

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

MINUTES OF THE

FULL BOARD MEETING of the BOARD OF GOVERNORS

Held on June 24, 2025, at 5:30 p.m. in the President's Board Room #A3315E,
Windsor Campus.

Present:

Ms. R. Anguiano Hurst
Mr. A. Barron
Ms. P. Corro-Battagello
Mr. G. Fenn
Mr. C. Hotham
Mr. M. Palumbo
Mr. J. Parent
Ms. J. Piccinato, **Past Chair**
Mr. A. Provost
Mr. G. Rossi, **Chair**, virtually
Ms. S. Sasseville
Mr. M. Silvaggi, **President**
Mr. A. Teshuba
Ms. M. Watters
Ms. G. Wrye
Ms. J. Yee

Regrets:

Mr. W. Beck

Also Present:

Ms. K. Adams, Board Secretary
Ms. K. DiPaolo, Observer, Faculty
Mr. J. Fairley, Senior Vice President, Communications, Advancement
& External Affairs
Mr. R. Garton, Manager, Communications & Public Relations
Mr. M. Jones, Senior Vice President, Finance, Administration & Chief
Financial Officer
Ms. A. Jurak, Observer, Incoming Community Representative
Ms. L. Kempe, Executive Vice President, Alumni Board
Ms. J. Lehoux, Executive Director, President's Office & Corporate
Secretary
Mr. R. Nicoletti, Senior Vice President, International Relations & Student
Services
Mr. A. Paniccia, Observer, Incoming Community Representative
Mr. P. Singh Benipal, SRC, President
Ms. M. Staley Liang, Senior Vice President, Academic & Career
Supports

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

Mr. C. Hotham chaired the meeting and Ms. Adams was the recording Board Secretary.

The Board Vice Chair welcomed Ms. Anna Jurak and Mr. Anthony Paniccia, Observers joining this evening's meeting and noted that they will be commencing their Board term as Community Representatives to the Board, as of September 1, 2025. Ms. Kirsten Ramsay will also begin her term as a Community Representative to the Board, as of September 1, 2025, but was unable to attend this evening's meeting.

Mr. Kevin Corriveau joined the meeting as an Observer and was elected as the Faculty Representative to the Board. He will commence his term as of September 1, 2025.

The Vice Chair also welcomed Ms. Lori Kempe, Executive Vice President, Alumni Board and Mr. Joe D'Angela, Senior Director, SCCCA, Advancement Office and Campus Partnerships. They will be presenting Item #7.1: Alumni Association Annual Report.

1.0 Adoption of the Agenda and Declaration of Conflict of Interest

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

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

2.0 Approval of the Minutes of the Full Board meeting held on Tuesday, May 27, 2025, in Windsor, ON

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

RESOLVED THAT the Board of
Governors approve the Full Board
minutes of the May 27, 2025
meeting.

3.0 Constituent Reports

Faculty

Ms. Di Paolo reported the following initiatives and activities on behalf of the Faculty:

- On Monday, June 16, 2025, the Bargaining Team completed mediation-arbitration with William Kaplan. Once Arbitrator Kaplan has reviewed the information and compiled the decision, the results will be shared with the union members.
- At the Divisional meeting, the part-time/sessional delegates elected their first ever Bargaining Team and Divisional Executive (DIVEX). The teams will be tasked with

leading the part-time/sessional division into the bargaining process as the first ever Collective Agreement is developed for this constituent group.

- On Tuesday, June 17, 2025, the Local Executive Committee formally approved the Local 138 Donation Request Application, including its accompanying guidelines and scoring criteria. Donation requests will be evaluated by the Local 138 Donation Committee in the order they are received, in accordance with the approved evaluation framework. Each application will be assessed and ranked based on the alignment of the organization's mission with education and the extent to which its objectives support educational development. Final recommendations will be presented at monthly meetings for approval.
- The annual Windsor Regional Science, Technology and Engineering Fair was held in-person on April 12 and 13, 2025, at St. Clair College. This marked the event's return to the College campus for the first time since 2019. Nearly 300 students from Grades 4 through 12 participated, representing all local school boards, as well as several local private schools. The Fair received excellent support from St. Clair College, the University of Windsor, and various professional organizations in the fields of engineering, science and medicine. Over 125 industry leaders contributed their knowledge and expertise as judges and mentors. Mr. Mike Carter, faculty member of the Medical Laboratory Technology program at the College, dedicated his efforts to the event and contributed to its success.
- On Friday, June 13, 2025, the College's Centre for Academic Excellence (CAE) hosted its annual Faculty R & R, with approximately 100 faculty members in attendance. The event provided an opportunity to connect with colleagues, hear from insightful guest speakers, and participate in professional development sessions. Ms. Di Paolo thanked the CAE on behalf of the faculty union, for their team's efforts organizing such an engaging and impactful event.
- Local 138 is hosting the friends and family event at Kalahari Resorts and Convention Centre in Sandusky, Ohio, August 30 – September 1, 2025. The event offers preferred pricing for St. Clair College staff and their families.

Student Representative Council (SRC)

Mr. Singh Benipal reported the following initiatives and activities on behalf of the SRC:

- The SRC Directors have begun their monthly activities for students enrolled in the Spring semester. To date, the events included:
 - Scoops n' Snaps.
 - Journal Making.
 - Leave Stress Behind.
 - Wellness on the Go with smoothies being made on the spot.
- The first Class Rep meeting of the Spring semester was held on Monday, June 16, 2025. The SRC, in collaboration with the Class Reps, will continue to keep students informed about available services and events offered through the SRC. In

addition, the SRC and Class Reps will actively promote the importance of Academic Integrity and raise awareness about the consequences of violations.

A new initiative introduced this semester is the “Class Rep of the Month” recognition program, designed to encourage active participation and engagement. The selected Class Rep will be acknowledged for their contributions and presented with a token of appreciation for their efforts.

- There are 13 clubs that have been ratified and are active for the Spring semester.
- Ongoing activities include:
 - Yoga with Shala.
 - Therapy dogs.
 - Beginner Salsa class.
 - Tutoring services booth.
 - Pride Month.

A Governor inquired whether the Class Reps visit classrooms to promote the SRC’s services.

Mr. Singh Benipal confirmed that Class Reps visit classrooms with prior permission from the respective faculty members. In addition, Class Reps have been instructed on how to effectively communicate with their peers by sending mass emails to classes to promote SRC events and services. The SRC is also exploring opportunities to involve Class Reps more actively in events planned for the Fall semester.

4.0 President’s Report

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

President Silvaggi noted that the President’s Report was included in the Full Board agenda package and highlighted the following:

- On Wednesday, May 21, 2025, the College hosted its second annual Jill of All Trades (JOAT) event. This event provides hands-on experiences for young women in grades 9 – 12, to introduce them to the possibilities of a career in the trades through an engaging learning environment where female mentors, faculty and students engage in trades workshops.
- On Thursday, May 22, 2025, St. Clair College and the Eugene Applebaum College of Pharmacy and Health Sciences at Wayne State University (WSU), signed a new transfer agreement that will streamline the pathway process for St. Clair graduates of the Paramedic or Occupational Therapist Assistant/Physiotherapist Assistant programs, to transfer credits to the corresponding WSU bachelor’s degree.
- On Thursday, May 22, 2025. The College hosted the annual Program Advisory Committee (PAC) and Placement reception at the St. Clair College Centre for the Arts. The contributions of the PAC and Placement volunteers and student placement sites are

greatly appreciated as they provide real world education experience and Work Integrated Learning opportunities for our students.

- On Wednesday, May 28, 2025, St. Clair College's Indigenous Education Council (IEC) joined the IEC from Lambton and Fanshawe colleges to host an Indigenous Education Council Regional Gathering on Walpole Island First Nation. The purpose of the gathering was to foster collaboration and dialogue on advancing support for Indigenous students in post-secondary education. Key topics included strategic planning for Indigenous education, increasing awareness, and strengthening advocacy efforts throughout the college system in Southwestern Ontario.
- The Spring 2025 Academic Awards Banquets, recognizing and celebrating the academic achievements of the College's students, were held in Windsor on Wednesday, May 28, 2025, and in Chatham on Thursday, May 29, 2025.
- St. Clair College and the University of Windsor have received seven-year accreditation for the Collaborative Honours Bachelor of Science in Nursing (BScN) and Registered Practical Nurse Pathway to BScN programs from the Canadian Association of Schools of Nursing (CASN), the national accrediting body for nursing education in Canada. This recognition marks the highest possible term length for accreditations, only given to programs that exceed expectations, recognizing the strength of curriculum, level of student support, quality of faculty and commitment to innovation and improvement.
- The College held its 58th Annual Spring Convocation sessions on June 4 – 6, 2025, in Windsor, on Monday, June 9, 2025, in Chatham and on Wednesday, June 18, 2025, for Ace Acumen. President Silvaggi thanked the Governors who were able to attend and support the celebrations. These sessions marked a significant milestone, as the College proudly celebrated its 150,000th graduate crossing the stage.
- On Wednesday, June 11, 2025, President Silvaggi participated in a media announcement to mark the ninth year of St. Clair College's partnership with the City of Windsor, Friends of the Court and the Windsor Port Authority, a collaboration that provides a Landscape Horticulture student with an internship opportunity at the historic Mackenzie Hall.
- On June 12, 2025, St. Clair College had the pleasure of welcoming the Honourable Nolan Quinn, Minister, Colleges, Universities, Research Excellence and Security (MCURES) to the Main Windsor campus.

The visit began with a one-on-one meeting between the Minister and President Silvaggi, followed by a guided tour of key campus facilities' the Carpentry Lab in the Centre for Construction Innovation and Production (CIP), as well as the Greenhouse, where Minister Quinn interacted with faculty and students, while gaining hands-on experiences at each location. The campus tour also provided the opportunity to highlight investments in campus infrastructure through provincial funding. These discussions offered insight into the tangible outcomes of strategic funding and reinforced the value of continued government support.

When passing the former campus daycare facility, President Silvaggi took the opportunity to discuss the broader landscape of on-campus childcare. It was noted that

while many colleges previously operated on-campus childcare centers, the majority have since closed. In light of the current provincial shortage of early childhood educators, Minister Quinn expressed strong awareness and concern regarding the issue. President Silvaggi highlighted St. Clair College's proactive response, noting that the College has doubled enrolment in its Early Childhood Education (ECE) program and now ranks applicants for admission due to high demand. This local success stands in contrast to broader provincial challenges, particularly in the Greater Toronto Area (GTA), which President Silvaggi emphasized may differ from those faced in regional communities.

Minister Quinn later participated in a roundtable discussion hosted by the Windsor Chamber of Commerce, which included local business leaders, President Silvaggi, and Dr. Robert Gordon from the University of Windsor. Minister Quinn acknowledged, St. Clair College's leadership in delivering Work Integrated Learning (WIL) opportunities. He cited the institution's high percentage of student placements as among the highest in the province.

The visit proved to be both productive and impactful, fostering stronger relationships with the Minister while providing a valuable opportunity to highlight the College's achievements and regional priorities.

President Silvaggi expressed sincere appreciation for Minister Quinn's engagement and affirmed his commitment to building on the momentum generated by the visit.

- President Silvaggi took the opportunity to thank the Board of Governors for their support and contributions over the past year, and wished everyone a safe and enjoyable summer.

A Governor inquired whether College Administration could arrange a broader campus tour for the Board, offering historical context and background on the development of the campus and its buildings. The tour would take place prior to the September Board meeting for any Governors who are available.

President Silvaggi responded that he would be happy to lead a tour and provide detailed information regarding the history, development and funding of the campus facilities.

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

5.0 Consent Agenda

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

5.1 2025-2026 Draft Meeting and Event Schedule.

5.2 Strategic Mandate Agreement 3 and 4 (SMA3/4).

A Governor noted the variance in metrics between SMA 3 and SMA 4, specifically the "Graduate Employment Rate in a Related Field" and how the targets have shifted between the two agreements; 64% to 76%. The Governor inquired how the allowable performance targets are established.

Mr. Jones responded that all data is driven by Ministry-defined formulas, with a specific reference period for each metric. Typically, there is a one to two-year lag in the data that establishes the targets.

Mr. Jones also explained that one of the notable changes between SMA 3 and SMA 4 is the exclusion of international student data from the metrics. Due to declining international enrolment, SMA 4 metrics now primarily reflect domestic student outcomes, whereas international students were included in SMA 3.

The Ministry directed colleges to remove international student data in order to mitigate risk associated with loss of performance-based funding, as given the recent fluctuations in international student enrolment could result in significant downward shifts in reported outcomes which would lead to negative funding implications.

Mr. Jones also noted that while the Ministry establishes the overall framework, colleges are involved in extensive back-and-forth consultations during the development of new SMA agreements. However, this process can contribute to delays and lags in finalized data reporting.

Mr. Jones explained that the allowable performance targets have a tolerance and that colleges can assign weightings to each metric (ranging from 5% to 25%), which allows them to manage exposure to potential funding losses. While the Ministry provides a guideline range, colleges select the final weighting within that range. This flexibility allows the college to strategically allocate risk and mitigate the impact of underperformance in any one area.

RESOLVED THAT the Board of Governors receive and approve the contents of the June 24, 2025 Consent Agenda, as presented.

6.0 Business Arising

6.1 Fall 2025 Admissions Update

The Board Chair called upon President Silvaggi for this item. President Silvaggi noted that the Fall 2025 Admissions Update was included in the Full Board Agenda package and highlighted the following:

- This report serves as a feedback mechanism to assist College Administration in identifying programs that may not be reaching optimal enrolment levels as of May 1st, even during periods of high overall enrolment. Specifically, it provides an update on post-secondary programs scheduled for Fall 2025 that are projected to have fewer than 25 domestic students in their Year One intake. A year-over-year comparison is also included. While program costs vary, an enrolment threshold of 25 students is used as a standard measurement tool to assess program viability and performance.
- There are three critical dates in the application, admissions and registration cycle:

1. February 1: The deadline for applications to receive equal consideration.
 2. May 1: The deadline for applicants to confirm their program of choice. As of May 1st, St. Clair College had suspended the intake of eighteen programs for Fall 2025 due to low student interest, low applications and anticipated confirmations, as well as implications from the IRCC's January 22, 2024, and September 18, 2024, announcements.
 3. June 1: This is the deadline when a student must make a deposit to secure their spot in their program of choice. The data available on June 1st is very indicative of where enrolment will be from a domestic perspective.
- Using these projections, the College is able to make informed decisions regarding program offerings while balancing teaching resources, space capacity, Strategic Mandate Agreement 3 (SMA3) implications, financial sustainability and community access to programming. From both academic and budget planning perspectives, the allocation of seats is critical factor. Enrolment projections, both domestic and international, are evaluated by program, semester and Academic Achievement Level (AAL). This data also supports the College's Recruitment team and informs targeted marketing campaigns.
 - This report reflects the post-secondary programs whose Year One domestic student intake for the Fall 2025 semester will not be suspended, and as of June 4, 2025, have an expected intake of less than 25 domestic students.

Table One: Windsor programs experiencing a decline in domestic enrolment compared to the enrolment plan.

Table Two: Windsor programs that share a common Year One curriculum or offer pre-defined exit points for graduation.

Table Three: Chatham programs that either share a common Year One curriculum, planned enrolment concentrates on international students, or are experiencing an enrolment decline relative to the enrolment plan.

A Governor referred to Appendix A and inquired why the Fall 2025 expected intake is higher than the planned intake, in some instances significantly higher.

President Silvaggi responded that, as part of the Fall 2025 planning process, several programs previously identified in annual reports continue to reflect notable trends. When removing international student data from the analysis, domestic enrolment trends become more prominent and, in many cases, show a decline in applicant and enrolment numbers.

Certain programs have consistently appeared in annual enrolment trend reports. While in some cases enrolment has exceeded projections, the majority of programs are now trending below prior benchmarks, particularly when isolating domestic student data. The decline in domestic enrolment is not unexpected. During the review of admissions data, general assumptions and rules were applied to interpret trends.

In more financially stable periods, these programs continued to operate due to their positive contributions to the community, despite enrolment challenges. An example of this is the Community and Justice Services program, which has produced medal recipients at convocation for the past two years, demonstrating continued value despite enrolment pressures.

In previous years, when the College was operating with budget surpluses, Administration had the financial flexibility to continue offering programs with lower enrolment. However, due to current budgetary constraints, more strategic and difficult decisions are required. This shift is reflected in the Fall program suspensions, many of which were informed by findings from the prior year's report.

Some variances in program enrolment can be attributed to targeted marketing and recruitment efforts. While St. Clair continues to perform well in capturing applicants from its primary catchment area, Windsor-Essex and Chatham-Kent, additional effort is required to reach students who are still undecided.

The College is actively working to re-engage with secondary schools and prospective students. Some increases in enrolment can be attributed to direct outreach efforts, including personal engagement by faculty and staff.

President Silvaggi also noted that some students delay confirming their program choice due to decisions regarding financial aid, such as OSAP. In this situation, proactive communication, including individual follow-up is essential to encourage students to finalize their decisions.

A Governor inquired whether students who apply late or to over-subscribed programs, and are subsequently placed on a waitlist, are presented with alternative program options. Specifically, the inquiry focused on whether students are guided toward under-enrolled that align with their background, interests or skill set.

President Silvaggi confirmed that alternate offers are part of the College's recruitment strategy. A student who wants to apply to a program that is over-subscribed or is on a waitlist, may be offered a seat in a related or under-enrolled program that still aligns with their program of choice.

However, this type of program redirection occurs less frequently than in previous years, as College Administration has strategically focused marketing efforts on emphasizing the importance of confirming program choices and submitting initial tuition payments by the stated deadlines to secure a seat. While this approach has improved early confirmations, a modest increase in application activity is still anticipated over the summer months.

A Governor inquired whether the three programs listed in Table Three of Appendix A are offered exclusively at the Chatham Campus.

President Silvaggi responded that the Developmental Service Worker (DSW) and the Occupational Therapist Assistant/Physiotherapist Assistant (OTA/PTA) programs are offered exclusively at the Chatham campus, while the Personal Support Worker program is offered at both the Windsor and Chatham campuses. This clarification is

important for applicants considering program location as part of their decision-making process.

After a brief discussion it was,

RESOLVED THAT the Board of Governors receive the update on post-secondary programs that will run in the Fall 2025 semester with an expected Year One intake of less than 25 domestic students, as information.

6.2 Board Chair and Vice Chair 2025-2026

The Board Vice Chair reviewed the results of the elections for Board Chair and Vice Chair held on Tuesday, May 27, 2025, at the In-Camera meeting.

Mr. Garry Rossi was acclaimed as the Board Chair effective September 1, 2025, through August 31, 2026, and Mr. Charlie Hotham was acclaimed as the Board Vice Chair, effective September 1, 2025 through August 31, 2026.

6.4 Executive Plan for the Summer Months

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

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

A Governor asked to clarify the membership of the Executive Committee.

The Board Vice Chair responded that the Executive Committee includes the Board Chair, Vice Chair and President.

A Governor noted that it may be prudent to include the Chair of the Audit and Finance Committee if there was potentially a financial impact associated with the decision being considered by the Executive Committee.

The Board Chair and Past Board Chair responded that if there are any decisions to be made regarding time sensitive issues or those with financial implications, the

President will bring the issue forward to the Board Chair and Vice Chair who can then call a meeting of the entire Board, as circumstances may require.

After a brief discussion it was,

RESOLVED THAT the Board of Governors approve the establishment of the Executive Committee consisting of the President, Board Chair and Vice Chair for July and August 2025, in the event that Board approval is required on an urgent basis. The Executive Committee will report back to the Board at the September Board meeting regarding any matters that the Committee approves over the summer months.

7.0 Monitoring Reports

7.1 Alumni Association Annual Report

The Board Chair called upon Ms. Lori Kempe and Mr. Joe D'Angela to provide the Alumni Association Annual Report. Ms. Kempe provided a PowerPoint presentation, highlighting the following activities and initiatives:

- 2024-2025 Alumni Association Board of Directors.
- Alumni Association Community Outreach.
 - Community Sponsorships.
 - College Partnered Sponsorships.
- 2025 Alumni of Distinction.
- St. Clair College Alumni Perks App.
- Alumni Days
- Alumni Association Foundation Scholarships.
 - Alumni Scholarships and Scholarship donations.
- Confirmation of Compliance.
- St. Clair College Convocation.
 - Over 9,000 new Alumni in 2024-2025 over sixteen convocation sessions, making St. Clair Alumni over 150,000 strong.

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

7.2 Foundation Board Annual Report

The Board Chair called upon Mr. J. Fairley for this item. Mr. Fairley delivered a PowerPoint presentation that included the following highlights:

An overview of the St. Clair College Foundation Board of Directors.

A summary of scholarship and endowment activity for the 2024-2025 academic year. Mr. Fairley reported that the Foundation received 4,099 scholarship applications during the 2024-2025 cycle, resulting in the awarding of 1,151 scholarships. The total disbursement from the Foundation amounted to nearly \$1.25 million, with the average scholarship award valued at \$1,082.40.

- The Academic Excellence Scholarships were offered for the first time in 2023-2024. Students with a GPA of 3.5 – 4.0 in the Fall 2024 semester received this scholarship. There were 4,477 Academic Excellence Scholarships awarded, for a total of \$2.7 million.
- The Start Here Go Anywhere Principal's Scholarship was offered for first time in the Fall 2024 semester. Two students from each school in Windsor-Essex, Chatham-Kent, Sarnia-Lambton and London-Middlesex, who attended St. Clair College in the Fall received a \$1,000 scholarship.
- Mr. Fairley thanked the Board for their vision to significantly grow the scholarship opportunities offered by the College.
- The SCC Foundation obtained a total of fourteen new annual scholarships and one new endowment scholarship fund.
- The total portfolio of the St. Clair College Foundation as at March 31, 2025, is \$26,016,220

A Governor inquired about the value range of the scholarships.

Mr. Fairley responded that there is a wide range of scholarships from \$500 - \$2,500 or higher. Some students apply and are awarded more than one scholarship, depending upon the criteria for each.

A Governor inquired about the typical value of a scholarship donation made by donors.

Mr. Fairley explained that the value of a scholarship donation varies depending on the donor's preference. Typically, a base scholarship is valued at \$1,000; however, donors may also choose to fund multiple awards, such as three scholarships valued at \$500 each. Donors have the flexibility to establish specific recipient criteria, which may include program of enrolment, academic performance (e.g., GPA), personal circumstances or financial need, etc. The scholarship application process includes approximately 40 questions. Responses are compiled and analyzed through a dedicated system summarizes applicant data. A scholarship committee then

reviews the information and matches recipients to scholarships based on the established criteria.

A Governor inquired whether scholarship amounts have increased year-over-year, or if there has been a trend.

Mr. Fairley responded that, with the support of the Board of Governors and the College, scholarship amounts have increased and have been more impactful for the recipients.

A Governor inquired whether the overall scholarship amount has increased year-over-year.

Mr. Fairley responded that the overall scholarship amount has increased year-over-year, noting that there have been new scholarships, both annual and endowment scholarship funds, added to the portfolio. In addition, the Foundation is regulated to pay out a certain percentage of the scholarship fund, annually.

The Board Chair thanked Mr. Fairley for his presentation. The St. Clair College Foundation presentation is attached to the minutes as Item #7.2.

7.3 Financial Monitoring Report

Mr. Jones reviewed the report on the financial results for the year ended March 31, 2025.

- The Board of Governors received the Audited Consolidated Financial Statements for the 2024-2025 fiscal year at the May 27, 2025, Board meeting.
- Mr. Jones explained that this report finalizes the financial monitoring reports for the 2024-2025 fiscal year from an actual to budget perspective and that the report reconciles to the Statement of Operations in the Audited Financial Statements.
- He reported that for the fiscal year ended March 31, 2025, College Administration was successful in surpassing the goal of a balanced budget by achieving a surplus of \$32.9 million and exceeding all Ministry benchmarks.
- He reported that St. Clair College has reported zero flags regarding the Financial Sustainability Metrics for the seventh consecutive year.

A Governor inquired about the Differentiation Envelope of funding and when it was created.

Mr. Jones responded that the Differentiation Envelope was established with SMA 3. At the time of implementation, funding to the Differentiation Envelope was reallocated from the Base-Performance Envelope. The Base-Performance Envelope is core funding, tied to enrolment that had previously been part of the General Operating Grant, while the Differentiation Envelope is a separate allocation based on institutional performance metrics.

The Ministry introduced the Differentiation Envelope as part of a strategic realignment of post-secondary funding. This initiative was designed to reflect institutional strengths, performance outcomes and system-wide objectives. It did not represent new funding, but rather a reallocation of existing resources within the broader post-secondary funding framework.

Over the five years of SMA3, the proportion of institutional funding tied to differentiation increased incrementally, initially starting at 25%, then 30%, and eventually reaching 35%. The Differentiation Envelope had a planned ceiling of up to 50% of total operating grants, although this varied depending on the year and the institution's circumstances.

The allocation was directed by the Ministry and adjusted based on multiple factors, including the overall system-wide funding pool and international student levels, which were acknowledged as influencing variables. The establishment of the Differentiation Envelope was a reallocation of funds, not an injection of new money into the system.

After a brief discussion, it was

RESOLVED THAT the Board of Governors receive the Financial Monitoring Report for the fiscal year ending March 31, 2025, as information.

8.0 Approval Items

8.1 Business Plan – Accrual Budget Template (MCURES) Format

The Board Chair called upon Mr. Jones to speak to this item. Mr. Jones highlighted the following:

- Mr. Jones stated that this agenda item is a requirement of the Ministry of Colleges, Universities, Research Excellence and Security (MCURES) to receive Board approval for the 2025-2026 budget submission to the Ministry and he provided a brief overview of the information contained in the Business Plan.
- At the March 25, 2025, Board meeting, the 2025-2026 Operating Budget was approved by the Board. The budget is then prepared in the Ministry format and submitted through their financial system.
- The budget included in the Business Plan – Accrual Budget Template does reflect what the Board approved at the March Board meeting.
- In terms of the Statement of Financial position forecast that was provided to the Board with the March budget review, it was predicated upon estimated year-end balances. The projections have now been updated to include the audited year-end balances, including the allocation of funds to capital expenditures and the utilization of the internal reserves.

- The Statement of Financial Position continues to reflect the key elements as approved by the Board at the March 25, 2025, meeting. Mr. Jones highlighted the following:
 - College Administration projected a \$6.5 million operating deficit for the 2025-2026 fiscal year, consistent with the figure presented and approved in March.
 - An additional \$500,000 was approved to be funded from the Unrestricted Reserves for the capital contingency.
 - As approved, \$7 million will be withdrawn from the Internally Restricted Reserve to address Deferred Maintenance needs.
 - As the College's Section 28 approval for the Marion property has been denied by the Ministry, the previously allocated \$20 million in the Strategic Capital Reserve has been reallocated to the Unrestricted Reserves.
 - The reallocation will be further examined during the College's mid-year budget process in November, at which time a recommendation will be brought forward to the Board for review and decision.
 - As per the March presentation, two Ministry financial metrics remain flagged, and the College will continue to monitor these closely.

A Governor inquired regarding the requirement to submit the report, including the projected \$6.5 million budget deficit, is in compliance with Ministry timelines, and what happens if the budget will be amended later in the fiscal year.

Mr. Jones responded that the projected \$6.5 million deficit that was submitted reflects the budget approved at the March 25, 2025, Board meeting. Budget approval aligns with the beginning of the College's fiscal year on April 1st annually, ensuring clear direction for College Administration in regard to planning and resource allocation from the start of the fiscal year.

Any adjustments or forecasted updates are reviewed during the formal Mid-Year Budget in November, at which point a revised forecast may be brought back to the Board for approval and subsequently uploaded to the Ministry in January, as per standard reporting protocols.

The current submission in the MCURES template must reflect the Board-approved budget, even if internal projections now differ. This is a provincial requirement for consistency and compliance.

While the College is currently operating with updated projections and acknowledges potential revenue shortfalls, specifically in relation to international student enrolment, formal changes to the budget will follow the Ministry's prescribed process and timelines.

Approving the fiscal year budget prior to the new fiscal year, provides a planning framework. Although theoretically the Board could approve a new budget in June,

the current process ensures early-year fiscal planning and mitigates the risk of operational misalignment. In addition, with the implementation of SMA 4, it is critical to maintain deadlines for financial statements and reporting, in order to remain in Ministry compliance and not place funding at risk.

All Ontario colleges are expected to submit budgets according to the provincial fiscal calendar to facilitate a comprehensive provincial financial outlook. Informal communications and updates occur throughout the fiscal year regarding the financial challenges across the system.

Mr. Jones reiterated that although the budget approved at the March 25, 2025, Board meeting is entered into the formal template submission, the College and the Ministry are both aware that actuals may differ significantly. Revised forecasts and mitigation strategies will be addressed at Mid-Year Review.

After a brief discussion it was,

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

8.2 St. Clair College Annual Report

The Board Vice Chair called upon Mr. Fairley to speak to this item. Mr. Fairley highlighted the following:

Mr. Fairley thanked Mr. Garton, as well as the Douglas Marketing Group (DMG), for their efforts in the development and finalization of St. Clair College's Annual Report.

The 2024-2025 Annual Report provides a comprehensive overview of the College's achievements over the past 12 months.

The narrative reflects the operational outcomes established in the Strategic Directions and the Business Plan and describes activity that took place between April 1, 2024, and March 31, 2025.

In accordance with the Minister's Binding Policy Directive on Governance and Accountability, the St. Clair College Annual Report, once formally approved, will be submitted to the Ministry by July 31, 2025.

RESOLVED THAT the Board of Governors approve the 2024-2025 Annual Report for submission to the Ministry of Colleges and Universities (MCURES), by July 31, 2025.

8.3 Compulsory Ancillary Fee Terms of Reference (TOR) Report

The Board Vice Chair called upon Mr. Marc Jones to speak to this item. Mr. Jones noted that the report regarding the Compulsory Ancillary Fee Terms of Reference (TOR) report, was included in the Full Board Agenda package for the Board's review. Mr. Jones highlighted the following:

This report has been provided to obtain Board approval of the College Administration and student governing body representatives, Compulsory Ancillary Fee Terms of Reference.

The Ministry of Colleges, Universities, Research Excellence and Security (MCURES) Tuition and Ancillary Fees Reporting Operating Procedure applies to all colleges and pertains to establishing tuition fees and related requirements for funding eligible activity except where exclusions apply.

In May 2019, the Ministry updated its Operating Procedure to have additional requirements around the establishment of ancillary fees, based on the Minister's Binding Policy Directive on Tuition and Ancillary Fees.

One of the updated requirements noted that student governing body representatives and College Administration are to work together to develop a protocol agreement, and for that protocol agreement to come into effect and must have approval of the College's Board of Governors.

To be in compliance with the MCURES Tuition and Ancillary Fees Directive and Operating Procedure, College Administration, in agreement with its student governing body representatives, updated its Compulsory Ancillary Fee Committee Terms of Reference. The updated TOR have been included as Appendix A for the Board's review and approval.

After a brief discussion it was,

RESOLVED THAT the Board of Governors approve the College Administration and student governing body representatives Compulsory Ancillary Fee Committee Terms of Reference.

8.4 Appointment of a Member to the Foundation Board

The Board Vice Chair thanked Ms. Jean Piccinato for serving her appointment as the Board member to the Foundation Board for the 2024-2025 term.

As per the recommendation made through the Auditor General's Report, as well as Mr. Egidio Sovran, President, Foundation Board at the June 2024 Board meeting, that the Board of Governors, Past Chair be appointed as the Board member to the St. Clair College Foundation Board.

As such, it is recommended that Ms. Jean Piccinato be appointed as the Board member to the Foundation Board for the 2025-2026 term.

After a brief discussion it was,

RESOLVED THAT the Board of Governors approve the appointment of Ms. Jean Piccinato as the Board member to the St. Clair College Foundation Board for a one-year term commencing September 1, 2025 to August 31, 2026.

9.0 Recognition of Retiring Board Members

The Board Vice Chair spoke to this item, acknowledging the significant time, energy and dedication required of Governors to prepare for and participate in Board meetings and related events.

The Vice Chair noted that Mr. Warren Beck had sent his regrets for the meeting, as he was away. Mr. Beck is retiring both from the College and the Board of Governors. The Board extends its sincere appreciation to Mr. Beck for his dedicated service as the faculty representative to the Board of Governors over two consecutive three-year terms.

The Board Vice Chair recognized Mr. Matteo Palumbo on his retirement from the Board as of August 31, 2025. Mr. Palumbo has served as the student representative to the Board for a one-year term. Mr. Hotham thanked Matteo for his integral role on the Board and for his support from a student and SSAA perspective.

The Board Vice Chair recognized Mr. Allen Provost on his retirement from the Board as of August 31, 2025. Mr. Provost has served as a community representative to the Board and has been a member and Chair of the Audit and Finance Committee. Mr. Hotham thanked Mr. Provost for his role and dedication to the Board.

The Board Chair recognized Ms. Shannon Sasseville on her retirement from the Board as of August 31, 2025. Ms. Sasseville has served as a community representative to the Board for a three-year term. Mr. Hotham thanked Shannon for her support and contributions to the Board.

The Board Chair recognized Ms. Michelle Watters on her retirement from the Board as of August 31, 2025. Ms. Watters has served as a community representative to the Board for two consecutive three-year terms. Mr. Hotham thanked Michelle for her support and dedication to the Board.

President Silvaggi thanked Mr. Beck, Mr. Palumbo, Ms. Sasseville and Ms. Watters for their support and dedication to the Board of Governors and St. Clair College.

10.0 Date of the Next Meeting

10.1 The next Board meeting is scheduled for Tuesday, September 16, 2025.

The Full Board meeting adjourned at 7:00 p.m.

MISSION STATEMENT

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

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

525th FULL BOARD MEETING

of the

BOARD OF GOVERNORS

NOTICE OF MEETING

DATE: Tuesday, June 24, 2025

TIME: 5:30 p.m.

PLACE: President's Board Room #A3315E

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

AGENDA

1.0 ADOPTION OF THE AGENDA AND DECLARATION OF CONFLICT OF INTEREST

2.0 APPROVAL OF THE MINUTES OF THE FULL BOARD MEETING HELD ON MAY 27, 2025, IN WINDSOR, ON

3.0 CONSTITUENT REPORTS

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

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

5.0 CONSENT AGENDA

5.1 2025-2026 Draft Meeting and Event Schedule

Information Item – Administration has provided the Draft 2025-2026 Meeting and Event Schedule, attached as Item #5.1.

5.2 Strategic Mandate Agreement 3 and 4 (SMA3/4)

Information Item – Administration has provided an update regarding Year Five (2024-2025) of the 2020-2025 Strategic Mandate Agreement 3 (SMA3), attached as Item #5.2, as well as an update regarding SMA 4.

6.0 BUSINESS ARISING

6.1 Fall 2025 Admissions Update

Information Item – Administration has provided an update regarding admissions for Fall 2025 and financial position, attached as Item #6.1.

6.2 Board Chair and Vice Chair 2025-2026

Information Item – The Board Chair will provide information regarding the election of the Board Chair and Vice Chair, for the one-year term commencing September 1, 2025, through August 31, 2026.

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

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

7.0 MONITORING REPORTS

7.1 Alumni Association Annual Report

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

7.2 Foundation Board Annual Report

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

7.3 Financial Monitoring Report

Information Item – An update will be given to the Board with respect to the financial results for the Fiscal Year Ended March 31, 2025, attached as Item #7.3.

8.0 APPROVAL ITEMS

8.1 Business Plan – Accrual Budget Template (MCURES) Format

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

8.2 St. Clair College Annual Report

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

8.3 Compulsory Ancillary Fee Terms of Reference (TOR) Report

Approval Item – Administration has provided the College's Compulsory Ancillary Fee Terms of Reference (TOR) Report for Board approval, attached as Item #8.3.

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

Approval Item – The Board of Governors members will nominate and approve the appointment of a Board member to sit on the St. Clair College Foundation Board for the 2025 – 2026 year.

9.0 RECOGNITION OF RETIRING GOVERNORS

10.0 NEW BUSINESS

11.0 DATE OF THE NEXT MEETING

11.1 The next meeting is scheduled for Tuesday, September 16, 2025.

PRESIDENT'S REPORT

Meeting of the Board of Governors
Tuesday, June 24, 2025

1. Jill of All Trades 2025

The College hosted our second annual Jill of All Trades Event on Wednesday, May 21, 2025. Since 2014, Jill of All Trades (JOAT) has been providing hands-on experiences to young women in grades 9-12 to introduce them to the possibilities of a career in the trades. These events provide a safe and engaging learning environment where female mentors, faculty and students engage in trades workshops. Through this introduction to non-traditional roles, we aim to increase post-secondary enrolment in the trades to address Canada's skilled trades shortage.



2. Wayne State Pathway Agreement

On Thursday, May 22, 2025, St. Clair College and the Eugene Applebaum College of Pharmacy and Health Sciences (EACPHS) at Wayne State University in Detroit signed a new transfer agreement that will streamline the pathway process for St. Clair graduates to complete a bachelor's degree at EACPHS. The agreement is designed to promote a seamless academic transition and improve the transfer credit process, ensuring students receive maximum recognition for completed coursework. This coordinated approach allows students to move efficiently from a diploma program at St. Clair into a degree program at Wayne State with a clearly defined path toward graduation.

This new initiative builds on a series of successful pathway agreements already in place between St. Clair College and Wayne State University across multiple disciplines. Together, the institutions are strengthening their shared commitment to expanding postsecondary opportunities and supporting student success across the Canada-U.S. border.

The agreement is designed for students who follow a plan of study leading to a St. Clair College:

- Two-year Ontario Diploma in Paramedic, *or*;
- Two-year Ontario Diploma in Occupational Therapist Assistant/Physiotherapist Assistant

The credits transferred from St. Clair College will be included in the total credit hours required for the corresponding WSU bachelor's degree or corresponding programs leading to a WSU:

- Bachelor of Science (BS) in Applied Health Sciences General Concentration
- BS in Applied Health Sciences Pre-Occupational Therapy Concentration
- BS in Applied Health Sciences Pre-Physical Therapy Concentration
- BS in Applied Health Sciences Pre-Physician Assistant Concentration
- Application to Doctor of Physical Therapy (DPT)

This landmark agreement underscores the dedication of St. Clair College and the Eugene Applebaum College of Pharmacy and Health Sciences at Wayne State University to fostering academic excellence and cross-border collaboration. By streamlining the transfer process, both institutions are paving the way for students to achieve their educational goals with greater ease and efficiency. We look forward to witnessing the positive impact this partnership will have on our students' futures.



3. PAC and Placement Reception

The College hosted a “thank you” reception on Thursday, May 22, 2025 at the St. Clair College Centre For The Arts for all of our Program Advisory Committee volunteers and student placement sites. The “real world” education delivered by the College provides rewarding careers for our graduates and will build the economy and social well-being of our community for decades to come. In large part, we have these volunteers to thank for that. Their contributions are deeply appreciated by the entire St. Clair family of faculty, staff and alumni.



4. Indigenous Education Council Regional Gathering

On Wednesday, May 28, 2025, St. Clair College's Indigenous Education Council (IEC) joined IEC's from Lambton College and Fanshawe College for the first time to host an Indigenous Education Council Regional Gathering on Walpole Island First Nation. Indigenous Education Council members are representatives from local First Nations and First Nation, Metis and Inuit organizations who provide Indigenous education advisory for the colleges. The goal of this regional retreat was to discuss how to move forward together for the benefit of Indigenous students that attend college while on their lifelong learning path. The three colleges continue to collaborate and strengthen their partnership to provide Indigenous students post-secondary education and supports, as well as Indigenous education strategic planning, awareness, and advocacy throughout the college system in Southwestern Ontario.



5. Academic Awards

The Spring 2025 Academic Awards Banquet were held in Windsor on Wednesday, May 28, 2025 at the St. Clair College Centre For The Arts and in Chatham on Thursday, May 29, 2025 at the Everest Convention Centre. *Congratulations to all our award recipients!*



6. St. Clair School of Nursing Receives Highest-Term Accreditation

St. Clair College and the University of Windsor have received the maximum seven-year accreditation for the Collaborative Honours Bachelor of Science in Nursing (BScN) and Registered Practical Nurse Pathway to BScN programs.

The accreditation comes from the Canadian Association of Schools of Nursing (CASN), which is the national accrediting body for nursing education in Canada.

This recognition marks the highest possible term length for accreditations, only given to programs that exceed expectations, also recognizing the strength of curriculum, level of student support, quality of faculty and commitment to innovation and improvement.

According to the CASN, its accreditation seal means the "program meets high academic standards" and the school is "engaged in a process of continuous quality improvement."

"This is a huge undertaking within the School of Nursing, and we are so proud of our team at St. Clair College and our collaborative partners at the University of Windsor and Lambton College," said Corrin Primeau, the Chair of St. Clair College's School of Nursing. "Our faculty's commitment and dedication to our students and the profession of nursing truly shines through."

"Now we continue to uphold our commitment to nursing excellence and live up to the accreditation we were awarded," Primeau added.



Bachelor of Science in Nursing (BScN) students during their studies at St. Clair College. (St. Clair College)

7. 58th Annual Convocation

Congratulations to the distinguished Class of 2025 on your remarkable achievement. Your hard work and dedication have culminated in this significant milestone, and we are immensely proud of each one of you!

The Windsor convocation sessions were held at the WFCU Centre from Monday, June 2 to Wednesday, June 4, 2025. The Chatham convocation sessions took place at the Chatham Capitol Theatre on Monday, June 9, 2025. The Toronto convocation sessions are scheduled to be held at the Meridian Arts Centre in Toronto on Wednesday, June 18, 2025.

These convocation sessions were particularly noteworthy as we celebrated our 150,000th graduate crossing the stage.

We extend our best wishes to all graduates as you embark on the next phase of your journey. The future holds great promise for each of you.



8. Mackenzie Hall Partnership

On Wednesday, June 11, 2025, President Silvaggi participated in a media announcement to mark the ninth year of St. Clair College's partnership with the City of Windsor, Friends of the Court and the Windsor Port Authority. This collaboration provides a Landscape-Horticulture student with an internship position at the historic Mackenzie Hall.

We are fortunate to have such beautiful and engaging public parks and buildings in our community, which blend historical culture, artistic culture, multiculturalism, and horticulture. This community-based project at Mackenzie Hall allows the College to contribute to the beautification of this neighborhood-anchoring site, which serves as the western entranceway to the city.

St. Clair College remains committed to maintaining this valuable partnership for the benefit of both its students and the community. We look forward to continuing this collaboration into its tenth-year next Summer!



9. MCURES Minister Visit

The Minister of Colleges, Universities, Research Excellence and Security, Nolan Quinn, paid a trip to St. Clair College on June 12, 2025, for a facility tour where he tried his hands at a number of skilled trades offered at the College. Minister Quinn met with St. Clair College President Michael Silvaggi before touring a few select locations around the College. The tour included stops at the Carpentry Lab in the Centre for Construction Innovation and Production, as well as the Greenhouse, where Minister Quinn interacted with faculty and students, getting a taste of the curriculum with first-hand experiences at each location.

"Skilled trades programs across Ontario are preparing students for in-demand jobs that drive Ontario's economy," said Minister Quinn. "It was wonderful to visit St. Clair College and explore the Carpentry Lab and Greenhouse where students are learning hands-on, in-demand skills that will prepare them for successful careers in Ontario's critical sectors." The Minister, joined by Windsor-Tecumseh MPP Andrew Dowie, helped apply screws to secure studs for a wall, which was then erected, with the help of students.



At the Greenhouse, a student demonstrated for Minister Quinn the proper technique to pot a plant, a skill he then applied with a parsley plant. "Having Minister Quinn visit our campus is a great opportunity to share recent institutional developments, have important conversations and also introduce him to the state-of-the-art facilities here at St. Clair College," said President Michael Silvaggi. "Giving our students in Greenhouse/ Landscape Horticulture Technician and Carpentry programs a chance to not only meet the minister, but also show him what they're learning in school provides a snapshot into the skills development of the future workforce happening here at the College."

This is the Minister's second trip to St. Clair College since taking over ministerial duties in August 2024. Dowie, who is also the Parliamentary Assistant to the Minister of the Environment, Conservation, and Parks, was also eager to get involved in the hands-on experience. "It was a pleasure to visit St. Clair College with Minister Quinn to see first-hand how this institution, that has done so much for the community, continues to prepare students for careers that will help keep moving Ontario forward," Dowie said.



10. Minister Quinn Roundtable – Windsor-Essex Regional Chamber of Commerce

The Windsor-Essex Regional Chamber of Commerce held a roundtable discussion with Minister Nolan Quinn on Thursday, June 12, 2025 at Caesars Windsor, which focused on workforce development and the integration of education and industry. The event brought together local leaders, postsecondary institutions and businesses to address the region's talent needs and ensure a strong, skilled workforce.

The roundtable included Minister Nolan Quinn, representatives from the Windsor-Essex Regional Chamber of Commerce, local post-secondary institutions, and businesses. The primary discussion points revolved around workforce development, particularly the need to align education and industry to meet the demands of the skilled trades sector in Windsor. The goal of the roundtable was to foster collaboration between education and industry to better prepare the next generation for in-demand careers and drive economic growth in the region.

Labor, talent, and the integration of education and industry were central themes, reflecting the Chamber's commitment to shaping policies that positively impact the region, according to the Windsor-Essex Chamber of Commerce.

By strengthening ties between post-secondary education and businesses, the roundtable aimed to create a more robust and skilled workforce capable of supporting the region's economic future.



11. St. Clair College Board of Governors Recognition and Thank You

I would like to take this opportunity to thank each and every one of you for your contributions over the past year. Board service is one of the toughest volunteer roles...which you have performed over the past year with dedication and tenacity. Thank you for the time, talent and expertise you all have provided. Each of you have made a difference through your dedication and continued support of St. Clair College, our students and our community. On behalf of the College, thank you for your important service!

thank you!



TO: BOARD OF GOVERNORS
FROM: MICHAEL SILVAGGI, PRESIDENT
DATE: JUNE 24, 2025
RE: 2025-2026 DRAFT MEETING AND EVENT SCHEDULE
SECTOR: ALL SECTORS

AIM:

To provide the Board of Governors with the draft 2025 – 2026 Meeting and Event Schedule.

BACKGROUND:

In order to keep the Board informed of the schedule of meetings and College Events, a draft meeting and event schedule is prepared annually as part of the Board of Governors Annual Work Plan. The draft 2025 – 2026 Meeting and Event Schedule is attached for information.

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

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive the draft 2025 – 2026 Meeting and Event Schedule for information.

Meetings

TBD	New Board Member Orientation
September 9, 2025*	Committee of the Whole
September 16, 2025	Full Board Meeting – Windsor
October 14, 2025*	Committee of the Whole
October 28, 2025	Full Board Meeting – Windsor
November 11, 2025*	Committee of the Whole
November 25, 2025	Full Board Meeting – Windsor
January 13, 2026*	Committee of the Whole
January 27, 2026	Full Board Meeting – Windsor
February 10, 2026*	Committee of the Whole
February 24, 2026	Full Board Meeting – Windsor
March 10, 2026*	Committee of the Whole
March 24, 2026	Full Board Meeting – Windsor
April 14, 2026*	Committee of the Whole
April 28, 2025	Full Board Meeting – Chatham
May 12, 2026*	Committee of the Whole
May 26, 2026	Full Board Meeting – Windsor
June 9, 2026 *	Committee of the Whole
June 23, 2026	Full Board Meeting - Windsor

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

Events

Thursday, September 25, 2025	Fall Academic Awards Banquet SCCCA
Tuesday, September 30, 2025	Fall Convocation, Windsor
Thursday, October 2, 2025	Fall Convocation, Chatham
Wednesday, October 8, 2025	Fall Convocation, Ace Acumen
Thursday, October 9, 2025	
TBD	Premier's Awards
TBD	Holiday Social
Thursday, February 19, 2026	Winter Convocation, Windsor
TBD	Board Planning Session/Retreat
Monday, March 16, 2026	Chatham Scholarship & Bursaries (Everest Convention Centre)
Wednesday, March 18, 2026	Windsor Scholarship & Bursaries (SCCCA)
Thursday, March 19, 2026	
Friday, April 24, 2026	Alumni of Distinction (SCCCA)
Thursday, April 9, 2026	Saints Student Athletic Awards Banquet
Friday, April 17, 2026	SRC/TSI Changeover Banquet
Thursday, April 2, 2026	Esports Awards Gala
Wednesday, May 6, 2026	PAC and Placement
TBD	CICan Annual Conference
Wednesday, May 20, 2026	Windsor Academic Awards Banquet
Thursday, May 28, 2026	Chatham Academic Awards Banquet
Tuesday, June 2, 2026	Spring Convocation, Windsor (WFCU)
Wednesday, June 3, 2026	
Monday, June 8, 2026	Spring Convocation, Chatham

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: JUNE 24, 2025

RE: STRATEGIC MANDATE AGREEMENT 3 (SMA3)

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

AIM:

To provide the Board with an update on Year 5 (2024-25) and Final Year of the 2020-2025 Strategic Mandate Agreement 3 (SMA3).

BACKGROUND:

With the College's SMA3 Year 5 annual evaluation completed, the following is Administration's update to the Board:

A. SMA3 Results from the Year 5 Annual Evaluation (2024-25)

Metric	Allowable Performance Target	Actual Result	Target Achievement with Stop-Loss
Graduate employment rate in a related field	64.18%	65.90%	102.68%
Institutional strength and focus	26.38%	32.81%	124.37%
Graduation rate	69.99%	80.00%	114.31%
Community and local impact	4.98%	5.57%	111.79%
Economic impact	\$127,948,990	\$145,163,200	113.45%
Graduate employment earnings	\$34,557	\$38,457	111.29%
Experiential learning	70.34%	90.98%	129.34%
Revenue attracted from private sector	\$8,556,235	\$20,386,142	238.26%
Apprenticeship related	58	54	95.00%
Skills and competencies	N/A	N/A	N/A

The College succeeded in meeting nine (9) out of the ten (10) active metrics for 2024-25. The Skills and Competencies metric is participation based and has no target as a result.

For the 2024-25 SMA3 Evaluation, the Ministry activated performance-based funding for the second time since inception in 2020-21. Based on the Ministry's methodology to reallocate funding for over / under target achievement, it is estimated that the College may

receive incremental funding of \$5,356. Actual funding impacts from the 2024-25 SMA3 Evaluation results will be reflected by the Ministry during quarter four of its 2025-26 transfer payments to the College. Further details will not be known until Fall 2025.

B. SMA4

Administration provided the Board with an update on the five-year SMA4 agreement, and its particulars at the March 25, 2025 Board meeting during the 2025-26 budget presentation.

i. Metric Weightings for Year 1

Metric	Year 1 (2025-26)
Graduate employment rate in a related field	10%
Institutional strength and focus	10%
Graduation rate	20%
Community and local impact	10%
Graduate employment earnings	10%
Experiential learning	20%
Investment and innovation	10%
Institution specific	10%
Total	100%

For SMA4 Year 1, Administration has set its metric weightings as noted above. The weightings were set to minimize risk of funding loss.

ii. SMA4 Year 1 (2025-26) Targets

Metric	Allowable Performance Target
Graduate employment rate in a related field	76.62%
Institutional strength and focus	28.65%
Graduation rate	69.19%
Community and local impact	3.90%
Graduate employment earnings	\$35,604
Experiential learning	82.31%
Investment and innovation	\$10,246
Graduate employment rate	84.24%

The Ministry will continue with the “stop-loss” mechanism to cap funding loss. This adjustment is aimed at capping potential funding losses for a given college. This adjustment will cap minimal achievements across all metrics at 95%. This means that if a college realizes any target achievement below 95%, they will be considered as having realized 95% on that metric.

In addition, the Differentiation Envelope and Enrolment Envelope funding allocation is currently set by the Ministry at 40% and 60% respectively, where 25% within the Differentiation Envelope is tied to Performance (at risk), and 75% of total funding

provided for revenue stability on the basis of data collection, evaluation and publication of results. However, the Ministry plans to increase the Performance funding from 25% in Year 1 and 2, by 5% each year starting in Year 3, to 40% in Year 5, which will result in a lower rate of revenue stability funding.

In addition, to support the Ministry's goal of increasing accountability, efficiency and transparency, funding is connected to accountabilities related to timely reporting of key data and activities and attestation of key activities. Colleges must submit four reports (2 financial related and 2 enrolment related) to the Ministry by established deadlines, and attest to three key activities around efficiency metrics, skills and competencies assessment and research security. Failure to meet any one of these accountabilities will result in the loss of 5% (or \$2.2 million) of the College's total operating grant.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Year 5 (2024-25) of the 2020-2025 Strategic Mandate Agreement 3 (SMA3), as information.



TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: JUNE 24, 2025

RE: FALL 2025 ADMISSIONS UPDATE

SECTOR: SENIOR OPERATIONS GROUP

To provide the Board with an update on post-secondary programs offered during the Fall 2025 semester with an expected Year One intake of less than 25 domestic students. This report will offer a year-over-year comparison to the report provided in June 2024.

BACKGROUND:

Annually, June 1 is a critical date in the College's registration process as a student must make a financial deposit to secure a spot in their program of choice. In the months leading up to June 1, the tuition deposit deadline for the Fall 2025 semester, the College actively monitors the expected intakes to balance teaching resources, space capacity, Strategic Mandate Agreement implications, financial sustainability, and community access to programming. During this period, should these noted factors not align as planned, an intake may be suspended.

It is important to note that as of May 1, (the annual deadline for an applicant to confirm their program of choice), College Administration has suspended the intake of eighteen (18) programs for Fall 2025 due to low student interest, applications, and anticipated confirmations, as well as implications from the IRCC January 22, 2024 and September 18, 2024 announcements. The volume of programs appearing on this report has lessened year over year due to a combination of an increase in confirmations and the noted program suspensions.

SUMMARY:

The following outlines those post-secondary programs whose Year One domestic student intake for the Fall 2025 semester will not be suspended, and as of June 4, 2025, have an expected intake of less than 25 domestic students. Refer to Appendix A for the program list.

- Table 1: Windsor programs that are experiencing a domestic enrolment decline relative to the enrolment plan.
- Table 2: Windsor programs that either share a common Year 1 curriculum or offer pre-defined exit points for graduation.
- Table 3: Chatham programs that either share a common Year 1 curriculum,

planned enrolment concentrates on international students, or is experiencing an enrolment decline relative to the enrolment plan.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on post-secondary programs that will run in the Fall 2025 semester with an expected Year One intake of less than 25 domestic students, as information.

Appendix A

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

Code	Program	Fall 2024 Expected Intake	Fall 2024 Planned Intake	Fall 2024 Day 10 Enrolment	Fall 2025 Expected Intake	Fall 2025 Planned Intake
B603	Community & Justice Services	12	25	14	20	10
B699	Bachelor of Business Administration Info. Comm. Tech.	30	40	12	17	10
B880	Bus Administration-Human Resources	22	55	26	10	30
B899	Educational Support	20	10	22	21	20
T036	Construction Engineering Technician	10	23	18	11	24
T167	Motive Power Technician	23	20	27	18	20
T865	Greenhouse Technician	16	20	12	9	10
T866	Landscape Horticulture	17	30	27	13	25

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

Code	Program	Fall 2024 Expected Intake	Fall 2024 Planned Intake	Fall 2024 Day 10 Enrolment	Fall 2025 Expected Intake	Fall 2025 Planned Intake
B019	Data Analytics	6	15	8	3	10
B959	Paralegal	16	30	16	15	20
B990	Mobile Applications Development	23	39	32	13	30
T860	Computer Systems Technician - Networking	14	0	20	7	20
T861	Computer Systems Technology - Networking	17	40	23	16	20
T890	Cybersecurity	5	20	9	0	10
T974	Electromechanical Engineering Technician - Robotics	19	40	24	16	24

Table 3 Chatham Programs that Share a Common Year One Curriculum, Planned Enrolment is Focused on International Students, or is Experiencing Enrolment Decline relative to the Enrolment Plan

Code	Program	Fall 2024 Expected Intake	Fall 2024 Planned Intake	Fall 2024 Day 10 Enrolment	Fall 2025 Expected Intake	Fall 2025 Planned Intake
K200	Developmental Service Worker	17	30	17	17	20
K893	Occupational Therapist Assistant / Physiotherapist Assistant	12	50	19	21	20
K933	Personal Support Worker	20	40	24	16	20

Highlighted programs have a strong international student interest.

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

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: JUNE 24, 2025

**RE: FINANCIAL MONITORING REPORT
FINANCIAL RESULTS FOR THE FISCAL YEAR ENDED MARCH 31,
2025**

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

AIM:

To provide the Board with the following:

1. A report on the financial results for the fiscal year ended March 31, 2025.
2. An update on Strategic Directions (2024 – 2025). This update pertains to Strategic Direction #6 – Financial Health and Sustainability.

Goal	Objective	Measure	Target
Financial Sustainability	Balanced budgets.	Achieve balanced budgets annually.	June 2025
	Maintaining financial sustainability in accordance with MCURES financial metrics.	Meeting or exceeding Ministry defined benchmarks.	June 2025

BACKGROUND:

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

For the fiscal year ended March 31, 2025, College Administration was successful in surpassing the goal of a balanced budget by achieving a surplus of \$32.9 million and exceeding all Ministry benchmarks.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive the Financial Monitoring Report for the fiscal year ended March 31, 2025, as information.

SUMMARY OF REVENUES AND EXPENDITURES (Schedule 1)

The net surplus at March 31, 2025 of \$32,912,175 is an increase of \$9,578,279 from the net surplus budget of \$23,333,895. The variance is primarily due to the net impact from higher Full-Time Faculty Salaries and Benefits which was offset from lower Non-Salary Expenditures relating to Contracted Cleaning Services, Contracted Services Other, Equipment Maintenance & Repairs, Instructional Supplies, and Scholarships.

REVENUE (Schedule 2)

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

- MCURES Operating Grants are higher than budget at \$1,285,134 or 3% mainly due to an unknown increase in Nursing Enrolment Expansion funding.
- Contract Income is lower than budget at \$858,629 or 9.7% due to lower funding for the In-Class Apprenticeship grant.
- Total Tuition revenue is higher than budget at \$570,182 or 0.3% due to PCPP Tuition revenue due to higher enrolment than planned at Ace Acumen for the Winter 2025 semester.
- Total "Other" income is higher than budget at \$335,244 or 0.5% due to higher miscellaneous income and graduation fees than planned.

EXPENDITURES (Schedule 3)

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

- Total Salaries & Benefits are higher than the budget projection at \$4,094,437 or 3.9% due to voluntary employment leave incentives and other job reduction initiatives aligned with right sizing the College to address its 2025-26 budget challenges.
- Total Non-Salary expenditures are lower than the fiscal year budget projection at \$12,344,528 or 7.1% due to the following:
 - Decrease in Contracted Cleaning Services due to overstated budget requirements.
 - Decrease in Contracted Services Other as a result of lower agent commissions to recruit international student enrolment.
 - Decrease in Equipment Maintenance and Repairs due to lower I.T. software licensing requirements and lower facility related repairs needed than planned.

- Decrease in Instructional Supplies due to overstated budget requirements for academic student kits and I.T. hardware.
- Decrease in Scholarships due to student eligibility for new scholarship programs did not achieve expected thresholds.

ANCILLARY OPERATIONS (Schedule 4 & 4B)

- The Ancillary Operations deficit of \$1,343,366 was aligned with the fiscal year budget deficit projection of \$1,339,623.

SCHEDULE 1

**ST. CLAIR COLLEGE
SUMMARY OF REVENUES AND EXPENDITURES
FOR THE TWELVE MONTHS ENDED MARCH 31, 2025**

	A	B	A - B
	MCURES		
	BUDGET	ACTUAL	VARIANCE
	<u>(12 months)</u>	<u>(12 months)</u>	<u>(12 months)</u>
<u>REVENUE</u>			
MCURES Operating Grants	43,524,055	44,809,189	1,285,134
Contract Income	8,867,761	8,009,132	(858,629)
Tuition	184,907,844	185,478,026	570,182
Other	67,314,696	67,649,940	335,244
Total Operating	304,614,355	305,946,287	1,331,931
Total Ancillary	13,423,982	14,153,147	729,165
TOTAL REVENUE	318,038,337	320,099,434	2,061,096
<u>EXPENDITURES</u>			
Salary & Benefits	105,674,266	109,768,703	4,094,437
Non-Salary	174,266,571	161,922,043	(12,344,528)
Ancillary	14,763,605	15,496,513	732,908
TOTAL EXPENDITURES	294,704,442	287,187,259	(7,517,183)
Total Net Surplus / (Deficit)	\$23,333,895	\$32,912,175	\$9,578,279

SCHEDULE 2

**ST. CLAIR COLLEGE
REVENUES
FOR THE TWELVE MONTHS ENDED MARCH 31, 2025**

	A	B	A - B
	MCURES		
	BUDGET	ACTUAL	VARIANCE
	<u>(12 months)</u>	<u>(12 months)</u>	<u>(12 months)</u>
<u>REVENUE</u>			
Enrolment Based Envelope: see note 1	11,883,702	13,715,433	1,831,731
Differentiation Envelope: see note 2	32,840,915	30,934,673	(1,906,242)
Special Purpose / Other Grants: see note 3	(1,200,562)	159,083	1,359,645
<i>Total MCURES Operating Grants</i>	43,524,055	44,809,189	1,285,134
Apprenticeship	4,670,235	3,967,433	(702,802)
Better Jobs Ontario	38,935	43,690	4,755
Literacy & Basic Skills	1,380,172	1,332,917	(47,255)
School College Work Initiative	2,138,945	2,066,617	(72,328)
Other: see note 4	639,474	598,475	(40,999)
<i>Total Contract Income</i>	8,867,761	8,009,132	(858,629)
Post Secondary - Domestic	26,231,263	26,080,671	(150,592)
Post Secondary - International	85,277,027	85,358,134	81,107
Post Secondary - PCPP	71,439,554	71,825,263	385,709
Continuing Education	1,960,000	2,213,958	253,958
<i>Total Tuition</i>	184,907,844	185,478,026	570,182
Interest Income	15,200,000	15,166,034	(33,966)
Contract Training	800,000	810,711	10,711
International Projects	140,000	27,908	(112,092)
PCPP Fee-for-Service	23,379,307	23,507,322	128,015
Other: see note 5	2,164,227	2,583,333	419,106
Divisional Income	19,165,189	18,837,769	(327,420)
Amortization DCC & Capital Support Grants	6,465,973	6,716,863	250,890
<i>Total Other</i>	67,314,696	67,649,940	335,244
Total Revenue Before Ancillary	304,614,355	305,946,287	1,331,932
Ancillary Revenue (Schedule 4)	13,423,982	14,153,147	729,165
Total Revenues	\$318,038,337	\$320,099,434	\$2,061,097

SCHEDULE 3

**ST. CLAIR COLLEGE
EXPENDITURES
FOR THE TWELVE MONTHS ENDED MARCH 31, 2025**

	A	B	A - B
	MCURES		
	BUDGET	ACTUAL	VARIANCE
	<u>(12 months)</u>	<u>(12 months)</u>	<u>(12 months)</u>
<u>SALARY & BENEFITS</u>			
Administrative : Full-Time	9,394,388	10,381,687	987,299
Administrative : Part-Time	2,321,890	1,982,357	(339,533)
Faculty: Full-Time	36,355,818	39,184,313	2,828,495
Faculty : Part-Time	15,988,266	15,939,653	(48,613)
Support : Full-Time	15,350,751	15,733,195	382,444
Support : Part-Time	6,974,547	7,066,017	91,470
Fringe Benefits	19,288,606	19,481,481	192,875
Total Salary & Benefits	105,674,266	109,768,703	4,094,437
<u>NON-SALARY</u>			
Advertising	2,922,267	3,136,329	214,062
Contracted Cleaning Services	3,879,490	2,919,026	(960,464)
Contracted Educational Services	75,511,167	75,069,957	(441,210)
Contracted Services Other	22,831,858	16,765,741	(6,066,117)
Equipment Maintenance & Repairs	4,888,016	3,991,659	(896,357)
Equipment Rentals	3,488,022	3,436,169	(51,853)
Instructional Supplies	7,769,499	6,588,880	(1,180,619)
Insurance	7,804,345	8,005,015	200,670
Janitorial & Maintenance Supplies	814,065	675,796	(138,269)
Memberships & Dues	888,751	892,431	3,680
Municipal Taxes	827,150	864,379	37,229
Office Supplies	1,061,307	1,078,118	16,811
Premise Rental	3,158,954	3,141,254	(17,700)
Professional Development	690,526	401,967	(288,559)
Security Services	2,993,332	3,227,975	234,643
Stipends, Allowances & Scholarships	5,243,520	2,409,033	(2,834,487)
Student Assistance 30% Tuition	1,750,000	2,189,785	439,785
Travel	1,203,764	960,467	(243,297)
Utilities	4,680,000	4,886,397	206,397
Other: see note 6	7,173,069	6,064,227	(1,108,842)
Amortization & Capital Support Grants	14,687,469	15,217,438	529,969
Total Non-Salary	174,266,571	161,922,043	(12,344,528)
Total Operating Expenses	279,940,837	271,690,746	(8,250,091)
Ancillary Expenses (Schedule 4)	14,763,605	15,496,513	732,908
Total Expenditures	\$294,704,442	\$287,187,259	(\$7,517,183)

SCHEDULE 4

**ST. CLAIR COLLEGE
ANCILLARY OPERATIONS
FOR THE TWELVE MONTHS ENDED MARCH 31, 2025**

	A	B	A - B
	MCURES		
	BUDGET	ACTUAL	VARIANCE
	<u>(12 months)</u>	<u>(12 months)</u>	<u>(12 months)</u>
<u>Revenue</u>			
Beverage & Cafeteria	79,000	130,588	51,588
Bookstore - Windsor & Chatham	135,000	172,453	37,453
IRSS Special Events	179,000	266,924	87,924
Lockers Administration	50,000	48,990	(1,010)
Parking Lots	2,425,000	2,324,869	(100,131)
Residence - Windsor	3,778,788	3,750,346	(28,442)
St. Clair College Centre for the Arts	4,202,194	4,603,697	401,503
Varsity Sports	1,850,000	2,083,854	233,854
Sports Park	200,000	210,950	10,950
Woodland Hills Golf Course	525,000	560,476	35,476
	<u>13,423,982</u>	<u>14,153,147</u>	<u>729,165</u>
<u>Expenditures</u>			
Bookstore - Windsor & Chatham	2,370	2,370	-
IRSS Special Events	130,000	261,881	131,881
Lockers Administration	6,738	-	(6,738)
Parking Lots	1,944,606	1,783,808	(160,798)
Residence - Windsor	2,348,321	2,311,583	(36,738)
Residence - Chatham	141,695	113,270	(28,425)
Residence - GEM	359,640	658,667	299,027
Residence - La Residence	667,848	794,627	126,779
Residence - Saints	774,720	571,480	(203,240)
St. Clair College Centre for the Arts	4,161,940	4,490,554	328,614
Varsity Sports	2,887,012	3,213,295	326,283
Sports Park	830,815	929,159	98,344
Woodland Hills Golf Course	507,900	365,819	(142,081)
	<u>14,763,605</u>	<u>15,496,513</u>	<u>732,908</u>
Total Net Surplus / (Deficit)	<u>(\$1,339,623)</u>	<u>(\$1,343,366)</u>	<u>(\$3,743)</u>

ST. CLAIR COLLEGE
ANCILLARY OPERATIONS: SURPLUS / (DEFICIT)
FOR THE TWELVE MONTHS ENDED MARCH 31, 2025

	MCURES	
	BUDGET	ACTUAL
	(12 months)	(12 months)
Beverage & Cafeteria: Revenue	79,000	130,588
Bookstore - Windsor & Chatham: Revenue	135,000	172,453
Bookstore - Windsor & Chatham: Expenditures	2,370	2,370
	<u>132,630</u>	<u>170,083</u>
Lockers Administration: Revenue	50,000	48,990
Lockers Administration: Expenditures	6,738	-
	<u>43,262</u>	<u>48,990</u>
Senior Advisor Special Events: Revenue	179,000	266,924
Senior Advisor Special Events: Expenditures	130,000	261,881
	<u>49,000</u>	<u>5,043</u>
Parking Lots: Revenue	2,425,000	2,324,869
Parking Lots: Expenditures	1,944,606	1,783,808
	<u>480,394</u>	<u>541,061</u>
Residence - Windsor: Revenue	3,778,788	3,750,346
Residence - Windsor: Expenditures	2,348,321	2,311,583
	<u>1,430,467</u>	<u>1,438,763</u>
Residence - Chatham: Expenditures	141,695	113,270
Residence - GEM: Expenditures	359,640	658,667
Residence - La Residence: Expenditures	667,848	794,627
Residence - Saints: Expenditures	774,720	571,480
St. Clair College Centre for the Arts: Revenue	4,202,194	4,603,697
St. Clair College Centre for the Arts: Expenditures	4,161,940	4,490,554
	<u>40,254</u>	<u>113,143</u>
Varsity Sports: Revenue	1,850,000	2,083,854
Varsity Sports: Expenditures	2,887,012	3,213,295
	<u>(1,037,012)</u>	<u>(1,129,441)</u>
Sports Park: Revenue	200,000	210,950
Sports Park: Expenditures	830,815	929,159
	<u>(630,815)</u>	<u>(718,209)</u>
Woodland Hills Golf Course: Revenue	525,000	560,476
Woodland Hills Golf Course: Expenditures	507,900	365,819
	<u>17,100</u>	<u>194,657</u>
Total Revenue	13,423,982	14,153,147
Total Expenditures	14,763,605	15,496,513
Total Net Surplus / (Deficit)	<u>(1,339,623)</u>	<u>(1,343,366)</u>

Notes: Revenues & Expenditures

Note 1 **REVENUE: Enrolment Based Envelope**
Core Operating Grant

Note 2 **REVENUE: Differentiation Envelope**
Performance Funding

Note 3 **REVENUE: Special Purpose/Other Grants**
Accessibility
Allied Health Enrolment
Clinical Education / Nursing Expansion
Collaborative Nursing
International Student Recovery
Mental Health Worker and Services
Municipal Taxes
Postsecondary Education Sustainability
Primary Care Paramedic

Note 4 **REVENUE: Other**
Access and Inclusion
Campus Safety
Indigenous Student Success Fund
Personal Support Worker Accelerated
WSIB

Note 5 **REVENUE: Other**
Administration Fees
Apprenticeship Classroom Fees
Credit Transfer Fees
In-Service Teacher Training
Diploma Certificate Replacement
Gain/Loss on Sale of Assets
Grade Appeals
Graduation Fees
Miscellaneous Income
Transcript Fee
Unrestricted Donations

Note 6 **EXPENDITURES: Other**
Audit Fees
Bad Debt
Bank Charges
Building Repairs & Maintenance
Capital Non-Depreciable
College Employer Council
Field Studies
Food Service
Grounds Maintenance
Learning Resource Material
Long-Term Debt Interest
Postage
Professional Fees
Staff Employment
Student Scholarships Other
Telephone
Vehicle Expenses

Financial Sustainability Metrics

<u>Metric</u>	<u>Benchmark</u>	<u>3/31/2025</u>	<u>3/31/2024</u>	<u>3/31/2023</u>	<u>3/31/2022</u>	<u>3/31/2021</u>	<u>3/31/2020</u>
Annual Surplus / Deficit	greater than \$0	\$ 32,912,175	\$ 49,271,925	\$ 37,618,488	\$ 31,577,164	\$ 39,208,200	\$ 31,083,010
Accumulated Surplus / Deficit	greater than \$0	\$282,422,861	\$249,510,686	\$ 224,036,791	\$192,109,628	\$160,080,458	\$123,372,258
Quick Ratio	greater than 1	5.40	5.45	8.19	4.95	5.31	4.72
Debt to Asset Ratio	less than 35%	12.63%	14.44%	12.01%	14.66%	13.98%	11.52%
Debt Servicing Ratio	less than 3%	0.88%	0.82%	0.78%	0.54%	0.56%	0.56%
Net Assets to Expense Ratio	greater than 60%	141.07%	130.30%	138.18%	137.52%	144.59%	126.52%
Net Income to Revenue Ratio	greater than 1.5%	10.13%	14.48%	12.84%	11.96%	16.48%	13.59%

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

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: JUNE 24, 2025

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

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

AIM:

To provide the Board with a “Business Plan Accrual Budget Template – Ministry of Colleges, Universities, Research Excellence and Security Format” (Pro-Forma Financial Statements) for the period ending March 31, 2026.

BACKGROUND:

The intent is to provide the readers of the submission with an indication of our projected financial position as at March 31, 2026. The submission is derived from the 2025-26 Financial Plan Report approved by the Board of Governors on March 25, 2025. Provided in ‘Appendix A’ is the following:

- Statement of Operations
- Statement of Financial Position

RECOMMENDATION:

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

St. Clair College of Applied Arts and Technology

Statement of Operations

(\$ in 000's)

	3/31/2025	6/24/2025
	Actuals	Original Budget
	2024-25	2025-26
4 Revenue	324,845	195,176
41 Grant Revenue	59,535	66,012
411 Grant Revenue Operating	52,967	59,725
414 Amortization of Deferred Capital Contributions	6,568	6,287
43 Tuition Fees	115,442	79,935
431 Tuition Fee - Domestic	28,171	28,157
433 Tuition Fee - International	85,358	50,813
434 Apprenticeship Classroom Fee	420	552
439 Student Ancillary Fees	1,493	413
45 Educational and Other Fees for Services	101,599	12,953
451 Educational Services - Contractual	839	920
453 Private Partnerships Revenue	100,761	12,033
46 Ancillary Revenue	14,153	13,700
49 Other Revenue	34,115	22,577
5 Expenses	291,933	201,737
51 Salaries & Wages	89,089	78,645
511 Salaries - Full Time & Partial Load Academic	45,226	40,923
512 Salaries - Part Time & Sessional Academic	9,898	8,594
513 Salaries - Support Staff	21,601	20,109
514 Salaries - Administrative Staff	12,364	9,018
52 Employee Benefits	19,395	17,788
521 Benefits - Full Time & Partial Load Academic	5,170	5,480
522 Benefits - Part Time & Sessional Academic	1,372	1,199
523 Benefits - Support Staff	3,183	2,617
524 Benefits - Administrative Staff	1,242	1,093
525 Pension Plans	8,326	7,078
526 Post Employment Benefits & Comp. Absences	102	321
53 Transportation & Communication	1,559	1,593
54 Services	125,760	54,405
541 Services	27,273	24,293
542 Maintenance	9,216	9,286
543 Rental Expenditures	6,577	6,818
544 Private Partnerships Expense	76,829	9,792
549 Other Services	5,865	4,215
55 Supplies & Minor Equipment	13,406	13,058
56 Ancillary Services - Expenditures	15,497	14,040
57 Amortization Expense	15,076	16,075
59 Other Expenditures	12,151	6,133
591 Interest & Insurance Expenses	786	990
599 Other Expenses	11,364	5,143
SURPLUS/(DEFICIT)	32,912	(6,561)

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

	3/31/2025	6/24/2025
	Actuals	Original Budget
	2024-25	2025-26
1 Assets	560,679	524,655
11 Cash and Cash Equivalents	57,771	16,562
12 Accounts Receivable	10,286	10,286
14 Other Current Assets	182,247	216,769
15 CIP	634	77
16 Tangible Capital Assets	465,459	478,072
161 Land	6,036	6,036
162 Site Improvements	34,163	34,332
163 Building	321,468	331,845
164 Furniture and Equipment	99,043	101,111
169 Other TCA	4,749	4,749
17 Tangible Capital Asset Accumulated Amortization	(207,411)	(223,486)
172 AA Site Improvements	(15,674)	(18,417)
173 AA Building	(105,319)	(113,258)
174 AA Furniture and Equipment	(81,836)	(87,063)
179 AA Other TCA	(4,582)	(4,749)
19 Investments and Other Long-Term Assets	51,693	26,374
2 Liabilities	254,456	225,043
21 Bank Indebtedness	-	-
22 Accounts Payable and Accrued Liabilities	45,542	33,251
221 Accounts Payable and Accrued Liabilities	43,415	31,215
222 Accrued Interest	61	54
223 Current Portion of Long-Term Liabilities	2,065	1,982
23 Deferred Revenue	42,756	32,180
231 Deferred Revenue	8,868	8,868
232 Deferred Tuition Revenue	33,888	23,312
24 Restricted Contributions	14,612	11,779
25 Deferred Capital Contributions	129,393	127,661
27 Debt	17,171	15,189
29 Other Long Term Liabilities	4,982	4,982
3 Net Assets	306,223	299,611
31 Unrestricted Net Assets	32,512	53,174
32 Internally Restricted Net Assets	139,857	112,807
33 Investment in Capital Assets	110,053	109,831
37 Endowments	23,800	23,800
38 Accumulated Re-measurement Gain & Losses	-	-
Assets - Liabilities - Net Assets	-	-



ST. CLAIR

COLLEGE

ANNUAL REPORT

2024-2025



RISE ABOVE THE ORDINARY

Full Board Minutes:
June 24, 2025

WINDSOR • CHATHAM

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1.0 EXECUTIVE SUMMARY

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

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

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

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

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

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

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

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



Full Board Minutes:
June 24, 2025

2.0 MESSAGE FROM THE BOARD CHAIR

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

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

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

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

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

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

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

Garry Rossi
Chair, Board of Directors





3.0 MESSAGE FROM THE PRESIDENT

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

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

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

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

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

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

Michael Silvaggi

Michael Silvaggi, M.Ad.Ed.
President



4.0 VISION, MISSION AND VALUES

VISION

Excellence in all we do.

MISSION

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

VALUES

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

5.0 STRATEGIC DIRECTIONS

5.1 ACADEMIC

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

REPORT ON PREVIOUS YEAR’S GOALS

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

Although the College has already surpassed its five-year target of seven per cent from the 2019-2020 baseline year, it remains dedicated to expanding the College's digital capacity, content and delivery.

GOAL	OBJECTIVE	MEASURE
Research & Development	Promote Interdisciplinary Research Aligned with Area of Program Strengths/Degree Offerings.	Plan and conduct research professional development sessions, research scholarship and innovation days for faculty. Concentration to be added in Schools offering degrees.

REPORT ON PREVIOUS YEAR’S GOALS

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

The goal of initiating R&I at the College is to help position Windsor-Essex and Chatham-Kent as competitive regions for innovation, generating new revenue and high-value jobs locally and nation-wide.

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

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

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

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

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

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

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

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

GOAL	OBJECTIVE	MEASURE
Research & Development	Document and Increase the Number of Students Participating in Research.	Implement and maintain a database regarding internal research projects

REPORT ON PREVIOUS YEAR’S GOALS

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

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

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

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

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

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

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

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

Student engagement can be broken down into three categories:

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



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



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



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

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

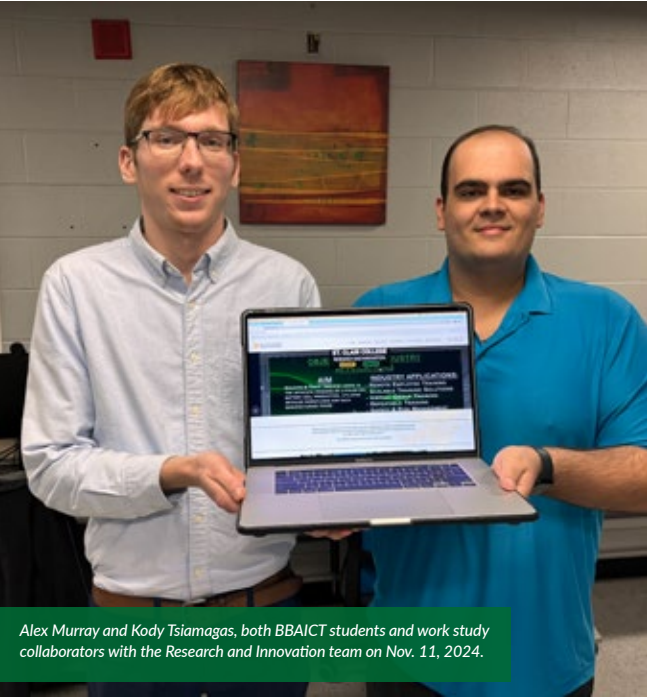
REPORT ON PREVIOUS YEAR’S GOALS

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

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

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

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



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

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

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

REPORT ON PREVIOUS YEAR’S GOALS

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

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

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

This new agreement relates to the following programs:

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

The College also renewed agreements with:

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

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

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

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

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

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



International Business Management - Logistics Systems students Dianne Bargo, Oruba AlRefa'i, Prateek Sharma, Arjun Patel after competing in the ASCM London & District Chapter case study competition on March 12, 2025.

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

REPORT ON PREVIOUS YEAR’S GOALS

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

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

Student Support Workshops and Career Fairs:

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

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

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

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

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

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

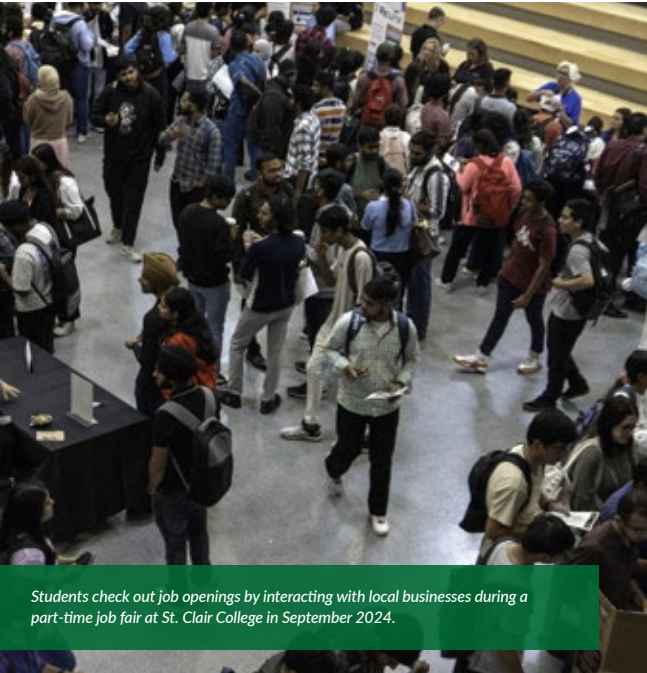
Strengthened collaboration with faculty

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

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

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

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



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

REPORT ON PREVIOUS YEAR’S GOALS

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

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

St. Clair College

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

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

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

Student Representative Council (SRC)

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

Thames Students Incorporated (TSI)

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



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



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

Saints Student Athletic Association (SSAA)

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



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

REPORT ON PREVIOUS YEAR'S GOALS

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

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

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

In summary, the API results indicate that:

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

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

REPORT ON PREVIOUS YEAR’S GOALS

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

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

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

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



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

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

REPORT ON PREVIOUS YEAR’S GOALS

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

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

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

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

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

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

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

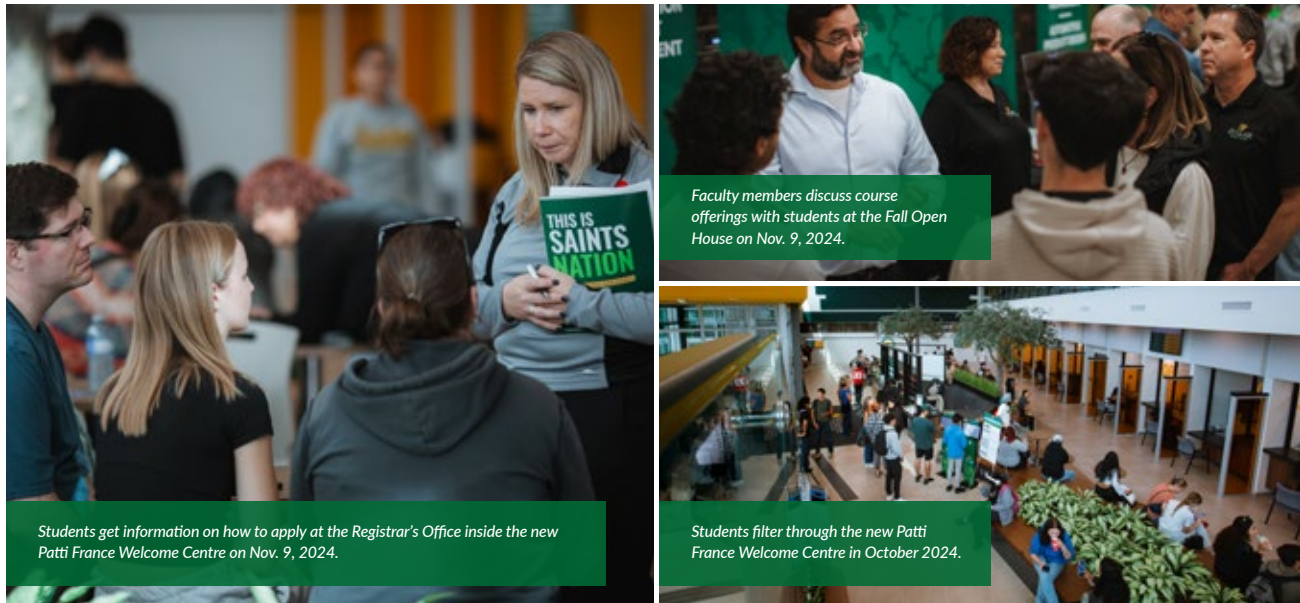
Students from Grades 7 to 12 had the opportunity to explore, discover and experience the College’s programs and facilities through College events, tours and other activities. To date, more than 21,974 students have participated in at least one College activity. We have conducted activities and tours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

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

5.2

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

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



5.3

COMMUNITY ENGAGEMENT (Leadership, Communication and Partnership)

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

REPORT ON PREVIOUS YEAR'S GOALS

The College first engaged Economic Modeling Specialists International (EMSI) to perform an economic value study in 2018. The study assessed the impact of the College on the regional economy and the benefits generated by the College for its main stakeholders: students, taxpayers and society. The College committed to continuing with the study on an annual basis for the next five years, ending this fiscal year, in 2024-2025.

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

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

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

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



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

REPORT ON PREVIOUS YEAR’S GOALS

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

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

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

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

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

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



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



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



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

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

REPORT ON PREVIOUS YEAR’S GOALS

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

School Visits and College Fairs:

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

Open Houses:

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

Local School Board Engagement:

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

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

Saints Athletics Success:

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

Online Strategy:

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

Traditional Media:

RADIO

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

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

NEWSPAPER

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

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

BILLBOARD

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

TELEVISION

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

Website Traffic

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

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

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

Non-Traditional Marketing

Ongoing and new branding initiatives:

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



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

REPORT ON PREVIOUS YEAR’S GOALS

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

Here is a listing of these initiatives:

St. Clair College

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

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

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

Student Representative Council (SRC)

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

Additionally, the following student clubs hosted fundraising events including:

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



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



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



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



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

Thames Student Incorporated (TSI)

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

Saints Student Athletic Association (SSAA)

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



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



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

St. Clair College Alumni Association

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

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

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

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

REPORT ON PREVIOUS YEAR’S GOALS

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

Other training initiatives include:

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



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



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

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

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

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

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

The College traditionally experiences high participation and utilization in PD opportunities. The College has utilized 72 per cent of the PD budget allocation for fiscal 2024–2025.

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

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

REPORT ON PREVIOUS YEAR’S GOALS

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

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

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

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

Health and Safety Highlights:

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

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

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

2024-2025 Staff Appreciation initiatives include:

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

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

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

- Emotional Wellness.
 - Intellectual Wellness.
- Environmental Wellness.
 - Spiritual Wellness.
- Physical Wellness.
 - Social Wellness.
- Financial Wellness.
 - Occupational Wellness.

Initiatives included:

- Virtual yoga (monthly).
 - Chair yoga and guided meditation sessions (monthly).
 - Canadian Blood Services Donor event.
 - Staff beach volleyball was offered during the Summer months.
 - An indoor walking path/map as part of the iMove initiative.
 - Choose to Improve Program led by the Health Centre, an eight-week program of healthy living.
 - Bike Workshop: Bike Safety in Windsor and on campus by Bike Windsor-Essex.
 - Herb Gray Parkway Walk/Run Group.
 - Outdoor group fitness with Pete Soulliere; staff badminton, basketball, volleyball and pickleball.
 - Staff fitness activities are offered year-round, aqua fitness commenced in October 2024..
- Wellness SCC Strong Survey.
 - Monthly Wellness email distribution on the Eight Dimensions of Wellness.
 - Bell “Let’s Talk” toolkit promotion on mental health and mental health resources.
 - Earth Day communication and resources.
 - Downtown Core Partnership initiatives with community partners.
 - Promotion of Nutrition Month in March, offering resources through Windsor-Essex County Health Unit (WECHU).
 - 2023 Healthy Workplace Awards (Platinum) for Organizational Social Responsibility, Health and Safety and Mental Health Promotion.
 - SCC Cares tree decorating, Nov. 22, coffee, tea and treats.

5.4

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

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

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

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

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



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



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

5.5

FACILITIES ENHANCEMENT

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

REPORT ON PREVIOUS YEAR’S GOALS

Ground Surface Parking Initiative

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

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

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

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

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

The final numbers for the ground surface parking plan are:

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

5.5

FACILITIES ENHANCEMENT

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

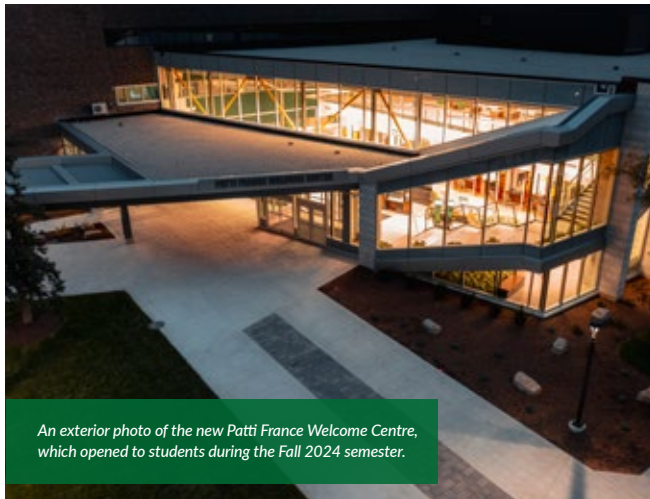
REPORT ON PREVIOUS YEAR’S GOALS

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

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

Projects include the following:

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



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



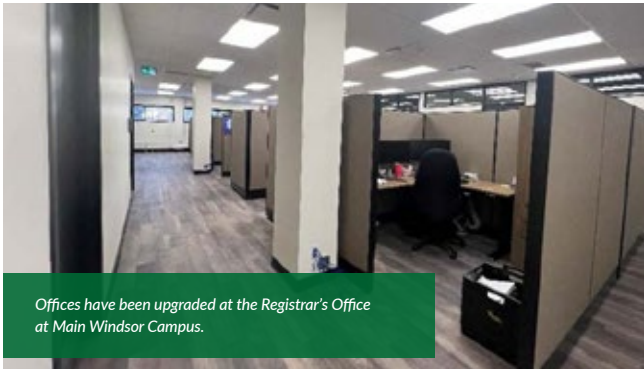
Students check out the new Patti France Welcome Centre at the Main Windsor Campus in September 2024.



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



Improvements have been underway at Chrysler Theatre.



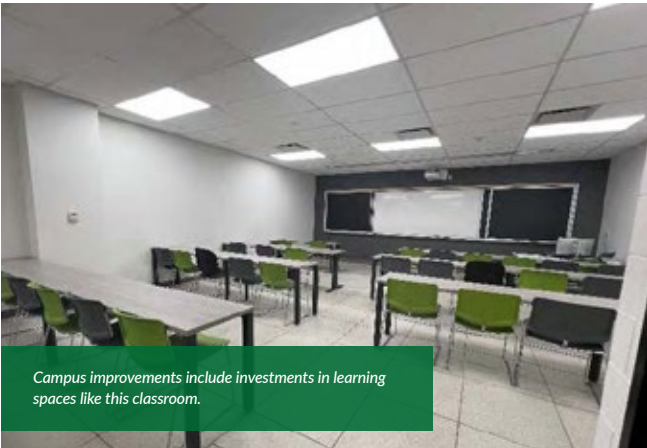
Offices have been upgraded at the Registrar's Office at Main Windsor Campus.



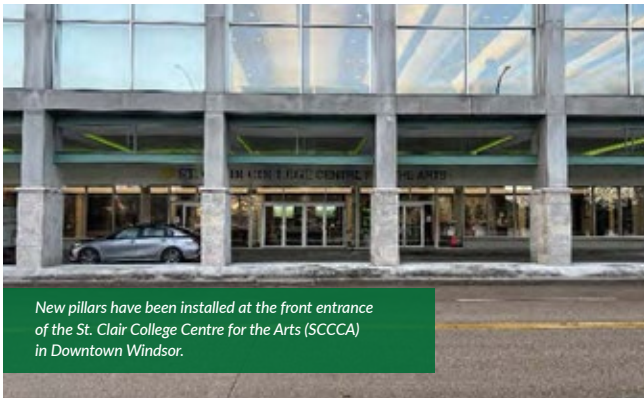
Upgrades have been made to this learning space at St. Clair College's Main Windsor Campus.



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



Campus improvements include investments in learning spaces like this classroom.



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



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

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

REPORT ON PREVIOUS YEAR’S GOALS

The following table summarizes the financial sustainability reserve balance as of March 31, 2025. The financial sustainability reserve balance is compliant with the College's Internally Restricted Funds Policy 4.5, which requires the reserve to be maintained at a minimum three per cent of budgeted operating revenues.

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

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

REPORT ON PREVIOUS YEAR’S GOALS

Ontario’s postsecondary education sector continues to change due to factors such as ministry funding, new legislation, policy changes and new directives/frameworks, and fluctuating enrolment. With this continuous change, St. Clair College responded accordingly which was key to our success in 2024-2025. The College realized a sixth consecutive year of being in a surplus position, with a year-end surplus of more than \$30 million, which permitted the organization to invest in additional supports to assist students with their academic facilities and equipment renewal, scholarships, and internally restrict approximately \$74 million and \$36 million into a financial sustainability reserve and deferred maintenance reserve respectively.

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

REPORT ON PREVIOUS YEAR’S GOALS

For 2024-2025, St. Clair College was able to surpass each of the seven MCU financial metrics while achieving no flags.

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

REPORT ON PREVIOUS YEAR’S GOALS

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



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

6.0 ANALYSIS OF COLLEGE'S FINANCIAL PERFORMANCE

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

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

REVENUES

Government (MCU) Operating Grants:

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

Contract Income:

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

Tuition Revenue:

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

Public College Private Partnership (PCPP) Revenue:

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

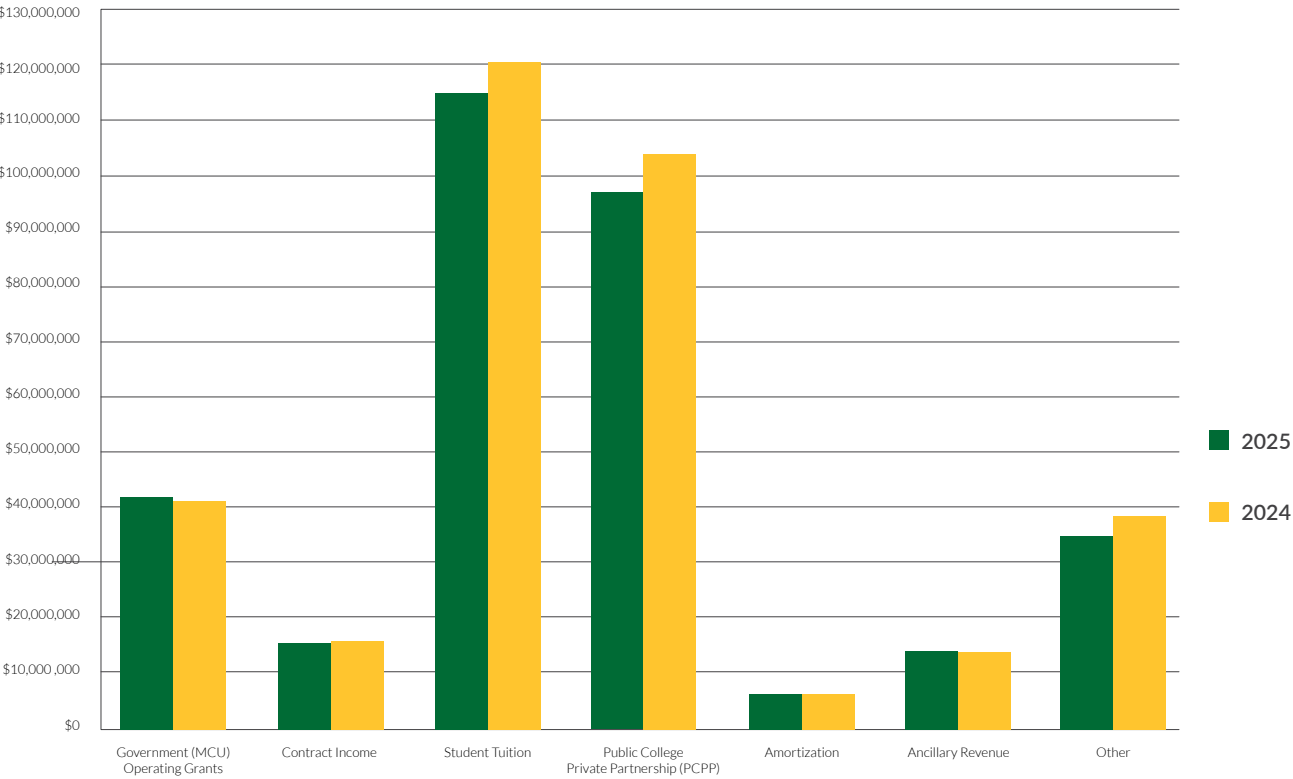
Ancillary Revenue:

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

Other Income:

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

REVENUES





EXPENDITURES

Salaries and Benefits:

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

Operating:

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

Public College Private Partnership (PCPP):

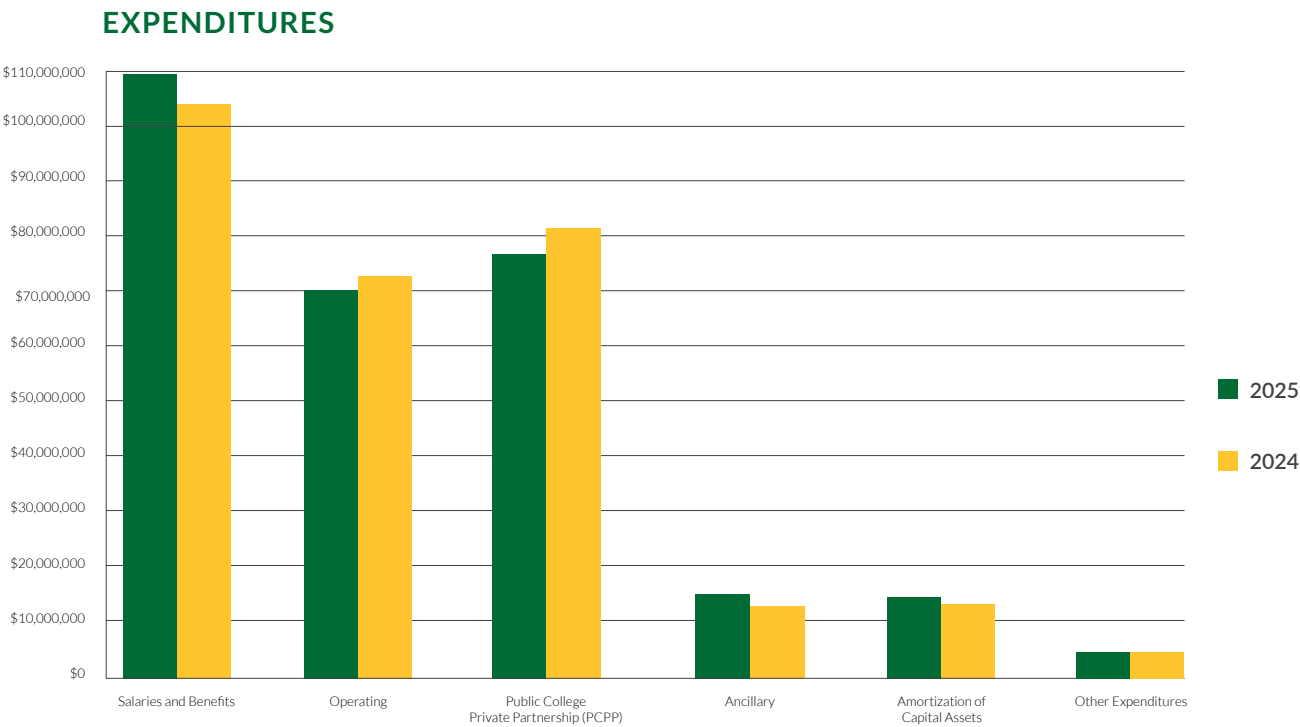
Decreased by \$4.7 million due to flowing funds to Ace Acumen as a result of lower international student enrolment.

Ancillary Operations:

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

Amortization:

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



7.0 ST. CLAIR COLLEGE FOUNDATION

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

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

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

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



New Annual Scholarships:

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

New Endowment:

- Fedela Mastronardi Memorial Scholarship

Academic Excellence Scholarship (New)

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

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

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

8.0 PRESIDENT'S COMMUNITY ENGAGEMENT

PRESIDENT'S COMMUNITY ENGAGEMENT CALENDAR

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

Below is a gallery of those events and interactions.



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



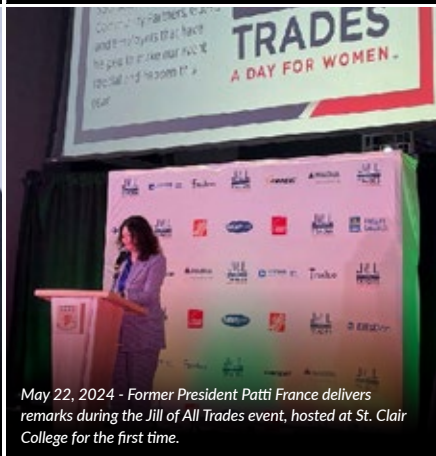
May 3, 2024 - Former President Patti France provides opening remarks during the annual Ford Innovation Showcase at the Student Life Centre.



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



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



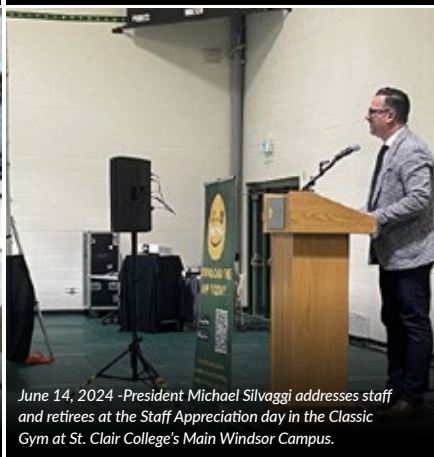
May 22, 2024 - Former President Patti France delivers remarks during the Jill of All Trades event, hosted at St. Clair College for the first time.



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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

ST. CLAIR COLLEGE APPENDICES

Strategic Mandate Agreement

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Fiscal period April 1, 2020 to March 31, 2025



Introduction

Preamble

This Strategic Mandate Agreement between the Ministry of Colleges and Universities and St. Clair College is a key component of the Ontario government's accountability framework for the postsecondary education system.

The Strategic Mandate Agreement (SMA):

- outlines provincial government objectives and priority areas for the postsecondary education system
- describes the elements of Ontario's performance-based funding mechanism, including the college's annual performance-based funding notional allocation for the five-year 2020 to 2025 Strategic Mandate Agreement (SMA3) period
- establishes the corridor midpoint that will form the basis of enrolment-related funding over the five-year SMA3 period
- supports transparency and accountability objectives
- establishes allowable performance targets for 10 metrics upon which institutional performance will be assessed

This SMA is for the fiscal period from April 1, 2020 to March 31, 2025.

Ontario's objectives

SMAs are bilateral agreements between the ministry and the province's publicly-assisted colleges and universities and are a key component of the Ontario government's accountability framework for the postsecondary education system. This cycle of agreements is focused on promoting accountability through transparency and a focus on performance outcomes. The following objectives underline SMA3:

- increasing trust and accountability through transparency and improved performance outcomes in Ontario's postsecondary education system
- reducing red tape by striking an appropriate balance between accountability and reporting through streamlined processes and a reduced number of metrics
- incentivizing colleges and universities to redirect resources and invest in initiatives that result in positive economic outcomes
- encouraging alignment of postsecondary education with labour market outcomes
- incentivizing differentiation and specialization to support increased efficiencies

Institutional profile

The ministry recognizes the importance of supporting a differentiated system, and recognizing institutional specializations, as a means of enhancing efficiencies in the postsecondary education sector.

The institutional profile is intended to describe how the college's institutional mission and strategic goals support the priority areas of the Ontario government, as identified in this agreement. Institutions may also wish to include narrative related to the post-COVID-19 context for the institution.

St. Clair College's institutional profile:

St. Clair College prides itself on being an institution that is vibrant and agile, and readily evolving to remain on the cutting edge of academic programming. The College continues to be responsive to economic and societal trends ensuring that St. Clair College will continue to offer unparalleled service to its students and communities that it serves. The College programs and services continue to be aimed at providing the skills required by an ever changing labour market and, based on the input of the College's stakeholders, are flexible and adaptable to market needs.

Transforming lives and strengthening communities through high-quality and accessible educational experiences that support career-readiness, innovation, and life-long learning is St. Clair College's mission and purpose. St. Clair College has a straightforward vision, 'Excellence in all we do' and does everything possible to ensure that its stakeholders receive the very best education, training, student experience and services. Accessibility, accountability, collaboration, diversity, inclusivity, integrity, quality, respect, sustainability and transparency are St. Clair College's core values that support and sustain the organization. St. Clair College strives to build upon its institutional strengths to fulfil its mandate and support system-wide objectives within the post-secondary education system as well as government priorities.

St. Clair College is committed to continuous improvement and embraces performance and accountability measures designed to enhance performance in key areas that will measure St. Clair College's effectiveness in being responsive to the advancing needs of the labour market it serves, enriching the skills and competencies of its students and fortifying regional, provincial and federal economic competitiveness. The social impact and the overall positive effect that St. Clair College has on the wellbeing of the individuals and communities it serves is equally as important to the institution as its economic impact. St. Clair College is proud of its pledge to transparent collegial governance. St. Clair College operates in an open and accountable manner to inspire confidence and trust in the work it performs. Its achievements and successes are due in large measure to the "Excellence In All We Do" attitude of all of St. Clair College's faculty, support staff, administrators, and students, who choose to work and study at St. Clair College. The full scope of St. Clair College's success can be measured by the broad engagement and collaboration in building the future of the institution with a focus on being a destination College. Over the coming years, St. Clair College will act responsibly and purposefully to ensure that the institution remains financially sustainable and viable. St. Clair College's goal is not just for the institution to be sustainable, but for it to prosper, staying true to its vision, mission and purpose and abiding by its values.

Performance-based funding

Notional annual allocation

For the SMA3 cycle, St. Clair College’s annual allocation of performance-based funding has been calculated by the ministry in accordance with the college funding model and Ontario’s Performance-based Funding Technical Manual. St. Clair College’s notional allocations will not be impacted by previous year performance, and will follow a graduated activation plan as follows:

2020-25 Strategic Mandate Agreements					
Year	2020-21	2021-22	2022-23	2023-24	2024-25
Differentiation Envelope	\$13,311,305	\$18,675,215	\$24,202,375	\$29,540,175	\$32,209,075
Performance-based Grant	N/A	N/A	N/A	\$4,187,402	TBD

- Notes:
- Due to COVID-19 performance-based funding was delayed for 2020–21, 2021–22, and 2022–23.
 - The planned system-wide proportion tied to funding (that is, Performance-based Grant) will be at 10% of system-wide total operating funding in Year 4 (2023–24) and 25% in Year 5 (2024–25).
 - Prior to Year 4 (2023–24), the Performance-based Grant was capped at the system-average annual proportion determined for the Differentiation Envelope and residual funding above that cap remained part of the Differentiation Envelope.
 - The Differentiation Envelope has continued to grow steadily towards the established initial level of 60% by Year 5 (2024–25).
 - In Year 4 (2023–24), the 55% of operating funding assigned to the Differentiation Envelope is inclusive of the activated Performance-based Grant.
 - Notional allocation represents the Performance-based Grant portion.
 - The notional allocations presented above are based on 2021–22 operating grant totals.

Institutional weighting strategy

The performance-based funding mechanism in this SMA enables institutions to assign metric weightings to reflect institutional strengths and differentiated roles in the postsecondary education system. Assigned metric weightings will impact performance-based funding on a metric-by-metric basis per the table below. Metric details are described in the following section.

Institutional assigned metric weightings and notional performance-based funding allocations										
Metric	2020-21 weighting max. 35% min. 10%	2020-21 notional funding allocation	2021-22 weighting max. 30% min. 5%	2021-22 notional funding allocation	2022-23 weighting max. 25% min. 5%	2022-23 notional funding allocation	2023-24 weighting max. 25% min. 5%	2023-24 notional funding allocation	2024-25 weighting max. 25% min. 5%	2024-25 notional funding allocation
1. Graduate employment rate in a related field	10%	\$1,043,270	5%	\$716,337	5%	\$942,165	5%	\$209,370	5%	TBD
2. Institutional strength and focus	25%	\$2,608,174	20%	\$2,865,347	20%	\$3,768,661	20%	\$837,480	20%	TBD
3. Graduation rate	10%	\$1,043,270	5%	\$716,337	5%	\$942,165	5%	\$209,370	5%	TBD
4. Community and local impact of student enrolment	25%	\$2,608,174	20%	\$2,865,347	15%	\$2,826,496	5%	\$209,370	5%	TBD
5. Economic impact (institution-specific)	30%	\$3,129,809	20%	\$2,865,347	15%	\$2,826,496	15%	\$628,110	15%	TBD
6. Graduate employment earnings	N/A	N/A	5%	\$716,337	5%	\$942,165	5%	\$209,370	5%	TBD
7. Experiential learning	N/A	N/A	5%	\$716,337	5%	\$942,165	15%	\$628,110	15%	TBD
8. Revenue attracted from private sector sources	N/A	N/A	20%	\$2,865,347	20%	\$3,768,661	20%	\$837,480	20%	TBD
9. Apprenticeship-related (institution-specific)	N/A	N/A	N/A	N/A	5%	\$942,165	5%	\$209,370	5%	TBD
10. Skills and competencies	N/A	N/A	N/A	N/A	5%	\$942,165	5%	\$209,370	5%	TBD

- Notes:
- Colleges and universities have the opportunity to re-weight their metrics every year as part of the Annual Evaluation process throughout the SMA3 period. For metrics activated later than Year 1, a year shown in brackets indicates the first year of data available.
 - The planned system-wide proportion tied to funding (that is, Performance-based Grant) will be at 10% of system-wide total operating funding in Year 4 (2023–24) and 25% in Year 5 (2024–25).

Priority areas and performance metrics

Summary

To support improved performance in key areas aligned with the Ontario government’s priorities and objectives, the allowable performance targets will be set against metrics that measure institutions’ effectiveness in addressing the evolving needs of the labour market, enhancing the skills and competencies of our students, and supporting a postsecondary education system that strengthens Ontario’s economic competitiveness.

The combination of established targets and assigned metric weightings will be used for institutional assessment of performance through the SMA3 Annual Evaluation process.

Skills and job outcomes

This priority area seeks to measure and evaluate the college’s role in supporting student and graduate outcomes and alignment with Ontario’s economy. Metrics measure institutional commitment to areas of strength and specialization; students’ preparation with the skills essential for employment; experiential learning opportunities; graduation; and positive labour–market outcomes for graduates, through the following performance indicators:

- graduate employment rate in a related field
- institutional strength and focus
- graduation rate
- graduate employment earnings
- experiential learning
- skills and competencies

Economic and community impact

This priority area seeks to measure and evaluate the college’s role in supporting Ontario’s economy. Metrics measure funding from private sector sources; the positive economic impact on local economies brought by students at an institution; and the differentiated ways institutions demonstrate economic impact, through the following performance indicators:

- community and local impact of student enrolment
- economic impact (institution-specific)
- revenue attracted from private sector sources
- apprenticeship-related (institution-specific)

Productivity, accountability and transparency

Through further engagement with the sector on metric refinement, a decision was made to remove this reporting and data collection requirement for institutions for the duration of the SMA3 period, to reduce reporting burden and duplication with other government initiatives.

Skills and job outcomes

Performance metrics: narrative

Metrics will be initiated over three years as new data is collected and validated. For 2020–21, allowable performance targets are calculated using historical data as per the Performance-based Funding Technical Manual.

For the remainder of the SMA3 cycle, allowable performance targets will be calculated annually as per the Performance-based Funding Technical Manual using the most recent historical data available for St. Clair College and included as part of the SMA3 Annual Evaluation process for performance-based funding. See appendix for details regarding historical data and annual allowable performance targets.

For the skills and competencies metric being initiated for performance-based funding in 2022–23, the Ministry of Colleges and Universities will apply a ‘participation weighting’ of five % of annual performance-based funding notional allocations for all institutions. Institutional targets will not be set for this metric in SMA3. Participation will be validated and included as part of the SMA3 Annual Evaluation process for performance-based funding.

Graduate employment rate in a related field

Definition: proportion of graduates employed full-time in a field related or partially related to their program six months after graduation

Source: College Graduate Outcomes Survey, Ministry of Colleges and Universities

Metric initiated: 2020–21

St. Clair College’s narrative:

St. Clair College is dedicated to supporting student and graduate outcomes that are aligned to meet the needs of its stakeholders.

St. Clair College offers a wide variety of programs and courses leading to two and three-year diplomas as well as one-year certificates and applied degrees. Academic Schools include Skilled Trades, Community Studies, Health Sciences, Nursing, Engineering Technologies, Business and Information Technology, Media, Arts and Design and Academic Studies. St. Clair College is focused on pursuing and achieving academic excellence. Its faculty and staff are dedicated to providing its students with a well-rounded transformational learning experience that includes academics and practical skills to position them for successful employment in their fields of study. St. Clair College delivers career-focused education and applied training that is responsive to the needs of the regional labour market and contributes to regional prosperity and across Ontario. St. Clair College is proud of its overall graduate employment rate. Based on the 2018 Key Performance Indicator (KPI) Survey results, 87.5% of St. Clair College graduates were employed 6 months after graduation.

Career Services provides holistic assistance to St. Clair College students seeking employment. Services and resources are focused on providing students with the techniques needed to successfully market job skills in today’s competitive labour market. Even after graduation, St. Clair College helps alumni reach employment goals.

St. Clair College Employment Centre offers Employment Ontario programs and services to assist the public, including St. Clair College alumni. Career Services and the Employment Centres assist by connecting those seeking employment opportunities with businesses looking to hire.

St. Clair College Career Services provides employers a variety of options to connect with St. Clair College students and alumni, including employer days, career days, job fairs and volunteer fairs. Through its Industry Liaison Office, St. Clair College maintains a coordinated approach to the recruitment of students and graduates, by reaching out to local industry and employers and providing a single point of contact for industry/employers at the College. St. Clair College has also developed 'CareerCentral', a comprehensive service centre and online tool that provides an all-inclusive array of career services for students, alumni and employers.

Institutional strength and focus

Name: Labour Market Responsiveness: Manufacturing and Skilled Trades, Health Care/Community Services, Business and Information Technology, Tourism and Hospitality, and Construction and Utilities

Definition: enrolment (full-time headcount, domestic and international) in an institution's program area(s) of focus

Source: Provided by institutions, validated by College Statistical Enrolment Report (CSER), Ministry of Colleges and Universities

Metric initiated: 2020–21

St. Clair College's narrative:

As a Community College with a strategic focus on being a destination College, St. Clair College's institutional strengths are contained within clusters that are representative of the labour market needs of major industries/employers in the Windsor-Essex, Chatham-Kent regions. These clusters include: Manufacturing and Skilled Trades; Health Care/Community Services; Business and Information Technology; Tourism and Hospitality; and, Construction and Utilities.

There are over 125 programs offered at St. Clair College. There has been a shift in demographics and provincially, the system has seen a reduction in domestic student enrolment. These changes have necessitated a thorough review of existing programs that are facing declining student interest. Focused and sustained international recruitment will be supported by targeted international marketing and communications strategy with the aim to increase the number of international students, together with balancing the proportion and diversity of its student population on each of its campuses.

St. Clair College will continue to ensure that it is responsive to the needs of the regional and provincial labour market as well as globally. The College moved to a higher level of postsecondary distinction with the launch of its first four-year degree program, Honours Bachelor of Applied Arts in Social Justice & Legal Studies, in the Fall of 2019. This program combines the foundational knowledge and strengths of three pillars instrumental in bringing about socio-political development and positive change: poverty law, social justice, and community capacity building as achieved through education, advocacy, and activism. This multifaceted and interdisciplinary program provides a strong foundation of both the theoretical underpinnings as well as established practices in criminology, sociology, social work, philosophy, political science, Canadian law, community capacity building, and the study of under-represented and/or vulnerable populations. St. Clair College is also marketing the launch of its Honours Bachelor of Business Administration (Information & Communication Technology) BBA (ICT) for Fall of 2021. Information Communication Technology is a dynamic and progressive discipline that is the core to many sectors of business in the region and province. St. Clair College will continue to create new student pathways, and expand both faculty and student involvement in research-and-development projects. Diversification and growth will come from programs that fall outside those supported by provincial and federal government funding. St. Clair College offers unique, in-demand programming, such as its Data Analytics for Business and International Business Management - Logistics Systems (IBM).

St. Clair College enjoys the enviable position of being located where there is the busiest international border crossing in North America in terms of trade volume, carrying more than 25% of all merchandise trade between Canada and the United States. While St. Clair College has this enviable location, it does bring with it challenges of operating in a competitive environment, trade-related issues and it is a region often impacted by economic down turns. The College plays an integral part in assisting with challenges of being a US border community as well as strengthening the local economy with its economic impact and providing retraining and skills development to help with economic shifts. The Gordie Howe International Bridge Project, the first new major trade link under construction between Canada and the United States in four decades, is expected to be completed in 2024. St. Clair College is engaged with the Windsor-Detroit Bridge Authority and the Bridging North America consortium to assist with providing skilled graduates for jobs in the construction phase, the operations and maintenance phase, and the wide variety of jobs that will be induced as a result of this historic, once-in-a-generation, infrastructure project.

Graduation rate

Definition: percentage of full-time students (domestic and international), who entered a program of instruction in a particular enrolment reporting period and graduated within a specific period of time (200% program completion timeframe for diploma and certificate programs and 175% for degrees)

Source: Graduate Rate Submission Process, College Graduation Rate Tool

Metric initiated: 2020–21

St. Clair College’s narrative:

St. Clair College has had great success with student retention. The College has significantly reduced the withdrawal rate by bolstering student support services such as counselling and tutoring. St. Clair College continues to impress students with the overall quality of the learning experience, providing the knowledge and skills that will be useful in their future career, and their overall satisfaction with the quality of the services, facilities and resources at the College. St. Clair College staff work extremely hard to ensure programs are of the highest quality, its facilities and resources are there to support student success, and that the College has created an atmosphere that supports great student life.

St. Clair College has a Retention Task Force comprised of a cross-section of College staff and students. It analyzes pitfalls that might cause students to leave and data identifying the cause of student failures. The Task Force reviews various strategies to support student success and makes evidence-based recommendations to the Senior Operations Group. On an annual basis, the coordinator and faculty of every program review retention data via the annual program review process. Based on the student data, appropriate action plans are created to support student success. The Chair of each school approves these action plans and data is then reanalyzed the following year to evaluate success and future action plans.

Graduate employment earnings

Definition: median employment earnings of college graduates in a given calendar year, two years after graduation

Source: Educational and Labour Market Longitudinal Platform, Statistics Canada

Metric initiated: 2021–22

St. Clair College’s narrative:

St. Clair College is committed to providing its graduates with 21st- century transformational learning experiences and experiential and entrepreneurial opportunities so that they are successful in obtaining rewarding careers. St. Clair College helps its graduates to develop essential employability skills together with the practical skills needed for the ever-changing and evolving labour market. This helps to address industry needs by preparing graduates for fulfilling careers and satisfying the recruitment needs of local, regional and provincial employers.

The results for graduate employment earnings will depend on labour market conditions and graduates’ personal choices regarding their preferred career paths. There are some risks that could influence the success of this measure, such as a sudden decline in an economic downturn in the region and/or province.

Experiential learning

Definition: number and proportion of graduates in programs, who participated in at least one course with required Experiential Learning component(s)
Source: Ministry of Colleges and University’s Graduate Record File Data; File attached to College Graduate Outcomes Survey

Metric initiated: 2021–22

St. Clair College’s narrative:

Based on 2018–2019 data, approximately 71 per cent of St. Clair College’s 125 programs have an experiential learning component. St. Clair College is committed to implementing an experiential learning opportunity in 100 per cent of its programs by 2024–2025. Recognizing the value of providing experiential learning opportunities for its students, St. Clair College actively pursues learning experiences extending beyond the traditional classroom. These experiences become even more valuable when the students are able to help and benefit others within our community. Students develop a sense of engagement through their involvement in outreach, clubs, student government, varsity athletics and a range of campus activities and events. This social and community engagement results in graduates who support a collaborative, innovative economy and who experience high employment rates and higher earning levels.

St. Clair College is working on implementing ORBIS Outcomes and launching an experiential transcript for its students. The St. Clair College Experience Record will include workplace projects and activities embedded in curriculum as well as entrepreneurship by reviewing all course outlines across all programs in order to document students’ experiences within the curriculum together with co-curricular and College-sanctioned extra-curricular student engagement in experiential learning. The Essential Employability Skills (EES) embedded within curriculum will also be reviewed and these competencies will be documented on students’ St. Clair College Experience Record. This marks a significant achievement in creating a more comprehensive and meaningful record of learning through experience for our students.

Skills and competencies

Name: Essential Employability Skills' Satisfaction for Graduates Employed in a Related Field
Definition: The proportion of graduates employed in a related or partially-related field who are satisfied with their educational preparation of skills and competencies consistent with Essential Employability Skills (EES)
Source: College Graduate Outcomes and Employer Satisfaction Survey

Metric initiated: 2022–23

St. Clair College’s narrative:

St. Clair provides a comprehensive collection of programs within the certificate to baccalaureate degree credential spectrum. Local employers - through program advisory committees, community events, and direct outreach - have indicated that they prioritize the recruitment of employees with demonstrated achievement of transferable skills. As a result, St. Clair ensures all programs within this spectrum provide instruction, assessment, and reinforcement of skills and competencies that are consistent with Essential Employability Skills (EES). In particular, our curricular embedding of these skills and competencies is independent of any regulatory need or statutory requirement to align to Published Program Standards.

The specific skills and competencies chosen from the College Graduate Outcomes and Employer Satisfaction Survey are the largest set of skills and competencies contained within EES outcomes and achievable by all graduates, extending the benefits of transferability to the greatest number of employment opportunities. By indicating their satisfaction with their educational preparation, graduates employed in a related or partially-related field not only affirm that these skills and competencies were successfully acquired at St. Clair but also indicate the extent to which these skills and competencies may be appropriately contextualized within their chosen field of employment. The data generating this metric is monitored annually as part of a broader quality assurance process to allow academic areas and student services to refocus achievement strategies at program and institutional levels.

Economic and community impact

Performance metrics: narrative

Metrics will be initiated over three years as new data is collected and validated. For 2020–21, allowable performance targets are calculated using historical data as per the Performance-based Funding Technical Manual.

For the remainder of the SMA3 cycle, allowable performance targets will be calculated annually as per the Performance-based Funding Technical Manual using the most recent historical data available for St. Clair College and included as part of the SMA3 Annual Evaluation process for performance-based funding. See appendix for details regarding historical data and annual allowable performance targets.

Community and local impact of student enrolment

Definition: institutional enrolment share in the population of the city (cities) or town (towns) in which the institution is located
Source: College Statistical Enrolment Report (CSER), Ministry of Colleges and Universities, Census Data, Statistics Canada

Metric initiated: 2020–21

St. Clair College's narrative:

With more than 12,800 students, 100,000+ alumni and 850 full-time equivalent faculty and staff, St. Clair College is a major employer and economic driver within the Windsor-Essex, Chatham-Kent regions. International students are an important part of the St. Clair College community. St. Clair College strives to support international learners, and the College has steadily increased its international enrolment in recent years. During the fiscal year 2018-2019, St. Clair College served 4,783 international students, all of whom relocated to the Windsor-Essex, Chatham-Kent regions. Many students who arrive at St. Clair College become integrated into the economic and social fabric of the region. Through volunteering and experiential learning opportunities, they develop the skills and knowledge needed for future jobs, while they help drive local economies through entrepreneurship and innovation. St. Clair College students are also boosting regional economies by supporting local businesses, buying local goods and services and adding to the local tourism, accommodation and food services industries by having family and friends visit during the academic year. These activities have a significant positive economic impact on the local communities.

Based on the 2019 October Economic Value report prepared by EMSI for St. Clair College, approximately 43% of students attending St. Clair College originated from outside the region in fiscal year 2018-19, and some of these students relocated to the Windsor-Essex, Chatham-Kent regions to attend St. Clair College. These students may not have come to the region if the College did not exist. In addition, some in-region students (retained students) would have left the Windsor-Essex, Chatham-Kent regions if not for the existence of St. Clair College.

Economic impact (institution-specific)

Name: Economic Impact of International Students at St. Clair College
Definition: Economic impact analysis of St. Clair College's international students based on average expenditure to the regional (Windsor, Essex, and Chatham-Kent) economy
Source: Economic Value of St. Clair College EMSI Report and Global Affairs Canada Report – 2016 Average Expenditure per College International Student

Metric initiated: 2020–21

St. Clair College's narrative:

The Economic Value of St. Clair College EMSI October 2019 Report estimated the total annual economic impact of St. Clair College on the Windsor-Essex, Chatham-Kent regions is \$770.8 million, a value approximately equal to 2.7% of the region's total gross regional product (GRP). This contribution that St. Clair College provided on its own is larger than the entire Finance & Insurance industry in the region. Expressed in terms of jobs, St. Clair College's economic impact supported 7,414 regional jobs. St. Clair College supported the most jobs in the Health Care and Social Assistance industry sector, supporting 2,539 jobs in fiscal year 2018-19, for a key industry sector for the regions and the province. For perspective, the activities of St. Clair College and its students and alumni support one out of every 41 jobs in the regions. These are impacts that would not have been generated without the College's presence in the Windsor-Essex, Chatham-Kent regions.

St. Clair College promotes economic growth in the Windsor-Essex, Chatham-Kent regions through the expenditures of students and alumni. The College's activities attract students from outside the Windsor-Essex, Chatham-Kent regions, whose expenditures benefit regional vendors. St. Clair College is a primary source of postsecondary education to the Windsor-Essex, Chatham-Kent regions' residents and a supplier of trained workers to regional industries, enhancing overall productivity in the regional workforce.

Approximately 43% of students attending St. Clair College originated from outside the regions in fiscal year 2018–19, and some of these students relocated to the Windsor-Essex, Chatham-Kent regions to attend St. Clair College. These students may not have come to the regions if the College did not exist. In addition, some in-region students (retained students) would have left the Windsor-Essex, Chatham-Kent regions if not for the existence of St. Clair College.

The education and training St. Clair College provides for regional residents has great impact. Since St. Clair College's establishment, students have studied at the College and entered the regional workforce with greater knowledge and new skills. As a result of their St. Clair College educations, the students receive higher earnings and increase the productivity of the businesses that employ them. In fiscal year 2018–19, St. Clair College alumni generated \$630.8 million in added income for the regional economy, which is equivalent to supporting 5,666 jobs.

International students are an important part of the St. Clair College community. St. Clair College strives to support international learners, and the College has steadily increased its international enrolment in recent years. In fiscal year 2018–19, St. Clair College served 3,976 international students, all of whom relocated to the Windsor-Essex, Chatham-Kent regions. Thousands of St. Clair College’s former international students are employed in the Windsor-Essex, Chatham-Kent regions, receiving higher earnings and increasing the productivity of the businesses that employ them. In fiscal year 2018-19, these active alumni generated \$56.6 million in added income for the regional economy. In fiscal year 2018–19, international students at St. Clair College’s campuses in Windsor and Chatham-Kent added \$144.7 million to the regional economy based on average expenditures per international student.

Revenue attracted from private sector sources

Definition: total revenue attracted from private sector and not-for-profit sources
Source: College Financial Information System

Metric initiated: 2021–22

St. Clair College's narrative:

Over the next five years, St. Clair College will focus on revenue generation and revenue diversification, while also focusing on cost containment. Diversification will come from new programs and services that fall outside those supported by municipal, provincial and federal government funding, as well as through philanthropic supports and increased public college private partnership (PCPP) engagement. St. Clair College will look to grow ancillary revenues to support the College’s priorities. St. Clair College is a part of the fabric of the community. The College provides a wide variety of programs and services for the community to access. From premium meeting and convention space, to the ability to host weddings and galas, exceptional catering services or enjoying a concert at its theatre venue, the College provides a wide variety of activities, community engagement and support for the Windsor-Essex, Chatham-Kent regions.

St. Clair College will continue to increase Corporate and Professional Training revenues and enhance its reputation as a training centre for the workforce of the region. St. Clair College’s Corporate and Professional Training division extends the College’s programs and training services to business and industry. This division specializes in providing the kind of learning and training that is required by companies who view employee skills enhancement and education as a business tool to maintain their competitive edge in the global marketplace. St. Clair College’s Corporate and Professional Training Programs are custom designed to fit industry’s specific needs, delivering affordable, results-oriented training, both nationally and internationally. The consultants and trainers have extensive sector-related experience and capabilities. St. Clair College is committed to delivering high-quality, accessible education and training to meet the needs of learners and the labour market needs of Southwestern Ontario. The College continues to build upon its reputation as a strong community resource by listening and responding to local industry training requirements.

Apprenticeship-related (institution-specific)

Name: Local Manufacturing Industry Skilled Trades Impact
Definition: Number of trainees who complete training within our Manufacturing Skilled Trades Cluster of programming
Source: Student Registrations within St. Clair College Student Information System (SIS)

Metric initiated: 2022–23

St. Clair College's narrative:

In January 2019, St. Clair College celebrated the second anniversary of the St. Clair College Skilled Trades Regional Training Centre. The Centre prepares students, in a very short period of time, to become proficient in math, blueprint reading, computer skills, safety training, and hands-on training on a wide variety of state-of-the-art equipment including CNC machines. Upon successful completion, students receive a college certificate in Precision Metal Cutting as well as a first-year exemption certificate towards their apprenticeship. This unique program features strong partnerships with industry, exemplifying how St. Clair College and industry are working together to close the skilled trades gap, while simultaneously providing young people in the region with affordable educations that lead to rewarding and lucrative careers as a CNC machinist, tool or mould maker. St. Clair College has committed to providing this programming for its local manufacturing industry. The skills that these students possess make the graduates highly marketable and ready to be productive employees in local manufacturing facilities. The graduates are placed in industry, with companies that are in need of skilled trades professionals. This is a unique training model that works. It is a win-win for ‘Earn While You Learn’ students, employer partners and industry.

In order to be responsive to the local manufacturing industry’s need for skilled workers, St. Clair College offers a cluster of manufacturing skilled trades training. Programs include Precision Metal Cutting, Industrial Mechanic Millwright and General Machinist. There are varying demands for individuals trained in these areas (e.g. industry may look to fill more millwright positions one year as compared to general machinist positions). Overall, St. Clair College strives to ensure the appropriate number of completions each year within the manufacturing skilled trades cluster to meet the demands of local industry.

Productivity, accountability and transparency

Through further engagement with the sector on metric refinement, a decision was made to remove this reporting and data collection requirement for institutions for the duration of the SMA3 period, to reduce reporting burden and duplication with other government initiatives.

Enrolment profile

In addition to the performance-based funding outlined in sections above, institutions will receive enrolment-related funding through a funded corridor ‘midpoint’ to provide funding predictability to institutions.

Corridor midpoint

For funding purposes **10,287.16** Weighted Funding Units (WFUs) will be the corridor midpoint value for the five-year period from 2020–25 for St. Clair College. Enrolment-related funding will be distributed consistent with this level of enrolment and subject to the policies contained within the *Ontario College Funding Formula Reform Technical Manual, May 2017, Version 1.1*.

Note: Midpoints were established using the average of funding-eligible enrolment from 2015–16, 2016–17, and 2017–18.

Projected funding-eligible enrolment

Note: Tables report on full-time headcounts from the fall term.

Below is St. Clair College’s projection of funding-eligible full-time headcount as of August 1, 2020.

Credential	2020–21	2021–22	2022–23	2023–24	2024–25
Ontario College Certificate	733	931	943	948	948
Ontario College Diploma/Advanced Diploma	4,989	5,862	6,306	6,455	6,482
Ontario College Graduate Certificate	97	166	206	221	181
Baccalaureate Degree in Applied Area of Study	69	128	204	250	289
Total	5,888	7,087	7,659	7,874	7,900

Credential	2020–21	2021–22	2022–23	2023–24	2024–25
All other funding activity in full-time equivalent; Part-time, Tuition short	328	328	328	328	328

Projected international enrolment

Below is St. Clair College's projection of funding-ineligible international full-time headcount at college-operated campuses as of August 1, 2020.

Credential	2020–21	2021–22	2022–23	2023–24	2024–25
Ontario College Certificate	5	20	20	20	20
Ontario College Diploma/Advanced Diploma	2,029	3,060	3,274	3,335	3,491
Ontario College Graduate Certificate	922	1,102	1,092	1,054	1,058
Baccalaureate Degree in Applied Area of Study	1	46	80	111	141
Total	2,957	4,228	4,466	4,520	4,710

Below is St. Clair College's projection of funding-ineligible international full-time headcount at campuses operated by private partners as of August 1, 2020.

Credential	2020–21	2021–22	2022–23	2023–24	2024–25
Ontario College Certificate	-	-	-	-	-
Ontario College Diploma/Advanced Diploma	2,310	3,086	3,086	3,861	3,861
Ontario College Graduate Certificate	668	892	892	1,117	1,117
Baccalaureate Degree in Applied Area of Study	-	-	-	-	-
Total	2,978	3,978	3,978	4978	4,978

Appendix: historical data, targets and results

The following table will be refreshed annually by the ministry to display results from SMA3 Annual Evaluation process and update Allowable Performance Targets (APT) for the current year. The SMA3 Annual Evaluation will occur every year in the Fall-Winter and the updated appendix will be made publicly available the following Spring. Please note that fields with a hyphen indicate where data will be populated in later years of SMA3.

It should be noted that historical data reflects pre-COVID-19 context. Actual values achieved during the SMA3 period may include COVID-19 pandemic impacts.

Note: The values in the 2020–21 Actual performance column of “[Experiential learning](#)”(row 7) and for “[Revenue attracted from private sector sources](#)” (row 8) were not tied to performance as these metrics were not yet activated. They are included in the calculation of the 2022–23 Allowable Performance Targets.

St. Clair College - SMA3 performance													
Note: "2020-21 Actual" refers to the year in which the evaluation takes place and not necessarily the data from that year.													
Metric	2016-17 Historical data	2017-18 Historical data	2018-19 Historical data	2020-21 Allowable performance target	2020-21 Actual performance	2021-22 Allowable performance target	2021-22 Actual performance	2022-23 Allowable performance target	2022-23 Actual performance	2023-24 Allowable performance target	2023-24 Actual performance	2024-25 Allowable performance target	2024-25 Actual performance
1. Graduate employment rate in a related field	63.91%	69.27%	68.27%	64.80%	59.18%	61.66%	61.63%	59.76%	64.46%	61.40%	-	-	-
2. Institutional strength and focus	28.84%	30.09%	29.24%	28.66%	30.50%	27.93%	32.03%	27.59%	32.94%	26.92%	-	-	-
3. Graduation rate	68.23%	68.03%	68.21%	67.65%	72.53%	67.47%	70.51%	69.13%	76.88%	68.98%	-	-	-
4. Community and local impact of student enrolment	4.93%	4.78%	6.47%	4.48%	5.86%	4.90%	5.28%	5.82%	4.56%	5.23%	-	-	-
5. Economic impact (institution-specific)	\$19,000,800	\$38,438,400	\$144,736,400	\$19,000,800	\$110,219,300	\$38,438,400	\$137,519,300	\$119,688,657	\$133,624,400	\$112,934,900	-	-	-
6. Graduate employment earnings	\$30,900	\$32,267	\$34,265	N/A	N/A	\$32,048	\$35,541	\$33,550	\$33,503	\$34,023	-	-	-
7. Experiential learning	77.21% (2017-18)	71.18% (2018-19)	58.93% (2019-20)	N/A	N/A	65.73%	69.10%	63.38%	90.71%	62.92%	-	-	-
8. Revenue attracted from private sector sources	\$4,570,251 (2017-18)	\$5,915,912 (2018-19)	\$6,746,659 (2019-20)	N/A	\$9,529,809	\$5,145,397	\$9,529,809	\$5,953,319	\$13,779,446	\$7,306,917	-	-	-
9. Apprenticeship-related (institution-specific)	76 (2019-20)	63 (2020-21)	54 (2021-22)	N/A	N/A	N/A	N/A	73	54	62	-	-	-
10. Skills and competencies	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	-	-	-

- Notes:
1.

For metrics activated later than Year 1, a year in brackets indicates the first year of data available.
2.

Skills and Competencies is a participation metric activated based on data collection and reporting rather than target setting. Data are required and will be posted in SMA3 Year 4 (2023-24) and Year 5 (2024-25).

Consolidated Financial Statements

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Year ended March 31, 2025

MANAGEMENT’S RESPONSIBILITY FOR FINANCIAL REPORTING

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

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

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

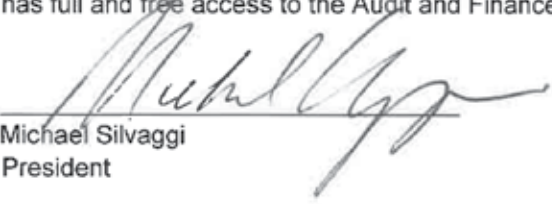
The College's insurance liabilities have been reviewed by management in consultation with its broker. There are no material liabilities in either fact or contingency as at the date of this report.

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

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

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

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


Michael Silvaggi
President


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



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INDEPENDENT AUDITOR’S REPORT

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

Opinion

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

- the consolidated statement of financial position as at March 31, 2025
- the consolidated statement of operations for the year then ended
- the consolidated statement of changes in net assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the financial statements and schedules, including a summary of significant accounting policies

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

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the College as at March 31, 2025, and its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

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

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

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



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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

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

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the College's internal control.



- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the College's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the College to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

Windsor, Canada
May 27, 2025

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Financial Position

March 31, 2025, with comparative information for 2024

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

See accompanying notes to consolidated financial statements.

Approved by the Board of Governors



Director



Director

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Operations

Year ended March 31, 2025, with comparative information for 2024

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

See accompanying notes to consolidated financial statements.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Changes in Net Assets

Year ended March 31, 2025, with comparative information for 2024

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

See accompanying notes to consolidated financial statements.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Cash Flows

Year ended March 31, 2025, with comparative information for 2024

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

See accompanying notes to financial statements.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements

Year ended March 31, 2025

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

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

1. Significant accounting policies:

(a) Basis of presentation:

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

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

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

(b) Revenue recognition:

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

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

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

1. Significant accounting policies (continued):

(b) Revenue recognition (continued):

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

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

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

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

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

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

Pledges are recorded as revenue when management can make a reasonable estimate of the amount and collection is reasonably assured. The College received pledges in the amount of \$290,000 (2024 - \$280,000) which have not been recorded in the accompanying financial statements.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

1. Significant accounting policies (continued):

(c) Cash and cash equivalents:

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

(d) Short-term investments:

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

(e) Long-term investments:

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

(f) Investment income:

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

(g) Endowment funds:

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

(h) Capital assets:

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

1. Significant accounting policies (continued):

(h) Capital assets (continued):

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

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

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

(i) Vacation pay:

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

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

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

- (i) The costs of the post-employment future benefits are actuarially determined using management's best estimate of health care costs, disability recovery rates and discount rates. Adjustments to these costs arising from changes in estimates and experience gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight line basis.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

1. Significant accounting policies (continued):

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

(k) Financial instruments:

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

- (i) Fair value:

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

1. Significant accounting policies (continued):

- (k) Financial instruments (continued):
 - (i) Fair value (continued):

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

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

As the College has no financial instruments recognized at fair value which are not deferred, the College does not have a statement of remeasurement gains and losses.
 - (ii) Amortized cost:

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

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

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

1. Significant accounting policies (continued):

(l) Asset retirement obligations:

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

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

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

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

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

(m) Use of estimates:

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

2. Financial instrument classification:

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

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

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

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

2. Financial instrument classification (continued):

Long-term investments consist of the following:

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

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

Maturity profile of bonds held is as follows:

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

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

2. Financial instrument classification (continued):

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

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

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

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

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

3. Construction in progress:

Construction in progress represents costs incurred on certain building and equipment which was not available for use. Once the building and equipment is put in service, the total costs will be reclassified to capital assets and amortization will commence. As at March 31, 2025, construction in progress amounted to \$634,450 (2024 - \$10,531,702).

4. Capital assets:

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

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

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

5. Asset retirement obligations:

The College owns and operates several buildings that are known to have asbestos and there is a legal obligation to remove it upon repair of the affected areas or upon sale or closure of the building. Following the adoption of PS 3280 – Asset Retirement Obligations, the College recognized an obligation related to the remediation of asbestos in these buildings as estimated at April 1, 2021. The buildings had an estimated useful life of 40 years when they were acquired between 1970-2012.

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

6. Deferred revenue:

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

7. Long-term debt:

The College has a \$5,000,000 operating line of credit. No amount has been drawn upon this operating line of credit as at March 31, 2025 (2024 - \$nil). The other long-term debt outstanding at year-end consists of:

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

7. Long term debt (continued):

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

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

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

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

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



THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

8. Post-employment benefits and compensated absences liability:

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

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

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

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

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

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

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

(a) Retirement benefits:

CAAT Pension Plan:

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

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates. The College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the College's share of the underlying pension assets and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, 2025, indicated an actuarial surplus of \$6.1 billion (2024 - \$5.3 billion). The College made contributions to the Plan and its associated retirement compensation arrangement of \$8,420,280 (2024 - \$8,510,363), which has been included in the statement of operations.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

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

(b) Post-employment benefits:

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

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

(i) Discount rate:

The present value as at March 31, 2025 of the future benefits was determined using a discount rate of 3.20% (2024 – 3.50%).

(ii) Medical premium:

Medical premium increases were assumed to increase at 6.04% per annum in 2025 (2024 – 6.16%) and decrease proportionately thereafter to an ultimate rate of 4.0% in 2040.

(iii) Dental costs:

Dental costs were assumed to increase at 4.0% per annum in 2025 (2024 – 4.0%).

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

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

(c) Compensated absences:

Non-vesting sick leave:

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

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

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

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

9. Deferred contributions:

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

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

Deferred contributions are comprised of:

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

10. Deferred capital contributions:

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

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

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

11. Deferred capital contributions relating to construction in progress:

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

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

12. Investment in capital assets:

(a) Investment in capital assets represents the following:

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

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

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

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

13. Externally restricted net assets:

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

Investment income on externally restricted endowments that was disbursed during the year has been recorded in the Statement of Operations since this income is available for disbursement as scholarships and bursaries and the donors’ conditions have been met. The unspent portion of investment income is recorded in deferred contributions. Investment income on endowed assets recognized and deferred was \$856,650 and \$2,774,264 respectively (2024 - \$770,850 and \$621,659).

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

14. Internally restricted net assets:

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

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

14. Internally restricted net assets (continued):

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

15. Commitments:

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

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

16. Contingent liabilities:

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

17. Risk management:

(a) Credit risk:

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

The investment policy sets issuer type limits on the bond portfolio and operates in accordance with the Ontario Financial Administration Act by placing a composition limit on the bond portfolio. All fixed income portfolios are measured for performance on a monthly basis and monitored by management on a monthly basis. The policy limits the funds to be invested in bonds of a single issuer to a maximum of 10% of the market value of the bond portfolio, except for bonds issued by the Government of Canada and Canadian provinces. The maximum exposure to investment credit risk is outlined in Note 2.

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

17. Risk management (continued):

(a) Credit risk (continued):

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

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

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

17. Risk management (continued):

(b) Market risk:

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

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

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

(c) Currency risk:

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

At March 31, 2025, a 1% fluctuation in foreign exchange rates, with all other variables held constant, would have an estimated impact on the fair values of the College's non-Canadian holdings of \$38,698 (2024 - \$25,278).

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

17. Risk management (continued):

(d) Interest rate risk:

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

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

The College mitigates interest rate risk on its bank loans through fixed rates (see Note 7). Therefore, fluctuations in market interest rates would not impact future cash flows and operations relating to the bank loans.

The College’s bond portfolio has interest rates ranging from 1.2% to 6.5% (2024 – 1% to 9%) with maturities ranging from November 4, 2025 to May 18, 2077 (2024 – June 2, 2024 to May 18, 2077).

At March 31, 2025, a 1% rise or drop in interest rates, with all other variables held constant, would have an estimated impact on the fair value of bonds of \$695,366 loss and \$695,366 gain respectively (2024 - \$650,156 loss and \$650,156 gain). The College’s bank loans as described in Note 7 would not be impacted as the rate of the loans is fixed.

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

(e) Equity risk:

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets. The College is exposed to this risk through its equity holdings within its investment portfolio. At March 31, 2025, a 10% movement in the stock markets with all other variables held constant would have an estimated effect on the fair values of the College’s equities of \$1,184,077 (2024 - \$724,449).

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

17. Risk management (continued):

(f) Liquidity risk:

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

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

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

(g) Other risk:

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

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2025

17. Risk management (continued):

(g) Other risk (continued):

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

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

18. Related parties:

St. Clair College Foundation:

The St. Clair College Foundation (the "Foundation") which is consolidated within these financial statements, was established to raise funds for the use of the College. The Foundation is a registered charity and is classified as a public Foundation under the Income Tax Act and, as such, is exempt from tax. Resources of the Foundation are for the benefit of the College and are to be used for purposes agreed upon by the College and the Foundation. During the year, an amount of \$3,091,950 (2024 - \$3,718,700), including \$nil of in-kind donations (2024 - \$nil) was received from the Foundation.

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

19. Public college private partnership:

In 2014, the College began a public college-private partnership with a private career college for some post-secondary program delivery to international students. The College assesses and collects the gross student tuition and fees from the students and remits the applicable funds to the private partner. In return, the College receives a fee-for-service payment from the private partner. The partnership began winding down in fiscal 2025.

The release of St. Clair College's key performance indicators are pending regulatory approval from the Ministry of Colleges, Universities, Research Excellence, and Security. They will be posted once available.

APPENDIX D (Summary of Advertising and Marketing Complaints)

For the period April 1, 2024 – March 31, 2025, as specified in the Minister’s Binding Policy Directive on the Framework for Programs of Instruction which sets out college program advertising and marketing guidelines, St. Clair College has received no complaints from its students regarding advertising and marketing of College programs.

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

INSTITUTES OF TECHNOLOGY AND ADVANCED LEARNING (ITAL) REPORT

This appendix is not required for St. Clair College.

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



To: Michael Silvaggi, President

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

Date: March 20, 2025

Re: Advisory College Council Annual Report

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

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


The Advisory College Council’s Terms of Reference provide the process by which recommendations are made to the President. There were two items that moved to the recommendation stage in the 2024-2025 term:

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

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

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

Sincerely,



Juli Vlamincck
Chair, College Advisory Council

ST. CLAIR
COLLEGE

WINDSOR & CHATHAM

STCLAIRCOLLEGE.CA



St. Clair College Compulsory Ancillary Fee Committee Terms of Reference

Purpose

- The Compulsory Ancillary Fee Committee ('Committee') is established to review and recommend approval ('Fee Protocol Process') of institutional compulsory ancillary fees, where applicable, within the Ministry of Colleges and Universities ('MCU') Tuition and Ancillary Fees ('MCU Policy'): Minister's Binding Policy Directive and Reporting Operating Procedure (Appendix A and B) for an upcoming academic year.
- This Terms of Reference ('TOR') forms the Protocol Agreement for St. Clair College ('College') as defined by MCU Policy. In the event of a conflict between this TOR and MCU Policy, the MCU Policy shall be paramount and prevail.

Institutional Compulsory Ancillary Fees

- Ancillary fees are fees charged to students to support services and activities distinct from academic programming or general overhead of the College.
- Compulsory ancillary fees are ancillary fees that a student is required to pay in addition to tuition fees to enrol in, or successful complete any course or program of instruction. There are two types of compulsory ancillary fees:
 - Program ancillary fees which are compulsory for students in applicable programs. These fees are exempt from the Fee Protocol Process as noted within MCU Policy.
 - Institutional ancillary fees which are compulsory for all students. These fees may be increased, or new fees added only through the Fee Protocol Process, subject to MCU Policy eligible fee exemptions.
- Except for those ancillary fees exempted from the Fee Protocol Process, institutional compulsory ancillary fees levied by the College must:
 - Be non-tuition related as described above;
 - Have been approved according to a Protocol Agreement;
 - Be approved by the College's Senior Operating Group and Board of Governors; and,
 - Be announced through the College's calendar and/or website. The fee announcement(s) are to provide a breakdown of all compulsory and non-compulsory ancillary fees and explain their purposes sufficiently to allow students

to understand clearly what materials, services or facilities are being made available through payment of the fees.

- Any increase or expansion in the rate of institutional compulsory ancillary fees that would increase total institutional compulsory ancillary fees by more than 20% in one academic year must be approved through a student referendum.
- For those ancillary fees exempt from the Protocol Agreement, the College is expected to limit fee increases to reflect a reasonable cost of providing service to students. In these instances, the College will:
 - Provide a full rationale for each new fee or existing fee at the time the fee is submitted to the Board of Governors for approval;
 - Provide the above rationale to student governing bodies, as well as any other information necessary for student governing bodies to understand the purpose of the fees, the costs included in calculating the fee level, the estimated total revenue available from the fee, and the process used for developing the fee; and,
 - Respond with a full explanation to inquiries made by student governing bodies in connection with concerns about any of these fees.
- A review of all ancillary fees will take place at a minimum 5-year interval to ensure that the reasoning for the ancillary fees is current. The College endeavours to perform this review on an annual basis.
- College administration and the student governing body representatives will jointly identify representative(s) for students, where applicable, who pay compulsory ancillary fees but are not represented through any of the College's student governing bodies. If representative(s) are identified, these representative(s) would be involved in the development and approval of the protocol.
- Student agreement to the Protocol Agreement is obtained through, at minimum, the support of the majority of student governing body representatives involved in the development of the protocol, who, in turn, serve on behalf of the majority of students paying compulsory ancillary fees.

Institutional Compulsory Ancillary Fee Process

- Prior to the scheduled protocol meeting(s), the Registrar's Office will issue a communication to the respective administration and student governing body groups requesting the following:
 - Review the status of their respective compulsory ancillary fees.
 - Should a new institutional compulsory ancillary fee be proposed or an existing institutional compulsory ancillary fee require an increase, the respective group

must complete the required form (Appendix C) provided by the Registrar's Office. The form will detail the following:

- Amount (per academic year or term), and how the amount was calculated.
 - Indicate if the fee is new, existing, removal, or no change.
 - Indicate whether the fee is compulsory or non-essential.
 - Provide a detailed breakdown and full rationale as to why the fee is required and how it will be used.
 - The students for whom the fee will apply.
- The Committee will review the institutional compulsory ancillary fees.
 - The recommendation(s) on institutional compulsory ancillary fees will be communicated after the protocol meeting(s), along with the stipulation that College Senior Operating Group and Board of Governors approval is required.
 - The St. Clair Student Representative Council, St. Clair Thames Students Incorporated and Saints Student Athletic Association must provide College Administration with report backs on a quarterly basis, outlining in detail how institutional compulsory ancillary fees were used by the respective student group.

Committee Membership

- The Committee is chaired by the St. Clair College Registrar.
- In addition to the Chair, membership shall include the following:
 - Senior Vice-President, Finance, Administration & Chief Financial Officer
 - The following representatives identified and agreed to by College administration and the student governing body representatives, who represent all students that pay compulsory ancillary fees:
 - St. Clair Student Representative Council, Executive Director
 - St. Clair Student Representative Council, President
 - St. Clair Thames Students Incorporated, Operations Manager
 - St. Clair Thames Students Incorporated, President
 - Saints Student Athletic Association, Executive Director
 - Saints Student Athletic Association, President

Meetings

- At a minimum, the Committee will hold one (1) meeting annually to review and approve institutional compulsory ancillary fees. However, the Committee will endeavor to hold two (2) meetings annually where each meeting will have a separate focus. The first Committee meeting, likely scheduled in November or December will address program ancillary fees (i.e. kit and material fees). The second Committee meeting, likely scheduled in February or March will address institutional compulsory ancillary fees.

Appendix A: Excerpt from the MCU Tuition and Ancillary Fees Binding Policy Directive

Ancillary Fees

Ancillary Fee Classification Framework: all ancillary fees are subject to the following classification framework. The classification framework outlines which types of fees can be charged on a compulsory basis. The governing bodies of institutions will be responsible for ensuring that the institution is in compliance with this binding policy directive.

Program-related ancillary fees are outside the scope of the framework and remain allowable compulsory ancillary fees for students registered in applicable programs.

For any fee that does not meet the requirements outlined below to be considered a compulsory ancillary fee, institutions must provide students with the option to opt-out of paying the fee. Institutions must ensure that students are able to opt-out of these fees online at the time of billing.

To ensure transparency and clarity, colleges are expected to itemize the individual functions for which fees are charged. Bundling fees together (for example, charging a 'student activity fee' that encompasses funding for multiple services) is not permitted.

Essential (may be charged on a compulsory basis)

Athletics and Recreation

Fees supporting the operating and capital costs of athletic facilities made available to the broader student body may be charged on a compulsory basis.

Student Associations

Fees established by an elected student governing body of the college, to the extent that the fee is part of the normal activities of the governing body.

Career Services

Fees to support career related services made available to the broader student body, including career counselling, information sessions, job fairs, job boards and job placement may be charged on a compulsory basis.

Student Buildings

Fees that support spaces and facilities that host student activities and services which are not supported through the government operating and capital grants may be charged as compulsory ancillary fees. A facility that is restricted to specific students who pay separate costs for access cannot be supported through a compulsory ancillary fee (for example, student residences).

Health and Counselling

On-campus access to health professionals for basic medical care, mental health, counselling and basic health resources may be supported through compulsory ancillary fees. Services for disabilities or mental health assessments necessary to support academic accommodations and achievement cannot be supported by a fee - these are considered services that are normally paid out of operating revenues.

Academic Support

Academic support includes services such as peer tutoring or improving writing skills that are not provided through academic program delivery and are not funded by government operating and capital grants. Fees that fall under this category may be charged as compulsory.

Fees for technology that provides academic support may be charged on a compulsory basis. Institutions are responsible for providing details about the technology service(s). All other technology fees may only be implemented on an opt-out basis.

Student ID Cards

Student ID cards identify individuals as students at their college or university and are used for access to services and facilities such as athletic centres, library and media services, and meal plans. The cards may also be required for exams and accessing academic records. The cost of issuing the student ID cards may be charged as a compulsory ancillary fee.

Student Achievement and Records

Fees related to the administrative costs of producing documents of student achievement, such as diplomas and transcripts as well as costs related to convocation may be charged as compulsory ancillary fees. No ancillary fees may be charged for the general administrative costs of maintaining student records for internal purposes.

Financial Aid Offices

Fees that support enhanced financial aid office services to students may be charged on a compulsory basis. This could include the development of a student-facing app or hotline that helps students navigate, understand and monitor the status of their financial aid. Compulsory ancillary fees to support general operating costs of the financial aid office, including the cost of bursaries or other financial aid awards, are not allowed as such services would be considered tuition-related fees and therefore ineligible as compulsory ancillary fees.

Campus Safety

Fees that support programs and services that promote on-campus safety, including the prevention of sexual violence, are an allowable compulsory ancillary fee. Such programs and services may include but are not limited to walk safe programs which provide students, faculty and staff free night-time accompaniment for those who are uncomfortable or who are unable to walk home alone.

Health and Dental Plans

Fees for these plans can be charged on a compulsory basis, but colleges must allow students to opt-out if they provide proof of pre-existing coverage.

Student Transit Passes

If an institution has a compulsory ancillary fee to support a student transit pass agreement, compulsory ancillary fees may be charged for the duration of the agreement and any subsequent renewals of these agreements. Renewals are understood to be subsequent contracts between the same parties creating uninterrupted service to students.

All other transit passes may only be implemented on an opt-out basis.

Non-Essential

All fees not included in the above categories must be optional.

Notwithstanding the fees named above, colleges remain subject to the requirement that the introduction of new compulsory ancillary fees or the increase of existing compulsory ancillary fees be conducted according to ancillary fee protocols.

- Institutional compulsory ancillary fees may be increased or new fees added only through implementation of a protocol that has been jointly agreed to by the college administration and student governing body representatives and approved by the board of governors. Minimum requirements for the protocol are identified in the Tuition and Ancillary Fees Reporting Operating Procedure.
- Fees for digital learning materials that are the property of the student, and which can include test/assessment tools, may be increased without observing the protocol referenced above.
 - The ministry considers the payment of tuition as supporting the cost of instruction and assessment. Where a course or program relies substantially on

assessments that are included with a learning resource, such as an online textbook, the ministry expects colleges to have a policy with respect to their students' interests in these situations. Such a policy could include a rebate to students of a portion of their textbook fees where bundled assessments represent a substantial portion of a student's mark for a course.

- The ministry acknowledges the contribution that these resources can make to the quality of teaching and learning, including support for adaptive learning and formative assessment. Colleges should be proactive in monitoring conditions attached to the use of learning resources by faculty and students to ensure that these are consistent with institutional academic policies and values.
- Any increase or expansion in the rate of institutional compulsory ancillary fees which would increase total institutional compulsory ancillary fees by more than 20% in one academic year must be approved through a student referendum.
- Institutions may not charge an ancillary fee for confirmation of credential completion (for example, a program completion letter or statement).

i.Requirements for Protocol Agreements to Introducing or Increasing Compulsory Ancillary Fees

General

A college board of governors may not unilaterally change the text of a protocol agreed to by its administration and student governing body representatives but shall refer any concerns back to the appropriate college staff and student governing body representatives.

In the event that an eligible student governing body chooses not to nominate a representative for the purpose of developing a protocol, the written support of that student governing body is not required for approval of the protocol. However, the terms of the protocol will still affect the students represented by the non-participating student governing body.

Colleges with multi-campus facilities may wish to have multiple protocol documents to address the different compulsory ancillary fee configurations at their colleges.

Protocol Agreement Requirements

Student governing body representatives and the college administration are to work together to develop a protocol agreement. A protocol agreement will come into effect provided all of the following requirements are met:

- The college administration and student governing body representatives reach agreement on the text of a protocol.
- The students eligible to participate in the development and approval of a protocol include all student governing body representatives.
- It specifies that in the event that a proposed increase or expansion in the rate of compulsory ancillary fees increases the total compulsory ancillary fees by more than

20% in one academic year, the increase and/or new fees must be approved through a student referendum. The referendum must itemize each compulsory ancillary fee to be increased/introduced and the amount of the increase contributed by each fee. Students should have the opportunity to vote for/against individual fee increases. All compulsory ancillary fees with the exception of program compulsory ancillary fees outlined in Appendix C, are included in the annual calculation of total fee increases. Program compulsory fees are not to be included in a referendum on ancillary fee increases.

- It specifies that a review of all fees take place at regular 5-year intervals to ensure that the reason for introducing a given fee remains current. Based on the review, advice will be provided to the board of governors by the administration and students on the structure of fees. Any fee identified as supporting a service no longer deemed necessary or desirable should be discontinued.
- The administration and the student governing body representatives jointly identify representative(s) for students who pay compulsory ancillary fees but are not represented through any of the college's student governing bodies. These representatives would be involved in the development and approval of a protocol.
- Student agreement to the protocol is obtained through, at minimum, the support of the majority of student governing body representatives involved in the development of the protocol, who, in turn, serve on behalf of the majority of students paying compulsory ancillary fees.
- The protocol has the approval of the college board of governors.

All colleges must endeavour to finalize their protocol agreements as this will facilitate the determination of ancillary fees on an annual basis.

Mediation

If a college's administrative representatives and students cannot reach agreement on a long-term protocol, the assistance of the board of governors should be obtained in pursuing mediation agreeable to both the administration and student governing body representatives. Should this first phase of mediation prove unsuccessful, then the board of governors may make a written request to the Minister of Colleges and Universities.

ii. Program Compulsory Ancillary Fees Exempt from the Protocol Agreements

Program compulsory fees are **not** included in the calculation of annual fee increases that may result in a referendum if the increase in the rate of compulsory fees is above 20%.

Program Compulsory Fees

Fees for travel and accommodation expenses for compulsory field placements

Institutions may charge a compulsory ancillary fee for the reasonable, direct costs of travel and accommodation of students on compulsory field placements. Compulsory ancillary fees cannot be charged for such things as salaries and benefits or travel and accommodation of faculty, or for any specific tuition-related activities for any compulsory field placements.

Fees for travel and accommodation expenses for compulsory field trips

Institutions may charge a compulsory ancillary fee for the reasonable, direct costs of travel and accommodation of students on compulsory overnight field trips. For compulsory trips not extending overnight, no ancillary fee may be charged. Compulsory ancillary fees cannot be charged for such things as salaries and benefits or travel and accommodation of faculty, or for any specific tuition-related activities for any compulsory field trips.

Fees for program specific learning materials, equipment and clothing retained by students

For additional clarification with respect to lab fees, only fees which support the purchase of equipment, learning materials or supplies that the student retains upon completion of the lab are eligible. Ancillary fees may not be charged for any lab supplies consumed over the course of program delivery.

Fees for materials which are used in the production of items which become the property of students.

Fees for materials for which the college acts as a broker for a vendor providing material to students such as leases for laptop computers.

In such brokering cases, fees paid by students to the college do not produce net revenue for the college, but instead are set and levied through an agreement with a vendor. The college is neither the manufacturer nor the supplier of the material provided.

Fees for co-op programs

Colleges may not charge a tuition fee for co-op work placement semesters. Colleges may charge an ancillary fee in respect of co-op work placement semesters in recognition of the costs of administering co-op placements and related services.

Institutional Compulsory Fees

Fees levied by student governing bodies:

Health fees

Any health insurance fees levied by the student governing body (in contrast to fees levied by the college) are exempt from the protocol agreement.

Student activity fees

Student activity fees that are levied by individual student councils and are to be determined by the student governing body and the college's board of governors. Student activity fees are those fees, the revenue from which is not applied to the costs of instruction in any course or program normally offered for credit toward an eligible degree, diploma or certificate, but is applied to the costs of enhancing the cultural, social or recreational life of the students, or to provide other non-academic services to students. This definition excludes academic services, computing and learning centre services.

Athletic fees

Student athletic fees that are levied by individual student councils and are to be determined by the student governing body and the college's board of governors. Athletic fees are those fees, the revenue from which is not applied to the costs of instruction in any course or program normally offered for credit toward an eligible degree, diploma or certificate, but is applied to the costs of providing athletic or recreational services to students or the costs of athletic associations or the costs of institutional athletic teams.

Fees to support the construction, maintenance and/or lease of capital facilities not normally eligible for capital grants

Eligible fees include those amounts approved by student governing body and the college's board of governors as contributions towards the capital costs of construction, renovation or leasing facilities not normally eligible for capital grants.

Appendix C



Institutional Compulsory Ancillary Fee Request Form

Fee Name:

Amount Requesting (per year or term):

\$

Is this Fee (check appropriate box)

New Fee	Change to Existing Fee	Removal of Existing Fee

Detailed breakdown of the new fee or change to existing fee (i.e. costs included in calculating the fee level, the total revenue forecasted from the fee, and the process used to develop or amend the fee):

Provide a full rationale (i.e. purpose) for the new fee or change to existing fee:

St. Clair College In The News

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CBC News · Posted: Jun 17, 2025

St. Clair College event encourages young women to consider careers in skilled trades

CTV News - May 21, 2025



Source: St. Clair College

About 100 high school students from across the region are expected to take part in St. Clair College's second annual Jill of All Trades event Wednesday, aimed at introducing young women to opportunities in the skilled trades.

Female students in Grades 9 through 12 will take part in a full day of hands-on workshops focused on welding, electrical, powerline and sheet metal work at the college's main campus in Windsor.

Organizers say the event is designed to create a safe and engaging environment where students can learn directly from female mentors, faculty and students working in non-traditional roles.

"Jill of All Trades is an excellent opportunity for young women to participate in hands-on activities and engage practically with different trades," said Lido Zuccato, chair of the School of Skilled Trades at St. Clair College. "Taking the first step can often be the hardest, but the chance to physically create something is a vital first step towards building the confidence needed to explore a career in the trades."

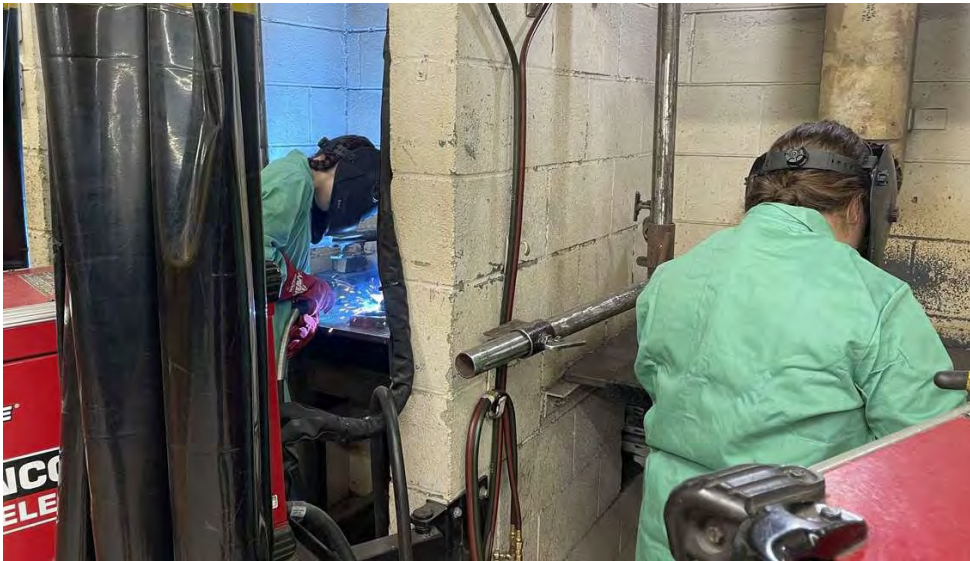
Participants will also hear from keynote speaker Erin Gouin, a millwright at Stellantis, and be treated to breakfast, lunch and a candy bar.

The college says with Canada needing at least 75,000 new tradespeople over the next five years due to retirements alone, events like this are crucial to addressing the skilled trades shortage — especially with women representing only five per cent of the current workforce.

The event runs from 8:30 a.m. to 4:30 p.m. at the college's main campus on Talbot Road West.

St. Clair College holds skilled trades workshops for female students.

WINDSOR NEWS TODAY.CA - MAY 21,2025



St. Clair College hosted around 100 female students from local high schools to expose them to jobs in the skilled trades.

The students who attended the Jill of All Trades event welded metal flowers, made tool boxes out of sheet metal, and toured mechanical and electrical workshops.

"It's a really good introduction for girls who have never seen the trades to come and try it out," said Nick Hayes, apprenticeship manager at St. Clair College.

In the next five years, it's estimated Canada will need 75,000 new people in the skilled trades.

"When you look across the country and the province, only five per cent of trades people are female. We have a lack of trades people in our country and if we can't draw from the, I guess we'll say normal demographic, what's the next place we go, females," said Hayes.

Only about two per cent of 15-year-old female students indicate they are planning to pursue a career in the skilled trades.

Hayes said the goal through the event is to expose more students to these possibilities.

Grade 10 student Jaylynn Jewell, who tried her hand at welding during the event, said she is open to exploring a lot of career paths.

"I always thought that I would do something medical or maybe a teacher. I'm still a bit interested in medical but it also helps to have these skilled trades activities to see and explore other things," said Jewell.

This is the second year St. Clair College has held the event. Hayes said after the first event, there was an increased interest in the trades from those who participated.



'Jill of All Trades' introduces female high school students to the skilled trades

CBC Windsor – May 21, 2025

St. Clair College's second annual Jill of All Trades event introduced 100 female high school students to the working world of skilled trades. CBC's Dalson Chen spoke with students Abigail Collins and Cassidy Young, as well as Lido Zuccato, who chairs the college's School of Skilled Trades.

St. Clair College And Wayne State University Announce New Pathway Agreement In Health Sciences Fields

windsoriteDOTca News Staff - Thursday May 22nd, 2025



St. Clair College in Windsor and the Eugene Applebaum College of Pharmacy and Health Sciences (EACPHS) at Wayne State University in Detroit have signed a new transfer agreement that will streamline the pathway process for St. Clair graduates to complete a bachelor's degree at EACPHS.

The agreement is designed to promote a seamless academic transition and improve the transfer credit process, ensuring students receive maximum recognition for completed coursework. This coordinated approach allows students to move efficiently from a diploma program at St. Clair into a degree program at Wayne State with a clearly defined path toward graduation.

The agreement is designed for students who follow a plan of study leading to a St. Clair College:

- Two-year Ontario Diploma in Paramedic, or;
- Two-year Ontario Diploma in Occupational Therapist Assistant/Physiotherapist Assistant

The credits transferred from St. Clair College will be included in the total credit hours required for the corresponding WSU bachelor's degree or corresponding programs leading to a WSU:

- Bachelor of Science (BS) in Applied Health Sciences General Concentration
- BS in Applied Health Sciences Pre-Occupational Therapy Concentration
- BS in Applied Health Sciences Pre-Physical Therapy Concentration
- BS in Applied Health Sciences Pre-Physician Assistant Concentration
- Application to Doctor of Physical Therapy (DPT)

"This pathway agreement between St. Clair College and Wayne State University empowers Paramedic and OTA/PTA students to seamlessly advance their education, turning hands-on training into a lifelong academic and professional journey. It's a vital step in building stronger healthcare systems through accessible, continuous learning," said Dr. Stephanie De Franceschi, Chair School of Health Sciences, St. Clair College.

Wayne State University hosts information meetings for students interested in enrolling in pathways. These sessions are designed to provide prospective students with valuable insights into academic programs offered by EACPHS, including admissions requirements, prerequisite coursework and how to successfully transition into a degree program. Information sessions are held on the first Tuesday of each month at 6:00pm.

Students wishing to progress to a degree through an articulation or formal pathway agreement should contact the Admissions Office of the partner post-secondary institution.



Representatives from St. Clair College and Wayne State University meet to sign a pathway agreement in health sciences, May 22, 2025. Photo provided by St. Clair College.

St. Clair College signs transfer agreement with Wayne State

WINDSOR / CK NEWS TODAY - MAY 23, 2025

Health students at St. Clair College will now have an easier path to a degree at one of the U.S.' top urban research universities.

The college has signed a transfer agreement with the Eugene Applebaum College of Pharmacy and Health Sciences (EACPHS) at Wayne State University in Detroit.

The pathway involves St. Clair College students enrolled in the two-year Paramedic or Occupational Therapist Assistant/Physiotherapist Assistant programs.

Those in these programs who want to transfer to the EACPHS program may apply those credits to the following Bachelor of Science majors.

- Applied Health Sciences General Concentration
- Applied Health Sciences Pre-Occupational Therapy Concentration
- Applied Health Sciences Pre-Physical Therapy Concentration
- Applied Health Sciences Pre-Physician Assistant Concentration
- Application to Doctor of Physical Therapy (DPT)

"This pathway agreement between St. Clair College and Wayne State University empowers Paramedic and OTA/PTA students to seamlessly advance their education, turning hands-on training into a lifelong academic and professional journey," said St. Clair College School of Health Sciences Chair Dr. Stephanie De Franceschi. "It's a vital step in building stronger healthcare systems through accessible, continuous learning."

Wayne State hosts monthly information sessions outlining the pathways program. They are held at 6 p.m. on the first Tuesday of each month.

Students interested in the pathways program should contact the college's admissions department.

To learn more about the program, or register for an information session, visit the [official EACPHS website](#).

St. Clair College partners with Wayne State University to create new pathway

CTV News Windsor - May 23, 2025



St. Clair College and Wayne State University partner up to create healthcare pathway for students.

St. Clair College and the Eugene Applebaum College of Pharmacy and Health Sciences (EACPHS) at Wayne State University have joined forces, offering students a pathway for a bachelor's degree.

Students who graduate from St. Clair will now be able to finish a bachelor's degree at EACPHS.

According to a news release from St. Clair College, this partnership is to give a seamless academic transition and improve the credit process, giving students "maximum recognition" for their schooling in Windsor.

"This pathway agreement between St. Clair College and Wayne State University empowers Paramedic and Occupational Therapist Assistant/Physiotherapist Assistant students to seamlessly advance their education, turning hands-on training into a lifelong academic and personal journey," said Dr. Stephanie De Franceschi, chair of the school of health sciences at St. Clair.

"It's a vital step in building stronger healthcare systems through accessible, continuous learning."



St. Clair College and Wayne State University partner up to create healthcare pathway for students.

St. Clair students who are eligible for the pathway are students of the two-year Ontario Diploma in Paramedic or the two-year Ontario Diploma in Occupational Therapist Assistant/Physiotherapist Assistant.

The credits from those programs can be transferred to the corresponding bachelor's degree at Wayne State University:

Bachelor of Science in Applied Health Sciences General Concentration

Bachelor of Science in Applied Health Sciences Pre-Occupational Therapy Concentration

Bachelor of Science in Applied Health Sciences Pre-Physical Therapy Concentration

Bachelor of Science in Applied Health Sciences Pre-Physician Assistant Concentration

Application to Doctor of Physical Therapy

“This pathway agreement strengthens the relationship between the university and our friends across the river at St. Clair College,” said Moira Fracassa, academic services officer at EACPHS.

“[This] provides a smooth transition for health sciences students as they pursue their academic and career goals.”

If you're interested in the pathway, Wayne State University is offering information sessions on the first Tuesday of every month at 6 p.m.

Registration is available [here](#).



St. Clair College and Wayne State University partner up to create healthcare pathway for students.

Survivor Day celebrates life-saving efforts of first responders with those they save

CTVNewsWindsor.ca - May 23, 2025

Friday is Survivor Day, the 12th annual tribute to courage, resilience, and the unbreakable bonds formed in life's most critical moments.

The Essex Windsor EMS and Southwest Ontario Regional Base Hospital Program held their 12th annual Survivor Day on Friday at St. Clair Centre for the Arts.

The event celebrates and reunites those who survived trauma and out-of-hospital cardiac arrest in 2024. In addition, awards for performance of duties of an exceptional level are given to first responders in the line of duty.

It's also an opportunity for patients to share their stories about the life-saving work that paramedics, firefighters, police services, ambulance communications officers, and private citizens do in our community.

For Jack Luck, his life forever changed in 2024 when he suffered cardiac arrest at the age of 18. The active and athletic Luck is a kick-boxer – with no known signs of cardiovascular health problems.

Fortunately, his father called 911 and when EMS arrived – life saving measures were performed.

For Luck – fortune is superseded by faith, gratitude, and humility. Now, the young man is continuing to rebuild his health and to appreciate every moment of it.

“[Now, it's about] taking care of myself, you know - waking up every day thanking God because I'm here, thanking everyone that was there with me that day,” said Luck. “But as far as, you know, getting back on my feet and getting active again, I'm trying to get back in the gym as much as I can.”

Dawn Hodges, a 28-year veteran paramedic, saved Luck's life. Her dedication to her profession, training, and experience are the focal point of her part in this story. Hodges is just happy that Luck is alive and well, and that his family are so very happy about the outcome, too.

“I think, there are a lot of heroes in this world, and I guess to be called one - it's difficult for us to hear,” said Hodges. “But, yeah, we do tend to say it's part of the job. It's our duty. It's our profession. But it does feel good to be recognized. It's been a good day for us.”



Survivor Day reunited Jack Luck (centre) along with his parents and sister with paramedic Dawn Hodges.

Largest Ever Spring Convocation At St. Clair College Underway

windsoriteDOTca News Staff - Monday June 2nd, 2025



The largest ever graduating class from St. Clair College will have their diplomas and degrees conferred during five Spring Convocation sessions in Windsor this week.

More than 5,500 students will participate in five sessions, graduating from various schools within the College.

“Convocation is truly a celebration for everyone in attendance: students, their family and friends who are with us as guests, and all of the College’s faculty and staff who are on the stage and in the audience,” said St. Clair President Michael Silvaggi. “It is the culmination – the successful culmination – of several years of very hard work, and a major step toward the achievement of lifelong career dreams and fulfillment. And it’s obviously my favourite duty as the President, to send the students off into the world, now as our newest graduates.”

Upon completing this year’s Spring Convocation ceremonies, the College will have more than 150,000 alumni.

Biggest class ever: 5,500 St. Clair College students graduate in Windsor

Windsor Star - Jun 03, 2025



As a bagpiper plays, St. Clair College graduating students and faculty members are shown on Monday, June 2, 2025, during one of five spring convocation ceremonies at the WFCU Centre in Windsor this week.

St. Clair College is marking a milestone this week as more than 5,500 students cross the convocation stage in Windsor.

Five ceremonies over three days are taking place at the WFCU Centre from Monday to Wednesday to accommodate a record number of graduates earning credentials in health, sciences, business, skilled trades, technology and other programs.

College officials said the growth reflects increasing interest in applied learning and job-ready training, with many students entering the workforce immediately or continuing their education in related fields.

“Convocation is truly a celebration for everyone in attendance: students, their family and friends who are with us as guests, and all of the college’s faculty and staff who are on the stage and in the audience,” said St. Clair president Michael Silvaggi.

“It is the culmination – the successful culmination – of several years of very hard work, and a major step toward the achievement of lifelong career dreams and fulfillment.

“And it’s obviously my favourite duty as the president, to send the students off into the world, now as our newest graduates.”



St. Clair College graduating students await their turn on the stage on Monday, June 2, 2025, during one of five spring convocation ceremonies at the WFCU Centre in Windsor. PHOTO BY DAN JANISSE /Windsor Star

The Zekelman School of Business and Information Technology will have the largest group of graduates, according to college officials.

Some of St. Clair College's recently minted Alumni of Distinction, as well as past honourees carry on the tradition of giving a convocation address at each session.

Among those is the president and CEO of Movati Athletic, Chuck Kelly, and professional wrestler Bhupinder Singh.

A total of 143 graduates have been honoured with the title of Alumni of Distinction since its inception in 1992.

"The College will have more than 150,000 alumni who proudly wear the green and gold and strive to make a positive impact in our community — and around the world," the school said in a news release.



'My favourite duty as the president.' St. Clair College president Michael Silvaggi speaks on Monday during one of five spring convocation ceremonies this week at the WFCU Centre in Windsor.

Brock University and St. Clair College launch fast-track to Sport Management degree

BROCK UNIVERSITY - TUESDAY, JUNE 03, 2025



Brock University and St. Clair College have launched a new transfer pathway for students interested in pursuing a Bachelor of Sport Management. Pictured are Brock Sport Management students Eva Violin and Brock Wedsworth.

Students looking to kick their sport industry career into high gear now have a new path to programming at Brock University.

[Brock University](#) and [St. Clair College](#) have formalized a transfer pathway to enhance program options for students interested in pursuing a [Bachelor of Sport Management](#) (BSM) degree.

The articulation agreement delivers a seamless roadmap from St. Clair's [Sport and Recreation Management](#) advanced diploma program to Brock's BSM program. Eligible students will receive eight transfer credits, reducing time to degree completion and offering cost savings.

By building on their existing education, students can accelerate their entry into the sport management industry, pursuing careers in areas such as operations, recruitment, athlete performance analysis, marketing, communications and event planning. They will also unlock Brock's robust alumni network, accessing a wealth of mentorship, professional development and career opportunities.

“This new pathway will connect transfer students with the industry and classroom expertise that has helped Brock graduates find success in all areas of sport,” says Curtis Fogel, Professor and Chair of the University’s Department of Sport Management.

“Harnessing their knowledge from both St. Clair and Brock, students will develop the skills necessary to not only enter but also thrive in this competitive field upon graduation.”

Kevin Corriveau, Co-ordinator and Professor in St. Clair’s Sport and Recreation Management program, says students will reap the benefits of studying at both dynamic institutions.

“This transfer agreement creates a valuable partnership for our graduates from St. Clair College with an established leader in the field of sport management,” he says. “It will provide our students the opportunity to continue their educational and practical journey in the field of sport and recreation management, allowing them to grow their skill set and position them for careers in the industry.”

The initiative supports Brock’s broader commitment to student mobility and academic accessibility.

“Brock is excited to open yet another door to success, equipping transfer students with tools to meet the evolving needs of the sport industry,” says Assistant Professor of Sport Management Michael Van Bussel, who, as a member of the University’s Sport Management Undergraduate Committee, establishes pathways into the program.

“Through this partnership with St. Clair College, we are creating a path forward for the next generation of leaders in the field.”

Transfer students contribute valuable perspectives to the academic environment, enriching classroom experiences for both peers and faculty, he says.



(Photo of Brock Sport Management students Eva Violin and Brock Wedsworth courtesy of Brock University and St. Clair College)

St. Clair College and Brock U sign agreement to open doors for sport management students

WINDSOR NEWS TODAY.CA - JUNE 5, 2025

Students at St. Clair College who want to start a career in sports management can now get a degree from Brock University more easily.

St. Clair College and Brock University formalized an agreement to facilitate the transfer of students interested in pursuing a Bachelor of Sport Management degree.

Eligible students will receive eight transfer credits, reducing the amount of time it takes to earn a degree.

"This new pathway will connect transfer students with the industry and classroom expertise that has helped Brock graduates find success in all areas of sport," said Chair of Brock's sport management department, Professor Curtis Fogel. "Harnessing their knowledge from both St. Clair and Brock, students will develop the skills necessary to not only enter but thrive in this competitive field upon graduation."

Students can pursue careers in operations, recruitment, athlete performance analysis, marketing, communications, and event planning.

Most St. Clair park work to be done by year end: report

Most work on a multi-purpose park on Chatham's Bear Line Road is expected to be completed by year's end, municipal staff say.

Chatham Daily News - Jun 05, 2025



A multipurpose park on Bear Line Road in Chatham is expected to have the bulk of the work completed by the end of the year. (Supplied)

Most work on a multi-purpose park on Chatham's Bear Line Road is expected to be completed by year's end, municipal staff say.

In 2023, council approved donating 19 1/2 acres (nearly eight hectares) of land from St. Clair College to allow the municipality to develop a regional park.

A detailed design and procurement package is being completed for Phase 2 of park development, according to an information report going to council Monday.

This will include building:

- 10 pickleball courts with lights
- Two sport courts with lights (designed for three-on-three basketball courts)
- Washroom facility
- Maintenance building
- Accessible trails (on the front half of the property)
- Park amenities (landscaping, benches, bike racks, etc.)

A procurement package will be released with work expected to start in late summer and main construction completed by the end of 2025.

"Work may be required in early 2026 to finish some aspects of Phase 2 and to ensure all components are commissioned appropriately," the report added.

"Administration is working with the Lower Thames Valley Conservation Authority to install trees throughout the park to provide shelter from the wind and shade for patrons and it is expected to be completed in 2025."

The third and expected final phase of the project will include construction of a cricket pitch, soccer/rugby field, fencing, bleachers, field lights, another washroom facility and trails for the rest of the park.

Capital funding of \$1.5 million in 2026 and \$500,000 in 2027 has been allocated to the park.

Municipal staff will seek grants and amenity sponsorships to help offset development costs, the report said.

No indoor multi-use soccer facility was considered during the design, since this area of the park was intended as an outdoor field area, the report said.

“The civil design would need to be changed, along with the overall design of the park, to ensure proper access to a new facility to meet fire access and other requirements,” it said.

“The current park design does not meet the requirements of this additional facility on site. The opportunity for an indoor multi-use soccer facility may exist if some of the Phase 3 facilities are moved to potentially other sites,” the report added.

“Administration is currently conducting the parks and recreation master plan update, and this will provide direction on these types of facilities.”

St. Clair College and Brock University launch fast-track options for Sport Management program

AM800 CKLW - June 7, 2025



St. Clair College sign. AM800 File Photo

St. Clair College and Brock University have entered into a transfer agreement to fast-track the Sport Management degree.

Brock and St. Clair have formalized a transfer pathway to enhance program options for students interested in pursuing a Bachelor of Sport Management (BSM) degree. This agreement now offers a seamless roadmap from the Sport and Recreation Management program at the college to the diploma program at Brock.

Eligible students will receive eight transfer credits - reducing time to degree completion and offering cost savings.

Students can accelerate their entry into the sport management industry, pursuing careers in areas such as operations, recruitment, athlete performance analysis, marketing, communications and event planning.

The initiative also supports Brock's broader commitment to student mobility and academic accessibility.



Previous graduate of St. Clair College. (Photo supplied by St. Clair College)

St. Clair set to honour Chatham students

CKNX NEWS TODAY - JUNE 8, 2025

Around 400 students at St. Clair College's Chatham Campus are set to receive their degrees and diplomas.

The post-secondary school is holding two convocation sessions on Monday.

The first ceremony is being held for students from the School of Academic Studies and the Anishinabek Educational Institute, while the second is for students from the School of Health Sciences and the School of Nursing.

Once all convocations are finished this spring, St. Clair will officially surpass 150,000 alumni.

"From graduate number one in 1968 to graduate number 150,000 in 2025, all St. Clair College graduates have a set of traits in common: their diplomas, certificates and degrees signify that they have absorbed the most thorough knowledge available in their academic disciplines and acquired the most state-of-the-art, hands-on skills associated with the technology and techniques in their chosen professions," said Michael Silvaggi, president of St. Clair College.

Each ceremony will be livestreamed on the school's [website](#).

Kingsville Library Displays Art by Beverlee Williams in June

June 11, 2025 – Kingsville Times

Beverlee Williams is a self-taught Canadian artist originally from Leamington, Ontario. With a foundational education in Architectural Drawing and Landscape Design from St. Clair College, she has further refined her artistic practice through specialized workshops in watercolour and acrylic painting at the Haliburton School of Art and Design and other institutions.

Throughout her career, Williams has actively contributed to vibrant art communities across Canada, including Brantford, Waterloo, Amherstburg and Kelowna B.C. She has participated in juried exhibitions, volunteered in gallery spaces, and completed commissioned murals for hospitals and private clients.

Her work has been featured in prominent events such as the Lake Country Art Walk and is held in private collections across North America and internationally.

Renowned for her passion for Trompe l’oeil mural techniques and her exploration of innovative painting methods, Williams has also engaged in arts education and community outreach, leading fundraisers and teaching art classes.

In 2024, she returned to her roots in Kingsville, Ontario, where she continues to create, exhibit, and share her enduring love of painting.



St. Clair College Main Campus, Windsor, May 20, 2024. Photo by Mark Brown/WindsorNewsToday.ca.

St. Clair College, U of W receive provincial grants to help reduce learner barriers

WINDSOR NEWSTODAY.CA - JUNE 11, 2025

Windsor-Essex's premier postsecondary institutions are receiving research funding to help students access an education.

St. Clair College and the University of Windsor have each been named among the recipients of grants from the Ontario Council on Articulation and Transfer (ONCAT).

ONCAT awarded \$2.04-million for 29 institutional grants for the period between April 1, 2024, and March 31 of this year. ONCAT is funded by the provincial government.

"ONCAT's funding for institutional projects will reduce barriers and smooth transitions for learners," said ONCAT President and CEO Dr. Adrienne Galway. "We prioritize innovative initiatives with the potential to scale or be adopted across institutions, that help learners successfully navigate their academic journey and receive appropriate recognition for previous academic and work experience. Our mission is to ensure that learners complete their postsecondary credentials and transition successfully into the workforce."

St. Clair College is the lead institution for an ONCAT capacity grant aimed at enhancing program delivery and accessibility.

David Potocek with St. Clair College's Research and Innovation Department, says the grant will help reduce barriers to credit transfers within the Community and Justice Services program.

"This project aims to help increase enrollment and retention rates and is also a fantastic opportunity for our faculty and students to contribute to curriculum innovation while shaping more accessible, modular program options," said Potocek.

U of W is partnering with York University for a similar project, with Queen's University being the lead institution. This one will explore pathways for engineering technology and engineering programs.

"By sharing capacity-building resources across the sector, the project will increase student access to in-demand labour market sectors across Ontario," read a release from ONCAT.

Complete information on all 29 projects can be found on [ONCAT's official website](#).

Local student wins scholarship to preserve Windsor's Mackenzie Hall

CTV News - June 11, 2025



Sandy MacDonald (left) and David Piper-Clark seen in Windsor, Ont. on June 11, 2025.

Windsor is coming together to preserve Mackenzie Hall in Sandwich Town.

David Piper-Clark, a St. Clair College horticultural student, has been named the landscape steward for the building, which was built in 1855 by Alexander Mackenzie.

Piper-Clark was given a \$5,000 scholarship by the Windsor Port Authority and The Friends of the Court for Mackenzie Hall. In his role, he will work with city staff to take care of the landscaping.

“Our storied Mackenzie Hall in historic Sandwich Town is one of our community’s true gems,” said Mayor Drew Dilkens.

“It has been wonderful to see this initiative build on solid partnerships between the city and various community partners; and to watch the spin-off impacts of this work in the neighbourhood.”

Dilkens continued, adding the landscaping will help improve the space, which is key in Windsor’s history.

The horticulture scholarship started in 2016 as a need for more attention to the property was needed.

“Mackenzie Hall’s unique historical and locational positioning makes for a great opportunity for a student to practice and hone their landscape maintenance skills,” said Sandy MacDonald, professor of horticulture at St. Clair College.

“We always seek a student who is diligent and keen, with a great work ethic. Our consideration is also toward someone who can work independently and troubleshoot small issues as they occur; someone whose friendly personality means that he can communicate well with the public and individuals involved with this project.”

MacDonald said Piper-Clark exhibits all these characteristics and is positively considered within the department.



David Piper-Clark, in safety vest, and City of Windsor Horticulture Supervisor Mike Murphy at Mary Bibb Park, June 11, 2025. Photo by Mark Brown/WindsorNewsToday.ca.

Windsor continues Mackenzie Hall beautification partnership

WINDSOR NEWSTODAY.CA - JUNE 11, 2025

A long-standing partnership will ensure that one of Windsor's oldest surviving landmarks will continue looking its best on the outside.

The City of Windsor, St. Clair College, and the Port of Windsor held a media event on Wednesday morning at Mary Bibb Park in Olde Sandwich Town, to announce their continued commitment to beautifying the landscape there and at adjacent Mackenzie Hall.

Ward 3 Councillor Renaldo Agostino said the partnership dates back to 2016 when The Friends of the Court approached the City with concerns about the shape of the property. At that time, ivy was overgrowing, and Virginia creeper vines were encroaching on flowers and trees.

"The discussion resulted in a collaborative and a multi-stakeholder approach to not only improve the grounds at historic Mackenzie Hall, but to create an avenue to engage students, and create an environment so that the partnership would benefit all parties involved," said Agostino.

St. Clair College horticulture student David Piper-Clark is the recipient of a \$5,000 scholarship made possible by the sponsorship of the Port of Windsor. He will work with the City's horticulture staff to maintain the Mackenzie Hall gardens this summer.

Members of the Canadian Union of Public Employees (CUPE) Local 82 have also joined with the City's Parks and Horticulture Department on the maintenance of the gardens.

The restored Mackenzie Hall was built in 1855 by future Canadian Prime Minister Alexander Mackenzie and had previously been used as a courthouse. The City of Windsor purchased the property in the early 1980s and it is now a cultural centre.

St. Clair college student selected as landscape steward of Mackenzie Hall

AM800 CKLW - June 12, 2025



St. Clair College professor Sandy MacDonald (left) and David Piper-Clark tend to some flowers inside Mary E. Bibb Park next to Mackenzie Hall in Windsor. June 11, 2025.(Photo: Rusty Thomson)

A St. Clair College student will be getting some hands-on work experience while also making sure the landscape outside a Sandwich Town landmark remains pristine.

St. Clair College horticultural student David Piper-Clark, 38, is the latest landscape steward of Windsor's Mackenzie Hall, a building constructed in 1855 by Alexander Mackenzie, Canada's second prime minister.

Piper-Clark is the recipient of a \$5,000 scholarship provided by the Windsor Port Authority in partnership with The Friends of the Court for Mackenzie Hall.

He will work alongside city staff to maintain the landscaping around the property, including Mary Bibb Park.

St. Clair College horticultural student David Piper-Clark says it's a big deal to get this opportunity. "I'm excited. I didn't think I'd getting the opportunity, and I did. My dad is happy about it. He also worked for the city as well," he says.

St. Clair College professor of horticulture Sandy MacDonald says they always try to put a student into this position who will do a great job.

"It's a great experience too. It's a great experience with working with the city and the college," he says. "It's a great location, beautiful historical building, what a great opportunity and something to get on that resume for sure."



Mary E. Bibb Park located next to Mackenzie Hall along Sandwich Street in Windsor. June 11, 2025.(Photo: Rusty Thomson)

The horticulture scholarship began in 2016 when The Friends of the Court indicated a need for more attention to the aging property; ivy was encroaching and overwhelming the building, and Virginia creeper was smothering bushes and trees.

The issues were brought under control using existing city resources and the addition of a horticulture student.

MacDonald says this position provides the student a lot of independence.

"I guess the responsibility of it as well to decide what to do in a particular day to get that work done. so I think in many ways, it's a little bit more of a challenge because it's on the student themselves to carry on activities very independently. That's such a great opportunity for someone to learn from as well," he says.

The project is a partnership between the City of Windsor Parks and Horticulture departments, Canadian Union of Public Employees (CUPE) Local 82, St. Clair College Horticulture Program, The Friends of the Court, and Windsor Port Authority.

Mackenzie Hall is located at 3277 Sandwich St. W. near Brock Street.

Partnership Continues To Keep Mackenzie Hall Grounds Looking Good

[windsoriteDOTca News Staff](#) - Wednesday June 11th, 2025,



A partnership to showcase and preserve the City of Windsor’s Mackenzie Hall in Sandwich Town is underway again this year.

St. Clair College horticultural student David Piper-Clark will be the latest landscape steward of the historic Mackenzie Hall. Piper-Clark is the recipient of a \$5,000 scholarship provided this year by the Windsor Port Authority in partnership with The Friends of the Court for Mackenzie Hall.

He will work alongside City staff to ensure the landscaping around the property is befitting of the treasured landmark.

The horticulture scholarship began in 2016 when The Friends of the Court indicated a need for more attention to the aging property; ivy was encroaching and overwhelming the building, and Virginia creeper was smothering bushes and trees. Between existing City resources and the addition of the horticulture student, the issues were brought under control, and the area has never looked better.

Funding Supporting Program Improvements At St. Clair College

CKXS FM – Chatham - June 12, 2025



Thames Campus, St Clair College. Photo credit: Robyn Brady.

St. Clair College is working to improve program delivery to support postsecondary students thanks to provincial funding.

The Ontario Council on Articulation and Transfer (ONCAT) has awarded funding to 29 institutional projects including the program at St. Clair College that aims to “enhance learner mobility.”

By making courses more modular, standardizing assessments, developing bridging resources, and leveraging online platforms, the project creates flexible pathways that support student success.

“This project aims to help increase enrollment and retention rates and is also a fantastic opportunity for our faculty and students to contribute to curriculum innovation while shaping more accessible, modular program options,” said David Potocek, a project research manager at St. Clair College.

From April 1, 2024, to March 31, 2025, ONCAT provided \$2.04 million to several public colleges, universities, and Indigenous Institutes across the province.

St. Clair College student to tend historic Windsor property through landscaping scholarship

Windsor Star - Jun 12, 2025



St. Clair College landscape horticulture professor Sandy MacDonald, left, is shown with his student David Piper-Clarke at the Mary E. Bibb Park in Windsor on Wednesday, June 11, 2025. Piper-Clarke was chosen to be part of the city's Mackenzie Hall landscape beautification effort. PHOTO BY DAN JANISSE /Windsor Star

A St. Clair College student's love of gardening will soon be on display at a historic Windsor property.

David Piper-Clark, a 38-year-old landscape and horticulture student, is the recipient of a \$5,000 scholarship to maintain green space around Mackenzie Hall.

Piper-Clark, who told reporters he finds gardening relaxing, will work with and learn from city staff at the west-end heritage gem.

"It's a big deal. I'm excited. I didn't think I would get the opportunity, and I did," said Piper-Clark during a media event at Mary E. Bibb Park on Wednesday.

"I've definitely found my calling. I love it very much. That's why I took the course. I love gardening."

Sandy MacDonald, professor in St. Clair College's landscape and horticulture program, said faculty are "proud" to have Piper-Clark take on the position now in its ninth year of existence.

"We always try to put a student out here that we know would do a great job, and will take this on as their own home garden, in a way," MacDonald said.



St. Clair College landscape horticulture student David Piper-Clarke speaks to reporters at the Mary E. Bibb Park in Windsor on Wednesday, June 11, 2025. Piper-Clarke was chosen to be part of the city's Mackenzie Hall landscape beautification effort.

The scholarship is provided this year by the Windsor Port Authority in partnership with the Friends of the Court, a volunteer organization dedicated to the ongoing preservation and promotion of Mackenzie Hall.

"Sandwich Town is important to us," said Steve Salmons, president and CEO of the Windsor Port Authority.

"We chose to be in Sandwich because of the historic nature of it, because of the point of trade where it all began, in this region between here and what is now the United States."

The scholarship began in 2016 when the Friends of the Court indicated a need for more attention to the aging property, which had ivy encroaching on the building and Virginia creeper smothering bushes and trees.

Mackenzie Hall was constructed in 1855 by Alexander Mackenzie, Canada's second prime minister.

"Today is a celebration of what we can achieve when we work together, and a reminder that the best solutions are built through shared purpose and collective action," said Michael Chantler, the city's commissioner of community services.

Ward 3 Coun. Renaldo Agostino attended Wednesday's event on behalf of city council and said he and his colleagues are "extremely excited" about the partnership with St. Clair College.

"I know first-hand the positive spin-off impacts of neighbourhood beautification efforts, and how small drops become big waves to change how we perceive, experience, and enjoy the community around us," Agostino said.

Windsor-Essex video game studio hopes to have a hit with Runeborn

A 'roguelike deck-building game,' Runeborn will be released on Steam on July 15

CBC News · Posted: Jun 17, 2025



Jacob Duhaime, CEO of iDream Interactive — a video game studio based in Windsor-Essex — shows gameplay of Runeborn, the studio's newest release. (Dalson Chen/CBC)

You are the Runeborn! A hero who must arrange a book of powerful magic runes to ward off hordes of monsters set loose by the evil Malakar.

That's the premise of the newest release by iDream Interactive — an independent video game studio based in Windsor-Essex.

They're hoping their passion project will find a following in the crowded and highly competitive gaming market.

"You have to design a game that's, first of all, really fun and engaging," says CEO Jacob Duhaime.



Promotional art for the video game Runeborn, released by iDream Interactive. (iDream Interactive)

Described as a "rogue-like deck-building game" with a dark fantasy setting, [Runeborn](#) will be officially released on the Steam platform on July 15. A demo version is currently available for free.

Duhaime says he founded iDream Interactive in the mid-2000s, and the company has had other releases — most notably the casino-style game Slot Universe in 2013.



A screenshot of gameplay from Runeborn, by Windsor-Essex video game studio iDream Interactive. (iDream Interactive)

Slot machine mechanics are actually at the core of Runeborn, but the game play is enhanced with strategic decision-making, "trinket" power-ups, and boss battles.

Local illustrator Jonathan Rector was hired to create the game's original artwork and enemies, such as Bib, Lord of Shame; Naxis, Devourer of Hope; and Ghorlock, Warden of Disgust.

"They're actually designed off emotions," explains Duhaime, who's a graduate of St. Clair College's digital animation program.

"We kind of let Jonathan have free reign."

Duhaime says avoiding AI art and going with an actual illustrator was a conscious decision by the studio. "A.I. art — it's hit or miss, right? For us, we needed a consistent look and feel for the game."



In-game art of a boss enemy from Runeborn. (iDream Interactive)

WEtech Alliance has helped iDream Interactive with business coaching through its ScaleUP Accelerator program. The non-profit group is also hosting the launch party for Runeborn at WindsorEats on July 8.

Adam Castle, WEtech Alliance's director of venture services and partnerships, believes in Runeborn.



A screenshot of gameplay from Runeborn, by Windsor-Essex video game studio iDream Interactive.

"It's colourful, it's vibrant. It's really deep in terms of mechanics," said Castle. "It looks really simple, but there's a depth that keeps people coming back... There's a lot to love there."

But making a hit as a boutique studio in the wide world of video games won't be easy. The number of new games released on Steam annually has grown exponentially over the past decade.

In 2024, Steam broke all previous records with a total of 18,759 new video games released that year.

Jennifer Whitson, an associate professor with the University of Waterloo who researches the software industry, warns standing out in the crowd is difficult for games without major corporate marketing.

"It's extremely tough to find visibility and success (in the industry)," Whitson explained. "A lot of it is just due to serendipity and being in the right place at the right time."



Jennifer Whitson, software industry researcher and an associate professor with the University of Waterloo's Stratford School of Interaction Design and Business. (CBC News)

Even the biggest video game companies need luck to make a hit in such a saturated market. Whitson notes, despite data firms estimating the industry's total revenue last year at just under \$178 billion, 2024 was considered financially sluggish for the industry and there have been large-scale layoffs.

But Whitson is also aware of a growing grassroots movement: Game development platforms like Unity and Unreal Engine are now so accessible that small teams can come up with sophisticated projects. Some major success stories in video games have been the result of dedicated people with bedroom PCs.

"The tools to make games have been democratized," Whitson said.

"People can create games as hobbies, with very little initial outlay except for their time."



Concept art of a Runeborn boss enemy. (iDream Interactive)

Runeborn was heavily influenced by the success of Balatro — a "rogue-like deck-building game" with a poker theme.

Balatro was created by a lone Saskatoon software developer only known by his screen name LocalThunk. Despite such humble roots, the game has proven to be so addictive that it surpassed five million downloads in its first year of release.



Jacob Duhaime, CEO of iDream Interactive, at his home office with screens showing the company's new game Runeborn. (Dalson Chen/CBC)

Duhaime is hopeful Runeborn can catch a similar wave — built on word of mouth, social media, and the attention of influential video game streamers.

"You know, we have players that have played well over 600 hours just on the free demo," Duhaime says. "We're on over 7,000 wish lists already, and we're excited to get people's eyes on this."

Whitson doesn't dismiss the possibility. "You never know — lightning may strike twice," she muses.



ST. CLAIR
COLLEGE

St. Clair College Alumni Association Update

Presentation
Board of Governors
[06-24-2025]



ST. CLAIR COLLEGE ALUMNI ASSOCIATION

BOARD OF DIRECTORS 2024-2025



**Belinda
Bulhoes**
President



**Lori
Kempe**
Executive VP



**Adam
Ibrahim**
VP Finance



**John
Feldman**
Director



**Eddie
Azar**
Director



**Adam
Hoang**
Director



**Billy
Panagiotopoulos**
Director



**Fernando
Brunone**
Director



**Sara
LaBlance**
Director



**Ryan
Peebles**
Ex-Officio



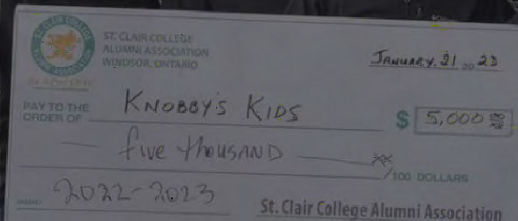
**John
Fairley**
Ex-Officio



**President
Michael Silvaggi**
Ex-Officio



St. Clair College Alumni Community Outreach



St. Clair College Alumni Community Outreach

Community Sponsorships

Knobby's Kids, Fight Like Mason Foundation, Play for a Cure, Fantastic Fathers, and more!

College Partnered Sponsorships

Windsor International Film Festival, Art in the Park, Canadian Mental Health Association, Maple Leaf Pro Wrestling, Student Residence Courtyard, SRC and TSI Christmas Toy Drives, and more!

\$250,000+
to
Community
Initiatives

\$50,000+
to
Student Life

\$250,000+
to
College
Support

ALUMNI OF DISTINCTION 2025



Chuck Kelly
1991



Sheri Lynn Koscielski
1986



Walter LaPlante
2009



Dino Miceli
1992



Paula Reaume – Zimmer
1994



Adelina Sisti-DeBlasis
2011



St. Clair College Alumni Perks App

- **Launch Date:** September 1st, 2024
- **Active Members:** 6,201
- **Vendors:** 77
- **Contests Conducted:** 185



Full Board Minutes: June 24, 2025

ARE YOU INTERESTED IN BECOMING A PERKS PARTNER?

THE ST. CLAIR COLLEGE ALUMNI ASSOCIATION IS LOOKING FOR BUSINESS TO OFFER EXCLUSIVE PERKS ON THEIR "ALUMNI PERKS" APP

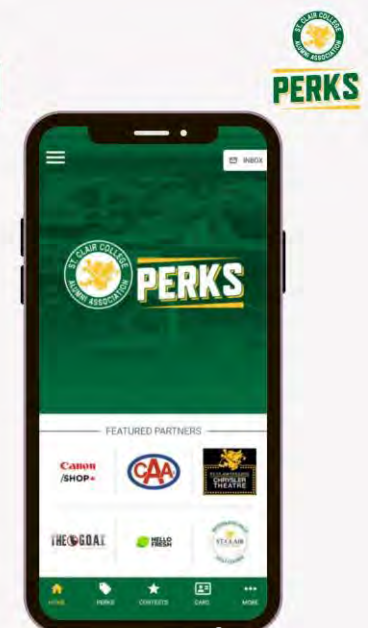
BENEFITS OF BEING A PERKS PARTNER:

- IT'S FREE
- GAIN NEW CLIENTS/CUSTOMERS
- SOCIAL MEDIA EXPOSURE
- EXPAND YOUR BUSINESS

WANT TO JOIN?

Visit stclaircollege.ca/alumni/perks and fill out the Merchant Onboarding document and Alumni Perks Merchant Agreement.

Send your Onboarding and Agreement to alumni@stclaircollege.ca



Item #7.1 — 6 of 10

List of Alumni Days

- Alumni Days at Adventure Bay
- Alumni Movie Nights at the Chrysler Theatre
- Windsor Premier Cruises
- Revs Bowling Alumni Day
- Alumni Varsity Night
- Detroit Red Wings Alumni Night
- Windsor Spitfires Alumni Night & Suite Nights
- Woodland Hills Alumni Day
- Alumni Day at Colasanti's Tropical Gardens
- Detroit Tigers Alumni Day
- Alumni Day at Cedar Point
- Alumni Day at Pelee Island Winery

ALUMNI DAYS



TOTAL ATTENDANCE - **10,000**

St. Clair College Alumni Scholarships

2024-2025 Scholarship Program

- Scholarships Awarded: 1,150
- Value of scholarships awarded: \$1,245,850

Alumni Scholarships

- Alumni Association Scholarship (Endowment)
16 recipients @ \$1,000 each.
- Alumni 1967 Scholarship (Annual)
20 recipients @ \$500 each.

Alumni Scholarship Donations

- Donated \$25,000 to the Alumni Association Endowment.
- Donated \$10,000 to the Annual Alumni Scholarships.

Full Board Minutes: June 24, 2025



St. Clair College Convocation

- Sixteen Sessions for Convocation in Spring 2024, Fall 2024 and Winter 2025.
- 9,000 + new Alumni.



OVER | 150,000 | STRONG

Full Board Minutes: June 24, 2025



Item #7.1 9 of 10

Thank you!



OVER | 150,000 | STRONG

Full Board Minutes: June 24, 2025



Item #7.1

10 of 10



ST. CLAIR COLLEGE
FOUNDATION

ANNUAL UPDATE

2024 - 2025



ST. CLAIR COLLEGE
FOUNDATION

EGIDIO SOVRAN
President
St. Clair College Foundation

FOUNDATION BOARD OF DIRECTORS



Egidio Sovran
President



Alex Toldo
Vice-President



Jean Piccinato
Secretary/Treasurer



Kristin Kennedy
Director



Sue Taylor
Director



Adam Ibrahim
Director



Marc Jones
SCC CFO



Michael Silvaggi
SCC President



John Fairley
Executive Director



ST. CLAIR COLLEGE
FOUNDATION



4,099

COMPLETED STUDENT
APPLICATIONS



ST. CLAIR COLLEGE FOUNDATION SCHOLARSHIPS

1151

SCHOLARSHIPS
AWARDED

\$1,245,850

TOTAL VALUE
OF SCHOLARSHIPS

\$1082.40

AVERAGE
SCHOLARSHIP



ST. CLAIR COLLEGE FOUNDATION

ACADEMIC EXCELLENCE SCHOLARSHIP

4477

SCHOLARSHIPS
AWARDED

\$2,702,750

TOTAL VALUE
OF SCHOLARSHIPS



ST. CLAIR COLLEGE FOUNDATION SCHOLARSHIPS

1151

SCHOLARSHIPS
AWARDED

\$1,245,850

TOTAL VALUE
OF SCHOLARSHIPS

\$1082.40

AVERAGE
SCHOLARSHIP

ACADEMIC EXCELLENCE SCHOLARSHIP

4477

SCHOLARSHIPS
AWARDED

\$2,702,750

TOTAL VALUE
OF SCHOLARSHIPS



NEW SCHOLARSHIP FUNDS

NEW ANNUAL SCHOLARSHIP FUNDS

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

NEW ENDOWMENT SCHOLARSHIP FUNDS

- Fedela Mastronardi Memorial Scholarship





ST. CLAIR COLLEGE
FOUNDATION

\$26,016,220

TOTAL PORTFOLIO AS OF
MARCH 31, 2025





ST. CLAIR COLLEGE
FOUNDATION

QUESTIONS?