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, 2026, 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.

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.

KPMG

- 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 26, 2026

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Financial Position

March 31, 2026, with comparative information for 2025

		2026		2025
Assets				
Current assets:				
Cash and cash equivalents	$	28,149,851	$	57,771,016
Accounts receivable (note 17)		8,022,539		10,285,731
Temporary investments (note 2)		206,724,010		172,473,772
Prepaid expenses		3,097,852		9,773,045
		245,994,252		250,303,564
Long-term investments (note 2)		27,619,122		51,692,864
Construction in progress (note 3)		550,659		634,450
Capital assets (note 4)		257,723,539		258,048,190
	$	531,887,572	$	560,679,068
Liabilities and Net Assets				
Current liabilities:				
Accounts payable and accrued liabilities	$	33,005,923	$	37,797,510
Deferred revenue (note 6)		20,949,203		42,756,484
Vacation pay		5,265,421		5,679,109
Current portion of long-term debt (note 7)		1,982,088		2,064,908
		61,202,635		88,298,011
Long-term debt (note 7)		15,189,382		17,171,470
Post-employment benefits and compensated absences (note 8)		4,621,000		4,193,999
Deferred contributions (note 9)		13,001,926		14,612,106
Deferred capital contributions (note 10)		128,710,014		129,392,841
Asset retirement obligations (note 5)		9,098,971		787,876
		231,823,928		254,456,303
Net assets:				
Unrestricted:				
Operating		38,067,966		42,385,242
Post-employment benefits and compensated absences		(4,621,000)		(4,193,999)
Vacation pay		(5,265,421)		(5,679,109)
		28,181,545		32,512,134
Invested in capital assets (note 12)		112,392,714		110,053,421
Externally restricted (note 13)		23,847,649		23,799,904
Internally restricted (note 14)		135,641,736		139,857,306
		300,063,644		306,222,765
Commitments (note 15)				
Contingent liabilities (note 16)				
	$	531,887,572	$	560,679,068

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, 2026, with comparative information for 2025

	2026	2025
Revenue:		
Grants and reimbursements	$ 45,015,843	$ 41,993,968
Capital support grants	199,267	148,538
Tuition revenue	67,171,771	115,022,250
Public college private partnership (note 19)	13,244,922	96,838,064
Contract training	17,503,003	15,585,471
Amortization of deferred capital contributions	6,712,296	6,568,325
Other income	19,915,086	29,427,060
Donations	981,633	797,509
Foundation	3,500,519	3,948,600
Ancillary operations	13,889,263	14,515,021
Gain (loss) on disposal of capital assets	1,047,634	(3,717)
	189,181,237	324,841,089
Expenses:		
Salaries and benefits	96,225,236	108,807,160
Operating expenditures	49,656,819	68,451,964
Public college private partnership (note 19)	11,364,757	76,828,545
Post-employment benefits and compensated absences	427,000	501,000
Foundation	3,500,519	3,948,600
Bursaries and scholarships	981,633	793,054
Amortization of capital assets	17,158,408	15,076,411
Other expenditures out of capital support grants	199,267	141,027
Ancillary operations	15,874,464	17,381,153
	195,388,103	291,928,914
Excess (deficiency) of revenue over expenses	$ (6,206,866)	$ 32,912,175

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, 2026, with comparative information for 2025

	Unrestricted	Invested in capital assets (note 12)	Externally restricted (note 13)	Internally restricted (note 14)	2026 Total	2025 Total
Balance, beginning of year	$ 32,512,134	110,053,421	23,799,904	139,857,306	$ 306,222,765	$ 272,298,730
Endowment and annual funds received during the year			47,745		47,745	1,011,860
Excess (deficiency) of revenue over expenses	3,191,612	(9,398,478)			(6,206,866)	32,912,175
Transfer of internally restricted to unrestricted	4,215,570			(4,215,570)		
Net change in investment in capital assets (note 12b)	(11,737,771)	11,737,771				
Balance, end of year	$ 28,181,545	$ 112,392,714 $	23,847,649 $	135,641,736	$ 300,063,644	$ 306,222,765

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, 2026, with comparative information for 2025

	2026	2025
Cash provided by (used in):		
Operations:		
Excess (deficiency) of revenue over expenses Items not involving cash:	$ (6,206,866)	$ 32,912,175
Amortization of capital assets	17,158,408	15,076,411
Amortization of deferred capital contributions	(6,712,296)	(6,568,325)
Accrual for post-employment benefits and compensated absences	427,000	500,999
Deferred contributions recognized as revenue in the year	(3,500,519)	(3,948,600)
Unrealized loss on long-term investments	73,407	1,255,354
(Gain) loss on disposal of capital assets	(1,047,634)	3,717
	191,500	39,231,731
Changes in non-cash operating working capital:		
Accounts receivable	2,263,192	401,157
Prepaid expenses	6,675,193	3,709,405
Accounts payable and accrued liabilities	(4,791,587)	(13,894,301)
Accrual for vacation pay	(413,688)	(668,220)
Deferred revenue	(21,807,281)	(61,997,821)
	(17,882,671)	(33,218,049)
Financing activities:		
Deferred contributions	1,890,334	2,737,785
Repayment of long-term debt	(2,064,908)	(2,148,344)
Endowment and annual contributions (transfers), net	47,745	1,011,860
	(126,829)	1,601,301
Capital activities:		
Contributions received for capital purposes	6,029,469	6,872,495
Contributions paid for construction in progress		(500,000)
Proceeds on disposal of capital assets	2,341,548	
Purchase of capital assets and construction in progress	(18,043,880)	(34,075,103)
Asset retirement obligations settlement and revaluation	8,311,095	(56,200)
	(1,361,768)	(27,758,808)
Investing activities:		
Redemption (purchase) of long-term investments	24,000,341	(27,616,678)
Redemption (purchase) of temporary investments	(34,250,238)	75,509,335
	(10,249,897)	47,892,657
Decrease in cash	(29,621,165)	(11,482,899)
Cash, beginning of year	57,771,016	69,253,915
Cash, end of year	$ 28,149,851	$ 57,771,016

See accompanying notes to financial statements.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements

Year ended March 31, 2026

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.

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 $150,000 (2025 - $290,000) 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, 2026

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 determined 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.

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

(i) Vacation pay:The College recognizes vacation pay as an expense on an accrual basis.

(j) Non-pension post-retirement, post-employment, non-vesting sick leave, and defined retirement benefits: The College provides non-pension post-retirement, post-employment, non-vesting sick leave and defined retirement benefits to certain employee groups. These benefits include subsidized basic life insurance for retirees, continuation of medical, dental and waiver of life insurance premium for employees on long-term disability, non-vesting sick leave and defined benefit pension. The College has adopted the following policies with respect to accounting for these employee benefits:

	Basis
Buildings	40 years
Site improvements	10 years
Furniture & equipment	5 years
Leasehold improvements	5 years
Computer equipment	3 years

(i) The costs of the non-pension post-retirement benefits are actuarially determined using the actuaries' best estimate of mortality, life insurance premiums, and discount rates. Adjustments to these costs arising from changes in actuarial estimates and experienced gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight-line basis.

(ii) The costs of the post-employment benefits which includes continuation of medical, dental, and waiver of life insurance premium during long-term disability are actuarially determined using the actuaries' best estimate of health care and insurance premium costs, disability recovery, mortality and discount rates. Liabilities are recognized when a long-term disability claim occurs, is expensed in year, and accounted for on a terminal accounting basis.

(iii) The costs of non-vesting sick leave benefits are actuarially determined using the actuaries' best estimate of salary escalation, employees use of entitlement and discount rates. Adjustments to these costs arising from changes in actuarial estimates and experienced gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight-line basis.

(iv) The discount rate used in the determination of the above-mentioned liabilities is determined by the College Employer Council.

(v) The costs of the multi-employer defined benefit pension are the employer's contributions due to the plan in the period.

(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.

1. Significant accounting policies (continued):

(k) Financial instruments (continued):

(i) Fair value (continued):These financial instruments 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.

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:

- x There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- xi The past transaction or event giving rise to the liability has occurred;
- xii It is expected that future economic benefits will be given up; and
- xiii 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 include 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-retirement and employment benefits as well as non-vesting sick leave liabilities.

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:

2026	Fair value	Amortization at cost	Total
Cash and cash equivalents	$ 28,149,851	$ -	$ 28,149,851
Accounts receivable		8,022,539	8,022,539
Temporary investments	206,724,010		206,724,010
Long-term investments	27,619,122		27,619,122
Accounts payable and accrued liabilities		33,005,923	33,005,923
Long-term debt		17,171,470	17,171,470
	$262,492,983	$ 58,199,932	$320,692,915

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

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 $27,619,122 (2025 - $26,016,220) of investments externally restricted for endowment purposes (see Note 13).

2. Financial instrument classification (continued):

Long-term investments consist of the following:

	2026	2025
Fair value:		
Term deposits	$ -	$ 25,676,644
Corporate and government bonds	12,509,219	12,994,935
Shares in public companies and mutual funds	15,109,903	13,021,285
	$ 27,619,122	$ 51,692,864

	2026	2025
Cost:		
Term deposits	$ -	$ 25,676,644
Corporate and government bonds	12,425,181	12,727,974
Shares in public companies and mutual funds	14,387,363	12,408,267
	$ 26,812,544	$ 50,812,885

Maturity profile of bonds held is as follows:

2026	Within 1 year	1 to 5 years	6 to 10 years	Over 10 years	No specific maturity	Total
Carrying value	$ 1,207,064	$4,144,435	$2,156,888	$ 188,559	$4,812,273	$12,509,219
Percent of total	3%	41%	14%	4%	38%	100%
						$12,509,219

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

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:

x 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;

xi 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

xii 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).

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

2026	Level 1	Level 2	Level 3	Total
Cash and cash equivalents	$ 28,149,851	$ -	$ -	$ 28,149,851
Temporary investments	206,724,010			206,724,010
Long-term investments	27,619,122	-		27,619,122
Total	$262,492,983	$ -	$ -	$262,492,983

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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, 2026, construction in progress amounted to $550,659 (2025 - $634,450).

4. Capital assets:

2026	Cost	Accumulated amortization	Net book value
Land	$ 6,036,323	$ -	$ 6,036,323
Buildings, including asset retirement costs	333,682,588	113,978,388	219,704,200
Site improvements	34,888,536	18,138,534	16,750,002
Furniture & equipment	96,560,401	81,706,228	14,854,173
Computer equipment	3,640,970	3,262,129	378,841
Leasehold improvements	4,748,700	4,748,700	-
	$ 479,557,518	$ 221,833,979	$ 257,723,539

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

Amortization expense for the year is $17,158,408 (2025 - $15,076,411).

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 College must assess the Asset Retirement Obligation every 3 years or as new legislation, contracts or legal obligations come into effect. The Asset Retirement Obligation was reassessed at April 1, 2025 as adjusted below. The buildings had an estimated useful life of 40 years when they were acquired between 1970-2012.

	2026	2025
Balance, beginning of year	$ 787,876	$ 844,076
Adjustment per revaluation	8,332,376	-
Less: obligations settled during the year	(21,281)	(56,200)
Balance, end of year	$ 9,098,971	$ 787,876

6. Deferred revenue:

	2026	2025
Advanced tuition fees	$ 16,534,970	$ 33,888,109
Unearned grants	2,166,709	6,164,778
Unearned rent	398,925	395,298
Other	1,848,599	2,308,299
	$ 20,949,203	$ 42,756,484

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

7. Long-term debt:

Long-term debt outstanding at year-end consists of:

	2026	2025
6.63% debt, payable $128,585 monthly including interest, due March 28, 2028	$ 2,882,740	$ 4,187,304
2.147% debt, payable $200,975 semi-annually including interest, repaid during the year		198,840
4.730% debt, payable $628,383 semi-annually including interest, due September 2, 2042	14,288,730	14,850,234
	17,171,470	19,236,378
Current portion of long-term debt	(1,982,088)	(2,064,908)
	$ 15,189,382	$ 17,171,470

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

2027	$ 1,982,088
2028	2,105,487
2029	645,964
2030	676,853
2031	709,219
Thereafter	11,051,859
	$ 17,171,470

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.

7. Long term debt (continued):

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.

8. Non-pension post-retirement and post-employment benefits and non-vesting sick leave liability:

The following tables outline the components of the College's non-pension post-retirement and post-employment benefits and non-vesting sick leave liabilities and related expenses.

2026	Non pension Post-retirement and Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
Accrued employee future benefits obligations	$ 1,060,000	$ 3,994,000	$ -	$ 5,054,000
Value of plan assets	(217,000)			(217,000)
Unamortized actuarial gains (losses)	114,000	(330,000)		(216,000)
Total liability	$ 957,000	$ 3,664,000	$ -	$ 4,621,000

2025	Non-pension Post-retirement and Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
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

8. Non-pension post-retirement and post-employment benefits and non-vesting sick leave liability (continued):

2026	Non-pension Post-retirement and Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expense
Current year benefit cost	$ 28,000	$ 412,000	$ -	$ 440,000
Interest on accrued benefit obligation	3,000	151,000		154,000
Amortized actuarial (losses) gains	(16,000)	213,000		197,000
Total expense	$ 15,000	$ 776,000	$ -	$ 791,000

2025	Non-pension Post-retirement and Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expense
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 above amounts exclude pension contributions to the Colleges of Applied Arts and Technology pension plan, a multi-employer plan, described below.

8. Non-pension post-retirement and post-employment benefits and non-vesting sick leave liability (continued):

(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, 2026, indicated an actuarial surplus of $6.7 billion (2025 - $6.1 billion). The College made contributions to the Plan and its associated retirement compensation arrangement of $7,502,855 (2025 -$8,420,280), which has been included in the statement of operations.

8. Non-pension post-retirement and post-employment benefits and non-vesting sick leave liability (continued):

(b) Non-pension post-retirement and post-employment benefits: The College extends non-pension post-retirement and post-employment benefits to certain employee groups. Benefits include subsidized basic life insurance for retirees, and continuation of medical, dental, and waiver of life insurance premiums for employees on long-term disability. Non-pension post-retirement benefits are recognized on a straight-line basis over the remaining service life of the employee groups. Post-employment benefits are recognized on a terminal accounting basis when a long-term disability occurs in year. The related benefit liabilities were 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, 2026 of the future benefits was determined using a discount rate of 3.50% (2025 – 3.20%).

(ii) Medical premium:Medical premium increases were assumed to increase at 5.91% per annum in 2026 (2025 – 6.04%) 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 2026 (2025 – 4.0%).

(iv) Life insurance premiums:

Life insurance premiums for retirees were valued at $0.17 per $1,000 of basic life insurance in 2026 (2025- $0.16 per $1,000).

(c) Non-vesting sick leave liability:

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 non-vesting sick leave are the College Employer Council's best estimates of expected rates of:

	2026	2025
Wage and salary escalation:		
Academic	2.0%	2.5%
Support	2.0%	2.5%
Discount rate	3.5%	3.2%

The probability that the employee will use more sick days than the annual accrual and the excess number of sick days used are within ranges of 0% to 26.2% and 0 to 55.2 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, 2026

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:

	2026	2025
Balance, beginning of year	$ 14,612,106	$ 15,822,921
Less: bursaries awarded in the year	(3,500,519)	(3,948,600)
Add: amounts received in the year	595,985	983,884
Add: unrealized loss on long-term investments	(73,407)	(1,255,354)
Add: investment income received in the year	1,367,761	3,009,255
Balance, end of year	$ 13,001,926	$ 14,612,106

Deferred contributions are comprised of:

	2026	2025
Scholarships and bursaries	$ 12,850,426	$ 14,460,606
Joint employment stability reserve	151,500	151,500
	$ 13,001,926	$ 14,612,106

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:

	2026	2025
Balance, beginning of year	$129,392,841	$ 129,088,671
Less: amortization of deferred capital contributions	(6,712,296)	(6,568,325)
Add: contributions received for capital purposes	6,029,469	6,872,495
Balance, end of year	$128,710,014	$ 129,392,841

As at March 31, 2026 there were $nil (2025 - $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.

	2026	2025
Balance, beginning of year	$ -	$ 500,000
Less: amounts transferred to assets in the year		(500,000)
Add: contributions received for capital purposes		-
Balance, end of year	$ -	$ -

12. Investment in capital assets:

(a) Investment in capital assets represents the following:2026

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

		2025
Capital assets	$257,723,539	$ 258,048,190
Construction in progress	550,659	634,450
Less amounts financed by:		
Long-term debt	(17,171,470)	(19,236,378)
Deferred capital contributions	(128,710,014)	(129,392,841)
Balance, end of year	$112,392,714	$110,053,421

	2026	2025
Deficiency of revenues over expenditures:		
Amortization of deferred capital contributions related to capital assets	$ 6,712,296	$ 6,568,325
Amortization of capital assets	(17,158,408)	(15,076,411)
Gain (loss) on disposal of assets	1,047,634	(3,717)
	$ (9,398,478)	$ (8,511,803)
Net change in investment in capital assets:		
Purchase and contribution of capital assets and transfers from construction in progress	$ 18,043,880	$ 34,075,103
Disposal of capital assets	(1,293,914)	(3,717)
Amounts funded by deferred capital contributions	(6,029,469)	(6,872,495)
Amounts funded by deferred capital contributions – construction		500,000
(Gain) loss on disposal of capital assets, net of expenses	(1,047,634)	3,717
Repayment of long-term debt	2,064,908	2,148,344
	$ 11,737,771	$ 29,850,952

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 as this income was 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 $946,049 and $3,195,969 respectively (2025 - $856,650 and $2,774,264).

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 relate to the following:

2026	Financial Sustainability	Deferred Maintenance	Strategic Capital Project	Risk Management	Total
Balance, beginning of year	$ 73,920,568	$ 35,886,738	$ 20,050,000	$ 10,000,000	$139,857,306
Add: contributions		20,050,000	-		20,050,000
Less: transfer for spend		(4,215,570)	(20,050,000)		(24,265,570)
Balance, end of year	$ 73,920,568	$ 51,721,168	$ -	$ 10,000,000	$135,641,736

14. Internally restricted net assets (continued):

2025	Financial Sustainability	Deferred Maintenance	Strategic Capital Project	Risk Management	Total
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

15. Commitments:

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

2027	$ 4,362,928
2028	2,933,238
2029	1,157,064
2030	155,637
2031	6,155

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.

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 Financial Services Regulatory Authority of Ontario (FSRA) and with Canadian banking institutions that are protected by the Canadian Deposit Insurance Corporation (CDIC). In the event of default, the College's term deposits are insured up to $1,989,000 (2025 - $101,740,000). 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 (2025 - $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:

17. Risk management (continued):

(a) Credit risk (continued): Total

The amount of other receivables aged greater than 90 days relates to banquet and general receivables for College services. 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.

		Past due Current	1 - 30 days	31 - 60 days	61 - 90 days	91 - 120 days
Government receivables	$ 4,019,226 $	4,019,226	$ -	$ -	$ -	$ -
Student receivables	2,136,120	23,145	-	(2,079)	(697)	2,115,751
Other receivables	2,665,150	1,202,536	1,134,970	213,275	3,179	111,190
Gross receivables	8,820,496	5,244,907	1,134,970	211,196	2,482	2,226,941
Less: impairment allowance	(797,957)					(797,957)
Net receivables	$ $ 8,022,539	5,244,907	$1,134,970	$ 211,196	$ 2,482	$ 1,428,984

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% (2025 - 10%) 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 nonCanadian 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, 2026, 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 $46,417 (2025 - $38,698).

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.

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 mitigates interest rate risk on its bank loans (see Note 7) and investments through fixed rates. Therefore, fluctuations in market interest rates would not impact future cash flows and operations relating to the bank loans or investments.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, 2026, 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 $1,304,410 (2025 - $1,184,077).

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.

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):

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:

Since January 22, 2024, the Government of Canada has introduced several changes to the international student program, including annual intake caps on international student permit applications, new work permit eligibility rules aligned with labour market needs, and a requirement for provincial attestation letters. These measures have significantly reduced international student applications and enrolment.

On February 12, 2026, the Ontario government took decisive action to protect postsecondary students' access to the education they need to launch successful careers and build long-term sustainability in the postsecondary sector, while ensuring education remains accessible for future generations by including $6.4 billion in new funding for the postsecondary sector and an updated tuition framework.

2026	Within 6 months	6 months to 1 year	1 – 5 years	> 5 years
Accounts payable	$ 29,073,471	$ 3,370,673	$ 561,779	$ -
Long-term debt	976,091	1,005,997	4,137,524	11,051,858
	$ 30,049,562	$ 4,376,670	$ 4,699,303	$ 11,051,858

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 $2,554,470 (2025 - $3,091,950), including $nil of in-kind donations (2025 - $nil) were 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 was fully wound down in fiscal 2026.

B Appendix B - Summary of Advertising and Marketing Complaints

For the period April 1, 2025 – March 31, 2026, 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.				

C Appendix C – Institutes Of Technology And Advanced Learning (ITAL) Report

This appendix is not required for St. Clair College.

D Appendix D - 2025-26 Board of Governors

Board Member	Appointment Date
Michael Silvaggi, President	
Garry Rossi, Chair	Sept. 2023 - Aug. 2026
Charlie Hotham, Vice Chair	Sept. 2024 - Aug. 2027
Rose Anguiano Hurst	Sept. 2023 - Aug. 2026
Art Barron	Sept. 2025 - Aug. 2028
Paula Corro-Battagello	Sept. 2025 - Aug. 2028
Kevin Corriveau	Sept. 2025 - Aug. 2028
Garnet Fenn	Sept. 2023 - Aug. 2026
Anna Jurak	Sept. 2025 - Aug. 2028
Anthony Paniccia	Sept. 2025 - Aug. 2028
John Parent	Sept. 2022 - April 2026
Jean Piccinato, Past Board Chair	Sept. 2025 - Aug. 2026
Kirsten Ramsay	Sept. 2025 -Aug. 2028
Alfonso (Al) Teshuba	Sept. 2023 - Aug. 2026
Andrew Weiler	Sept. 2025 -Aug. 2026
Gay Wrye	Sept. 2025 - Aug. 2028
Jennifer Yee	Feb. 2024 - Aug. 2026

E Appendix E - Advisory College Council Report

To: Michael Silvaggi, President
From: Juli Vlaminck, Advisory College Council Chair
Date: May 18, 2026
Re: Advisory College Council Annual Report

In accordance with the Minister's Binding Policy Directive, Governance and Accountability Framework (2010), the Board of Governors ensures the establishment of an Advisory College Council. The purpose of the Advisory Council is to provide a formal mechanism through which students and staff of the College may offer advice to the President. As required, a report of the Advisory Council is included in the 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. In addition, members of the administration participate in an ex officio capacity, as outlined in the Advisory Council's Terms of Reference. All members are invited to propose agenda items that fall within the Council's mandate. In addition, the President may also bring forward matters for consultation and advice.

During the reporting period, the Advisory College Council's Terms of Reference underwent scheduled renewal. Necessary revisions were completed and the updated Terms of Reference received final approval for another two-year term.

The Advisory College Council's mandate is to provide a structured process through which recommendations may be forwarded to the President.

Throughout the 2025-2026 academic year, the Advisory Council engaged in meaningful discussions on several topics:

1. Exploration of a potential 14-week semester model, with the goal of gathering preliminary feedback for senior leadership.
2. AI & Academic Integrity.
3. Membership adjustments (resulting from institutional staffing changes).
4. Modernization of Blackboard Ultra.

While these topics generated constructive dialogue, no formal recommendations were submitted to the President during this period. Further discussions may be required as these topics evolve.

The Advisory College Council will continue to meet once per semester. One additional meeting is scheduled for June 2026 to conclude this academic year. The Advisory Council will reconvene for the 2026-2027 academic year in the Fall semester.

Sincerely,

Juli Vlaminck

Chair, Advisory College Council

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