

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

MINUTES OF THE

FULL BOARD MEETING of the BOARD OF GOVERNORS

Held on March 31, 2026, at 6:38 p.m. in the President's Board Room #A3315E,
Windsor Campus.

Present:

Ms. R. Anguiano Hurst
Mr. A. Barron
Mr. K. Corriveau
Ms. P. Corro-Battagello
Mr. G. Fenn, virtually
Mr. C. Hotham, **Vice Chair**, virtually
Mr. A. Paniccia, virtually
Mr. J. Parent
Ms. K. Ramsay
Mr. G. Rossi, **Chair**
Mr. M. Silvaggi, **President**
Mr. A. Teshuba, virtually
Mr. A. Weiler
Ms. G. Wrye

Regrets:

Ms. A. Jurak
Ms. J. Piccinato, **Past Chair**
Ms. J. Yee

Also Present:

Ms. K. Adams – Board Secretary
Mr. J. Fairley – Senior Vice President, Communications, Advancement & External Affairs
Mr. R. Garton – Manager, Communications & Public Relations (Observer)
Mr. M. Jones – Senior Vice President, Finance, Administration & Chief Financial Officer
Ms. J. Lehoux – Executive Director, President's Office & Corporate Secretary
Mr. R. Nicoletti – Senior Vice President, International Relations & Student Services
Mr. J. Sirianni – Senior Vice President, Human Resources & Facilities Services

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. G. Rossi chaired the meeting and Ms. Adams was the recording Secretary.

1.0 **Adoption of the Agenda and Declaration of Conflict of Interest**

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

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

2.0 **Approval of the Minutes of the Full Board meeting held on Tuesday, February 24, 2026 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 February 24, 2026 meeting.

3.0 **Constituent Reports**

There were no Constituent Reports presented at this meeting.

4.0 **President's Report**

The Board Chair called upon 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, highlighting ongoing advocacy efforts at both the federal and provincial levels. Key updates included:

- Participation in federal advocacy meetings in Ottawa, including Ontario caucus briefings and discussions with federal agencies.
- Engagement related to post-secondary priorities, including access to education and OSAP.
- An administrative update advising that the Board will be transitioning from the Aprio platform to Microsoft Teams, noting both usability improvements and cost savings.
- Highlights from the Ontario Provincial Budget, including multi-year investments in the college sector, competitive funding opportunities for government priority programs, increased support for small, northern, rural and French language colleges, and implications of proposed changes to the Financial Administration Act.
- Confirmation that no immediate changes to OSAP policy have been announced, and that sector advocacy efforts will remain ongoing.

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

5.0 Consent Agenda

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

- 5.1 President's Community Engagement Report
- 5.2 Support the Success of the Communities We Serve – Build Long-Term Domestic Student Recruitment by Providing Middle School and High School Students With Experiential Opportunities at St. Clair's Campuses
- 5.3 Strengthen Talent Development and Accountability Performance – Foster an Organizational Culture and Environment that Promotes Employee Retention and Professional Development at all Stages of Career Development
- 5.4 Strengthen Talent Development and Accountability Performance – Refresh the College's Approach to Accountability Through Performance Evaluation and Management
- 5.5 Strengthen Talent Development and Accountability Performance – Expand Recruitment Efforts to Grow Domestic Enrolment and Continue to be an Attractive Destination for International Students

RESOLVED THAT the Board of Governors receive and approve the contents of the March 31, 2026 Consent Agenda, as presented.

6.0 Information Items

6.1 Audit and Finance Committee Report

The Board Chair called upon Mr. Garnet Fenn, Chair of the Audit and Finance Committee for this item. Mr. Fenn provided a verbal report, highlighting the following:

- The Committee received a presentation from KPMG outlining the 2025-2026 external audit plan, including the proposed audit scope, materiality thresholds, timelines and identified risk areas. It was noted that, consistent with sector conditions and the College's current financial position, "going concern" considerations will be a key area of focus. The Committee reviewed the audit approach and was satisfied that the plan appropriately addresses identified risks and regulatory requirements.
- The Committee also reviewed and discussed the 2026-2027 Business Plan and Budget, including the key assumptions, projected operating deficit in the range of \$5–6 million, and the financial risks facing the College. Committee members acknowledged the challenging external environment and the impact of declining international enrolment, while noting the significant improvement from earlier deficit projections.

- The Committee emphasized the importance of continued oversight and long-term financial planning, and encouraged Administration to remain focused on strategies to move the College toward a balanced budget over time, recognizing that this will require sustained effort over multiple fiscal years.
- Following discussion, the Committee recommended that the 2026-2027 Business Plan and Budget be brought forward to the Board for approval.

RESOLVED THAT the Board of Governors receive the Audit and Finance Committee verbal report for information.

7.0 Approval Items

7.1 2026-2027 Business Plan and Budget

The Board Chair called upon Mr. Marc Jones to speak to this item. M. Jones presented the 2026-2027 Business Plan and Budget, as included in the agenda package. Mr. Jones provided a summary, noting that the proposed operating budget reflects a projected operating deficit of \$5.5 million, representing a significant improvement from earlier planning scenarios and the College's 2025-2026 mid-year projected deficit.

M. Jones noted that the Audit and Finance Committee reviewed the Business Plan and Budget at its March 13, 2026 meeting and recommended approval to the Board. Administration summarized the key assumptions underpinning the budget, including:

- Continued uncertainty in international student enrolment;
- Adjustments under the updated provincial funding model;
- Approved domestic tuition increases in accordance with Ministry policy; and
- Ongoing cost-containment and right-sizing measures to support long-term financial sustainability.

M. Jones also highlighted the proposed \$500,000 capital budget, to be funded from unrestricted reserves, noting that the allocation supports essential capital priorities while maintaining prudent stewardship of College resources.

RESOLVED THAT the Board of Governors approve the 2026-2027 Business Plan and Budget, including the \$500,000 capital budget funded from Unrestricted Reserves.

8.0 By-law and Policy Review

8.1 Board By-law Appendix D: Program Advisory Committees

After a brief discussion it was

RESOLVED THAT the Board of Governors approve the 2nd reading of Board By-law Appendix D: Program Advisory Committees, as presented.

9.0 Other Business

9.1 Alumni of Distinction Event

The President reminded Governors of the Alumni Distinction Event scheduled for May 8, 2026, and invited members to advise the Board Secretary if they plan to attend.

10.0 Date of the Next Meeting

The next Board meeting is scheduled for Tuesday, April 28, 2026, in Chatham, ON.

11.0 Adjournment

The Full Board meeting adjourned at 6:52 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

530TH FULL BOARD MEETING

of the

BOARD OF GOVERNORS

NOTICE OF MEETING

DATE: Tuesday, March 31, 2026

TIME: Immediately Following the In-Camera Meeting.

PLACE: President's Board Room #A3315E

NOTE: Dinner will be available for constituents at 5:00 p.m.
in the Staff Lounge.

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
FEBRUARY 24, 2026, IN WINDSOR, ON

3.0 CONSTITUENT REPORTS

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

Information Item – The President has provided a report to the Board apprising of any new developments since the last meeting, attached as Item #4.0.

5.0 CONSENT AGENDA

5.1 President's Community Engagement Report

Information Item – The President has provided a report to the Board apprising of any new community engagements since the last meeting, attached as Item #5.1.

- 5.2 Support the Success of the Communities We Serve – Build Long-term Domestic Student Recruitment by Providing Middle School and High School Students With Experiential Opportunities at St. Clair’s Campuses

Information Item – Administration has provided a report on Strategic Pillar #1 – St. Clair’s Student and Community Impact (Elevate St. Clair’s brand and reputation for community impact and student personal growth, well-being and academic success) – Total count of students attending campus tours, workshops, summer programs and hands-on learning experiences at St. Clair, attached as Item #5.2.

- 5.3 Strengthen Talent Development and Accountability Performance – Foster an Organizational Culture and Environment That Promotes Employee Retention and Professional Development at all Stages of Career Development

Information Item – Administration has provided a report on Strategic Pillar #3 – A Talented and Accountable Organization (Drive excellence by being an accountable, high-performing and sustainable College organization) – Continuation of 1% of budget allocation for staff development and engagement, attached as Item #5.3.

- 5.4 Strengthen Talent Development and Accountability Performance – Refresh the College’s Approach to Accountability Through Performance Evaluation and Management.

Information Item – Administration has provided a report on Strategic Pillar #3 – A Talented and Accountable Organization (Drive excellence by being an accountable, high-performing and sustainable College organization) Percentage of employees with documented professional development plans aligned with the College’s priorities, attached as Item #5.4.

- 5.5 Strengthen Talent Development and Accountability Performance – Expand Recruitment Efforts to Grow Domestic Enrolment and Continue to be an Attractive Destination for International Students

Information Item – Administration has provided a report on Strategic Pillar #3 – A Talented and Accountable Organization (Drive excellence by being an accountable, high-performing and sustainable College organization) – Utilization of PAL allocations within Ministry-defined timelines, attached as Item #5.5.

6.0 INFORMATION ITEM

- 6.1 Audit Committee Report

Information Item – The Chair of the Audit Committee will provide the Board with an update regarding the meeting held on Friday, March 13, 2026.

7.0 APPROVAL ITEMS

7.1 2026-2027 Business Plan and Budget

Approval Item – Administration will present the 2026-2027 Budget to the Board for approval, attached as Item #7.1.

8.0 BY-LAW AND POLICY REVIEW

8.1 Board By-Law Appendix D: Program Advisory Committees

Approval Item – The Board will review Appendix D: Program Advisory Committees, included in the Board of Governors Operating By-Laws, for 2nd reading, attached as Item #8.1.

9.0 OTHER BUSINESS

10.0 DATE OF THE NEXT MEETING

10.1 The next meeting is scheduled for Tuesday, April 28, 2026, at the Chatham Campus.

11.0 ADJOURNMENT

PRESIDENT'S REPORT

Meeting of the Board of Governors
Tuesday, March 31, 2026

1. Federal Hill Day

On March 11–12, 2026, President Silvaggi participated in Colleges Ontario's Federal Hill Day in Ottawa, an important engagement designed to strengthen the college sector's relationship with federal policymakers and position Ontario's public colleges as key delivery partners in Canada's economic agenda.

Although the planning process for Hill Day was highly dynamic, the finalized agenda included targeted meetings with federal officials, a dedicated Ontario Caucus briefing session, and a working lunch with federal economic development agencies. President Silvaggi joined college presidents from across the province in representing the sector and advancing the unique needs and strengths of Ontario's regions.

- **Ontario Caucus Briefing (March 11, 2026 at 8:30 a.m.):** President Silvaggi participated in the Ontario Caucus briefing, where members of Parliament were presented with a coordinated, evidence-based case for the central role of Ontario's colleges and polytechnics in delivering Canada's workforce, economic and industrial priorities.

The presentation emphasized that workforce shortages now represent a significant national economic risk and that federal investments in housing, infrastructure, defence, energy, transportation and critical minerals can only succeed if Canada has the skilled workforce to deliver them. Ontario's public colleges were positioned as uniquely responsive, employer-driven institutions already operating in alignment with federal workforce alliance objectives.

Key messages to the Caucus included:

- Ontario's colleges and polytechnics train a substantial share of Canada's skilled workforce, including nearly half of Ontario's advanced manufacturing and mining workforce, the majority of utilities workers and the vast majority of non-physician hospital staff.
- Colleges are critical contributors to priority federal sectors such as defence and security, transportation and supply chains, energy and critical minerals, and advanced manufacturing through applied research, industry partnerships and job-ready training.
- Ontario's economic performance is foundational to Canada's overall economic health, with the province representing approximately 40 per cent of national economic activity and workforce participation.
- Targeted federal-college partnerships and co-investment offer strong returns, accelerating workforce readiness, de-risking major projects and strengthening regional economic resilience.

President Silvaggi reinforced these messages through the lens of regional delivery capacity, highlighting how colleges train talent where it is needed most and translate national policy objectives into local economic outcomes.

- **FedDev/FedNor Working Lunch (March 11, 2026 at Noon):** President Silvaggi also participated in a working lunch with senior leadership from the Federal Economic Development Agency for Southern Ontario (FedDev), FedNor and Colleges Ontario. The session focused on aligning federal economic development priorities with the applied research, training capacity and industry partnerships of Ontario's college system.

Discussions centered on identifying areas of strongest alignment, sharing examples of successful collaborations and exploring practical pathways for deeper partnership. The conversation underscored the colleges' role in driving measurable regional economic impact by supporting innovation, talent development and business growth across both southern and northern Ontario.

Overall Impact: St. Clair's participation in Federal Hill Day advanced the institution's visibility within national policy discussions and reinforced the value of Ontario's colleges as essential partners in achieving Canada's economic, workforce and regional development objectives. The engagements strengthened federal awareness of the college sector's capacity to deliver results at scale while responding to distinct regional needs.

2. Transition from Aprio to Microsoft Teams for Board Materials

As part of the College's ongoing commitment to fiscal responsibility and the effective use of existing resources, the College will transition from the Aprio platform to Microsoft Teams for the distribution of Board of Governors' agendas, minutes and supporting materials, effective April 2026.

The Aprio platform currently represents an annual cost of \$13,441.25, used to support approximately nine Board meetings per year, resulting in an average cost of approximately \$1,493 per meeting. Given this limited usage, the cost of maintaining the Aprio subscription is no longer considered to represent optimal value for the College.

The College already maintains a Microsoft enterprise license, which includes Microsoft Teams as part of its existing software suite. Leveraging Teams for Board governance materials will eliminate the incremental cost associated with Aprio while maintaining a secure, accessible and user-friendly platform for Board documentation and collaboration.

This change reflects a prudent approach to cost containment while continuing to support effective governance practices. Detailed instructions outlining how Board members will access agendas, minutes and related materials through Microsoft Teams will be provided in advance of the April 2026 transition.

PRESIDENT'S COMMUNITY ENGAGEMENT REPORT

Meeting of the Board of Governors
Tuesday, March 31, 2026

1. Federal Announcement on Workforce Alliances and Worker Retention Grant

On February 17, 2026, Ministers Hajdu and Zerucelli visited Unifor Local 444 in Windsor to announce the creation of six new Workforce Alliances and the launch of the Worker Retention Grant. President Silvaggi was in attendance for the announcement, which underscored the federal commitment to supporting workers, strengthening high-quality union jobs, and aligning training with real labour-market needs amid ongoing economic pressures.

The Workforce Alliances will focus on six priority sectors—Housing and Construction, Transportation and Supply Chains, Advanced Manufacturing, Energy and Electricity, Mining and Minerals, and the Care Economy. Each Alliance will bring together unions, employers, training institutions and sector leaders to address skills gaps, coordinate training investments and support workers through accelerated industry transitions.

Ministers also opened applications for the new Worker Retention Grant, backed by a federal investment of \$102.7 million. The Grant provides income top-ups for employees participating in training while on Work-Sharing agreements, helping maintain up to 70% of full-time earnings during reduced work periods. Additional federal supports include enhanced Job Bank tools to help employers identify training opportunities and connect with upskilling platforms. These measures place worker voices at the centre of Canada's workforce strategy and reinforce the importance of coordinated sector planning and responsive training pathways nationwide.



2. Chinese New Year Celebration

On Saturday, February 21, 2026, President Silvaggi was an honoured guest at the 2026 Windsor Chinese New Year Gala, held at the St. Clair College Centre for the Arts. The event was hosted by the Chinese Association of Greater Windsor (CAGW), a long-standing, non-profit community organization representing more than 1,000 members across the region.

President Silvaggi was invited to take part in the Lion Dance and Eye-Dotting Ceremony at 6:00 p.m., an honour traditionally extended to distinguished guests. The evening also featured games, door prizes and vibrant cultural performances that celebrated the Lunar New Year.

During the VIP program, President Silvaggi delivered brief remarks recognizing the College's ongoing partnership with the local Chinese community and commending CAGW for its continued leadership in fostering cultural understanding and celebration across Windsor-Essex.

The Chinese New Year Gala remains one of the region's most significant cultural events, drawing more than 1,000 attendees annually and contributing meaningfully to the multicultural vibrancy of our community.



3. Official Opening of the Cardinal Carter Satellite Campus

On Tuesday, February 24, 2026, President Silvaggi attended the official opening ceremony of the new Cardinal Carter Catholic Secondary School Satellite Trades Campus in Leamington. The event marked a significant milestone for the Windsor-Essex Catholic District School Board (WECDSB), which celebrated the launch of expanded skilled-trades programming for students across the region.

The new satellite campus—located at the former Queen of Peace Catholic Elementary School—now hosts programs in hairstyling and aesthetics, which began in September 2025, along with a newly launched Electrical Academy, which opened at the start of the second semester on February 2, 2026. These programs were developed to meet the growing demand for skilled trades training and provide students with hands-on learning aligned with local workforce needs.

During the ceremony, WECDSB Director of Education Emelda Byrne expressed her gratitude to the Ministry of Education and the Board of Trustees for supporting the revitalization of the space. Trustees, local leaders and community partners also delivered remarks emphasizing the importance of accessible skilled-trade opportunities in Leamington and the positive long-term impact on students and employers.

President Silvaggi’s presence reaffirmed the College’s ongoing commitment to supporting regional educational pathways and strengthening partnerships that foster student success and community development.



4. Signing Ceremony with HMCS Hunter and the Canadian Armed Forces

On Thursday, February 26, 2026, St. Clair College formally celebrated a significant new partnership with HMCS Hunter and the Canadian Armed Forces during an official signing ceremony held in Windsor. The event marked the establishment of a collaborative agreement aimed at strengthening educational pathways and enhancing supports for military learners, reservists, active-duty personnel and their families. As part of this milestone, St. Clair College was formally recognized by the Canadian Military Veteran and Family Connected Campus Consortium (CMVF3C) as a Military-Connected Campus.

During the ceremony, President Silvaggi joined senior representatives of HMCS Hunter to commemorate the launch of this mutually beneficial partnership. The initiative was built upon a national framework encouraging closer cooperation between Canada’s postsecondary institutions and the Canadian Armed Forces, aligning with federal objectives to leverage academic expertise, innovation and training capacity to support military readiness and professional development.

Through this agreement, St. Clair College extended a comprehensive suite of incentives to members of the naval reserve community—including access to scholarships, bursaries, tuition supports and funding opportunities. A key component of the partnership is the recognition of reserve and active-duty military experience for academic credit, modelled after the College’s Prior Learning Assessment processes. This allows individuals with significant operational or leadership experience to receive appropriate credit toward relevant academic programs.

The partnership further reflects shared values between St. Clair College and HMCS Hunter: service, community engagement, personal growth and the creation of meaningful opportunities for learners at every stage of life and career. By strengthening ties with Windsor-Essex’s longstanding naval reserve presence, the College reaffirmed its respect for the Canadian Armed Forces and its commitment to supporting military members’ educational and professional aspirations.

President Silvaggi emphasized that this collaboration represents both a privilege and an honour for the College—an opportunity to give back to those whose dedication and sacrifice safeguard the freedoms and quality of life enjoyed across the nation.



5. Windsor Spitfires Ceremonial Puck Drop

On February 26, 2026, St. Clair College and St. Clair College Alumni were proudly recognized at the WFCU Centre as President Michael Silvaggi was invited to centre ice to participate in the evening's ceremonial puck drop. President Silvaggi's participation symbolizes the strong relationship between the College, local athletics and the broader community we serve. His presence at centre ice reflected St. Clair's commitment to community engagement, collaboration and local partnerships that enrich student life beyond the classroom. The enthusiastic response from fans underscored the strong connection between the Spitfires organization and the St. Clair College family.



6. Inaugural College Honour Guard Debuts at OCAA Basketball Tournament

At the request of President Silvaggi, Professor Ed Marocko has successfully led the development and launch of the College's inaugural Honour Guard, marking an important milestone in enhancing the institution's ceremonial presence and community representation. Under Ed's leadership, the Honour Guard has established foundational protocols, uniform standards and ceremonial practices that reflect the College's values of respect, excellence and community engagement.

The Honour Guard made its official debut on Saturday, March 7, 2026, during the OCAA Basketball Tournament hosted on campus. Their presentation added a distinguished and unifying element to the event, elevating the ceremonies and demonstrating the College's growing commitment to tradition, pride and student-focused community spirit.

This initiative has already had a meaningful impact, strengthening the College's visibility at major events and laying the groundwork for continued participation in institutional ceremonies, community gatherings and future athletic showcases. The Honour Guard's exemplary first presentation reflects both the dedication of its founding members and the leadership of Professors Ed Marocko and Rick Beauchamp in bringing this vision to life.



7. Essex and Kent Scottish Victoria Cross Dinner

President Silvaggi attended the Victoria Cross Dinner organized by The Essex and Kent Scottish on Saturday, March 14, 2026, and hosted by the College at the St. Clair College Centre for the Arts in Windsor. The formal regimental dinner brought together members of the Regiment, community leaders and distinguished guests to honour the Regiment's enduring legacy of excellence in leadership and service to Canada.

The evening highlighted the strong historical and civic ties between the Regiment and the Windsor–Essex community. Guests were welcomed to a traditional regimental program that reflected the values of service, sacrifice and leadership associated with the Victoria Cross, Canada's highest military honour. The presence of senior institutional and community leaders underscored the importance of maintaining and strengthening relationships with regional military and veterans' organizations.

A highlight of the evening was the musical performance by the Pipes and Drums of The Essex and Kent Scottish, which added a distinctive ceremonial and cultural element to the event. The formal setting and traditions of the dinner reinforced the significance of the occasion and the Regiment's ongoing role in preserving Canadian military heritage.

President Silvaggi's attendance represented the institution's continued commitment to civic engagement, recognition of service and support for organizations that contribute to the cultural and historical fabric of the region.





TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: MARCH 31, 2026

RE: STRATEGIC DIRECTIONS UPDATE (2025-2026) – ST. CLAIR’S STUDENT AND COMMUNITY IMPACT – SUPPORT THE SUCCESS OF THE COMMUNITIES WE SERVE

SECTOR: JOHN FAIRLEY, SENIOR VICE PRESIDENT, COLLEGE COMMUNICATONS, ADVANCEMENT AND EXTERNAL AFFAIRS

AIM:

To provide the Board of Governors with an update on the Strategic Directions (2025-2026). This update pertains to Strategic Pillar #1 – St. Clair’s Student and Community Impact (Elevate St. Clair’s brand and reputation for community impact and student personal growth, well-being and academic success) – Total count of students attending campus tours, workshops, summer programs and hands-on learning experiences at St. Clair. Specific details include the following:

Goal	Objective	Measure	Target
<p>Support the success of the communities we serve.</p> <p>Build long-term domestic student recruitment by providing middle school and high school students with experiential opportunities at St. Clair’s campuses.</p>	<p>Continue current domestic recruitment efforts which include engaging middle and high school students through initiatives like, but not limited to:</p> <ul style="list-style-type: none"> • Events on campus (e.g. Campus Days). • Outreach to guidance counsellors. • Inviting alumni and industry partners to high schools to speak about career opportunities/readiness. <p>Track recruitment efforts including number of events and attendance at events.</p>	<p>Total count of students attending campus tours, workshops, summer programs, and hands-on learning experiences at St. Clair.</p>	<p>March, Annually</p>

BACKGROUND:

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

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

The following shows a break-down of the events hosted and the number of prospective students engaged by each area at the College:

- **Genesis Experiential Learning and Career Centre:** The Genesis Experiential Learning and Career Centre hosted eight events designed for mature students from the Women's Enterprise Skills Training of Windsor Inc. These events included 'Elevator Pitch for Your Career' workshops, LinkedIn and business card development sessions, and job-searching and networking activities. In total, these sessions brought 117 participants to St. Clair College.
- **School of Skilled Trades and Apprenticeships:** The School of Skilled Trades undertakes many initiatives which bring students to St. Clair College for tours and workshops. Leaders within the department also attend many events in the community to support student growth and provide experiential learning opportunities through interactive displays. Between high school visits, the 'Level Up!' Skilled Trades Fair, 'Build a Dream', 'Jill of All Trades' events, and Skilled Trades summer camps, the department interacted with an estimated 7,040 people.
- **Esports:** St. Clair College's Esports director and his leadership team foster a sense of community by leveraging the state-of-the-art Nexus Esports facility and utilizing current students to facilitate a series of youth-gearred camps and school visits. A total of 95 students attended summer and March Break camps, and Esports hosted 398 students from middle schools and high schools within the College's catchment regions at the Nexus Arena for their respective championship events. The total number of students engaged in these events is 493.
- **Marketing and Recruitment Department:** The Marketing and Recruitment department very actively engages with elementary and high school guidance counsellors and students on an almost-daily basis. Team members help facilitate individual and group campus tours, program-specific tours, school visits, and information fairs such as the Spring and Fall Open Houses, Parent Information Night, College Information Program, Teacher Professional Development days, Guidance Counsellor Forums and Express to the Trades. The team also co-organizes and hosts hands-on learning activities and workshops such as Get Skilled, Skills Ontario and First Robotics.

Between all the tours, workshops and hands-on experiences hosted by representatives of St. Clair College's Marketing and Recruitment department, the team has engaged 25,642 people.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Pillar #1 – St. Clair's Student and Community Impact (Elevate St. Clair's brand and reputation for community impact and student personal growth, well-being and academic success) – Total count of students attending campus tours, workshops, summer programs, and hands-on learning experiences at St. Clair, for information.



TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: MARCH 31, 2026

RE: STRATEGIC DIRECTIONS UPDATE (2025 – 2026) – A TALENTED AND ACCOUNTABLE ORGANIZATION – STRENGTHEN TALENT DEVELOPMENT AND ACCOUNTABILITY PERFORMANCE

SECTOR: JOE SIRIANNI, SENIOR VICE PRESIDENT, HUMAN RESOURCES AND FACILITIES SERVICES

AIM:

To provide the Board with an update on the Strategic Directions (2025 – 2026). This update pertains to Strategic Direction Pillar #3 – A Talented and Accountable Organization (Drive excellence by being an accountable, high-performing and sustainable College organization.) – Continuation of 1% of budget allocation for staff development and engagement.

Specific details include the following:

Goal	Initiative	Measure	Deadline
Strengthen Talent Development and Accountability Performance	Foster an organizational culture and environment that promotes employee retention and professional development at all stages of career development.	Continuation of 1% of budget allocation for staff development and engagement.	March - Annually.

To advance Strategic Pillar #3, Human Resources delivers a monthly onboarding program for all new employees. These sessions introduce St. Clair College’s Vision, Mission, Values, and culture, and provide clarity regarding employee roles, responsibilities, expectations and rights.

In addition, the College provides a broad range of orientation, training and development initiatives, including:

- **Centre for Academic Excellence (CAE) – Teaching and Learning Supports:** Orientation and onboarding for new part-time and full-time faculty, focused on effective teaching practices, semester/lesson planning, and assessment strategies; ongoing professional development across key instructional themes (e.g., academic integrity and Artificial Intelligence (AI), accessibility, active learning, assessment, classroom management, Equity, Diversity and Inclusion, Blackboard use, Experiential Learning (EL), curriculum development, Prior Learning Assessment and Recognition/transfer credits, Universal Design in Learning, teaching with technology); and a robust suite of faculty resources through the CAE Faculty Hub, website, and intranet (guides, videos, infographics, Open Educational Resources, modules, and collaboration spaces).
- **College Educators' Development Program (CEDP):** A jointly delivered Western Ontario colleges program providing an outcome-based, assessed learning experience (online modules, residencies, and applied learning) covering outcome-based education, Ministry standards, planning, classroom management, educational technology, assessment, and professional growth. Completion is required for newly hired full-time faculty.
- **Faculty Mentoring:** A formal mentoring program for new full-time faculty, plus the Mutual Mentors program available to all faculty, supporting teaching effectiveness, assessment/feedback, professional growth, leadership development, collegiality, inclusion, reflective practice, and work-life balance.
- **Instructional Skills Workshop (ISW):** A three-day, internationally recognized program supporting part-time faculty through intensive training in lesson plan development and delivery.
- **Annual Faculty R&R:** A one-day annual event offering professional learning, keynote/plenary sessions, and networking to celebrate accomplishments and share best practices.
- **Internal Training (HR-Led):** A wide range of learning opportunities for employees, including leadership and cultural management, consent/sexual misconduct training, legislative and equity-focused sessions, workplace inclusion, conflict resolution, communication, wellness programming, and technical training (e.g., Canva, Outlook, OneNote, Publisher, Excel Levels 1–3), along with leadership-focused training such as vacation administration, performance management, recruitment and selection, accommodations/return to work, and respectful workplace policy.
- **Training Guides for Administrators:** Jointly developed resources from Human Resources, the Centre for Academic Excellence and Quality Assurance, including the Administrators' Training Guide, SWF Handbook for Administrators, and CAE reference materials (e.g., academic misconduct reporting, generative AI guidance, Experiential Learning handbooks/frameworks, and desk manuals).

- **Professional Development (PD) for Existing Staff:** All employees are eligible to participate annually in PD to support personal and professional growth through workshops, seminars, College-led training, and courses. Participation remains consistent; as of March 2026, the College has utilized 32% (\$189,798 of \$591,479) of the 2025–2026 PD budget (1% of the overall budget).
- **Additional Development Supports:** The College also provides ongoing development pathways such as tuition reimbursement for approved courses aligned to employee goals and College benefit, in-house service training, legislative training, coordinator training, and strategic credential upgrading (PhD and Master’s programs).

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction Pillar #3 – A Talented and Accountable Organization (Drive excellence by being an accountable, high-performing and sustainable College organization.) – Continuation of 1% of budget allocation for staff development and engagement, for information.



TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: MARCH 31, 2026

RE: STRATEGIC DIRECTIONS UPDATE (2025 – 2026) – A TALENTED AND ACCOUNTABLE ORGANIZATION – STRENGTHEN TALENT DEVELOPMENT AND ACCOUNTABILITY PERFORMANCE

SECTOR: JOE SIRIANNI, SENIOR VICE PRESIDENT, HUMAN RESOURCES AND FACILITIES SERVICES

AIM:

To provide the Board with an update on Strategic Direction Pillar #3 – *A Talented and Accountable Organization* (Drive excellence by being an accountable, high-performing, and sustainable College organization). This update focuses on the percentage of employees with documented professional development plans aligned with the College’s priorities, recognizing that professional development is planned, monitored and advanced through the College’s performance management process.

Specific details include the following:

Goal	Initiative	Measure	Deadline
Strengthen Talent Development and Accountability Performance	Refresh the College’s Approach to Accountability Through Performance Evaluation and Management.	Percentage of Employees with Documented Professional Development Plans Aligned with the College’s Priorities.	March - Annually.

BACKGROUND:

In support of Strategic Direction Pillar #3, Administration remains committed to building a skilled, knowledgeable, collaborative and accountable organization that fosters innovation and delivers excellent service. Central to this commitment is the College’s performance management framework, which serves as the primary mechanism through which employee professional development is identified, planned and aligned with institutional and departmental priorities.

Professional development at the College is not managed as a separate or isolated activity. Rather, it is integrated directly into the performance management process, ensuring that learning and development activities are purposeful, measurable and clearly linked to both individual performance expectations and the College’s Strategic Plan.

The performance management policy applies to all College employees and provides a consistent, structured framework that supports effective manager–employee dialogue, establishes clear and measurable performance expectations and embeds professional development planning into regular performance discussions. Through this approach, managers and employees jointly identify development needs, career interests and learning opportunities that support both role effectiveness and broader organizational goals.

The College’s performance management process operates as a continuous three-phase cycle:

- **Performance planning**, where expectations and development objectives are established;
- **Ongoing feedback and coaching**, including a recommended midpoint review, where progress on performance and development goals is discussed; and
- **Formal performance assessment**, completed at least annually (or as required by the applicable collective agreement), where outcomes are evaluated and future professional development plans are documented.

Performance appraisals provide a structured and objective assessment of employee performance while also serving as the formal vehicle for identifying professional development needs and documenting development plans. These plans may include skill enhancement, leadership development, training, education, or experiential learning aligned with College priorities. Where applicable, the appraisal process may also inform merit-based salary progression.

Accountability for professional development planning is shared and clearly defined. Sector Heads and Managers are responsible for ensuring performance reviews are completed and that professional development is meaningfully addressed within those reviews. Employees are expected to participate actively by identifying development needs, career aspirations, and any barriers to success. Human Resources provides oversight, guidance and support to ensure consistency, fairness and alignment across the organization.

Through this integrated approach, the College ensures that professional development is systematic, documented and directly linked to performance expectations, reinforcing accountability while supporting employee growth and institutional effectiveness.

METRICS

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

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction Pillar #3 – A Talented and Accountable Organization by Strengthen Talent Development and Accountability Performance – Percentage of employees with documented professional development plans aligned with the College’s priorities, for information.

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: MARCH 31, 2026

RE: STRATEGIC DIRECTIONS UPDATE (2025 – 2026) – A TALENTED AND ACCOUNTABLE ORGANIZATION – EXPAND RECRUITMENT EFFORTS TO GROW DOMESTIC ENROLMENT AND CONTINUE TO BE AN ATTRACTIVE DESTINATION FOR INTERNATIONAL STUDENTS

SECTOR: RALPH NICOLETTI, SENIOR VICE PRESIDENT, INTERNATIONAL RELATIONS AND STUDENT SERVICES

AIM:

To provide the Board of Governors with an update on the Strategic Directions (2025– 2026). This update pertains to Strategic Pillar #3 – A Talented and Accountable Organization (Drive excellence by being an accountable, high-performing and sustainable College organization), regarding expanding recruitment efforts to grow domestic enrolment and continue to be an attractive destination for international students. Specific details include the following:

Goal	Objective	Measure	Target
Strengthen talent development and accountability performance.	Expand recruitment efforts to grow domestic enrolment and continue to be an attractive destination for international students.	Utilization of PAL allocations within Ministry-defined timelines.	March - Annually.

BACKGROUND:

Ontario has received 70,074 permits for student cohorts who require a Provincial Attestation Letter (PAL). The Ministry of Colleges, Universities, Research Excellence and Security (MCURES) followed a similar allocation method to 2025. The 2026 methodology is reflective of Ontario’s overall reduced allocation. The total number of PALs St. Clair College has received is 2,417 PALs for 2026. PALs can only be used once. If a Study Permit application is denied, that PAL cannot be used again.

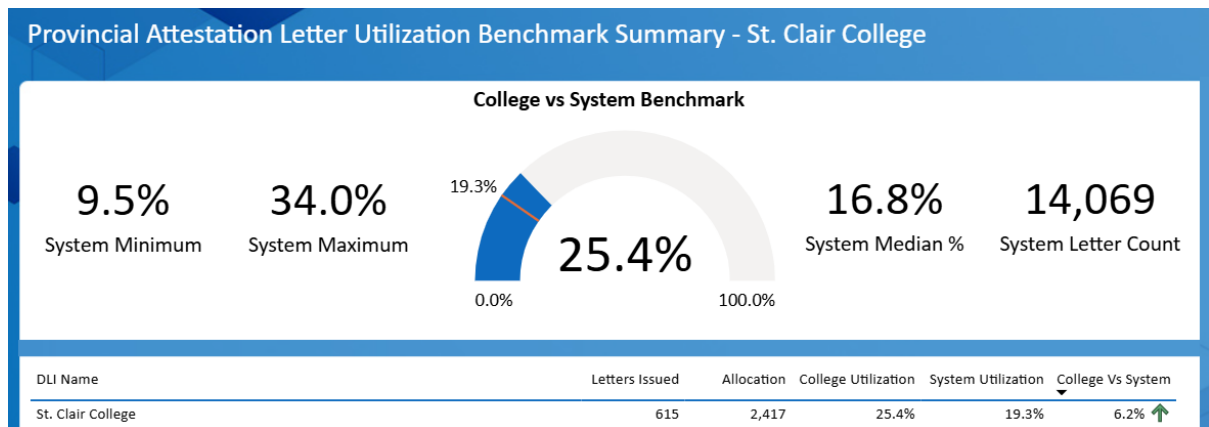
The 2026 PAL allocation approach prioritizes international enrolments aligned with Ontario and national labour market needs and provide pathways to post-graduation work permits.

MCURES intends to have one mid-cycle reallocation process to leverage a voluntary return process and provide an opportunity for institutions to ask for additional PALs.

To ensure the most efficient and effective use of the College’s PAL allocation, the International Department has implemented the following measures:

- **Direct Applicant Support:** Working closely with direct applicants (those without an agent) to ensure accurate and timely submission of applications and required documents.
- **Limit on PAL Issuance:** Recommended that the number of PALs issued to an individual applicant be limited to two per calendar year.
- **Weekly Information Sessions:** Hosting three (3) weekly information sessions for applicants and agents to proactively address program requirements, immigration considerations, financial expectations, and other common questions.
- **Engagement of BorderPass (BP):** Partnering with BorderPass, an immigration law firm, to support applicants from high-risk markets (total of 300 applications) in order to increase visa approval rates. For the Fall 2025 semester, BP achieved a 37% visa approval rate for St. Clair College applicants, compared to 16% for non-BP applicants. This has resulted in a 40% Return On Investment (ROI) to date. As only 62% of the contracted applications have been processed, the ROI is expected to increase as the remaining files are completed.

PAL Usage as of January 31, 2026:



RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Pillar #3 – A Talented and Accountable Organization (Drive excellence by being an accountable, high-performing and sustainable College organization), regarding expanding recruitment efforts to grow domestic enrolment and continue to be an attractive destination for international students, for information.



ST. CLAIR

C O L L E G E

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: MARCH 31, 2026

RE: 2026-2027 BUSINESS PLAN AND BUDGET

SECTOR: SENIOR OPERATIONS GROUP

AIM:

To obtain Board approval for the 2026-2027 Business Plan and Budget.

BACKGROUND:

The proposed 2026-2027 Business Plan and Budget incorporates the following:

1. 2025-2030 Strategic Plan, Goals, and Challenges and Opportunities
2. Statement of Operations Budget
3. Capital Budget
4. Staffing
5. Statement of Financial Position Forecast
6. Internally Restricted Reserves Forecast
7. Non-Committed Cash Forecast
8. Financial Sustainability Metrics Forecast
9. Student Fee Structure: 2026-27 Academic year

The Ministry of Colleges Universities, Research Excellence and Security (MCURES) requires Board approval of the College's Business Plan and Budget.

RECOMMENDATIONS:

IT IS RECOMMENDED THAT the Board of Governors approve:

1. The 2026-2027 Business Plan and Budget.
2. The College's \$500,000 capital budget funded by its Unrestricted Reserve.

2025-2030 STRATEGIC PLAN, GOALS, AND CHALLENGES AND OPPORTUNITIES

i. Vision

Excellence in all we do.

ii. Mission

Quality education that transforms lives and communities.

iii. Strategic Pillars

- **St. Clair’s Student and Community Impact:** Elevate St Clair’s brand and reputation for community impact and student personal growth, well-being and academic success.
- **Academics that Build Rewarding Careers:** Deliver the hands-on learning experiences, academic pathways and innovative teaching that enables long-term career success.
- **A Talented and Accountable Organization:** Drive excellence by being an accountable, high-performing and sustainable College organization.

iv. 2026-27 Goals

St. Clair College establishes annual goals that support the Strategic Plan, based on its key strategies. In addition to these annual goals, the College provides regular monitoring reports to the Board of Governors (BOG) to assess performance on the measures associated with these goals. The College’s 2025-2030 Strategic Plan is located at: <https://www.stclaircollege.ca/board-staff/governors/corporate-documents>.

2026-27 Goal	Key Tactic/Action
Enhance student well-being and success through the ‘Saints Experience’.	<p>Conduct a comprehensive needs assessment by surveying students, faculty, and employers; mapping existing placements to identify gaps and underrepresented fields; and reviewing peer institution practices alongside alumni feedback.</p> <p>Work with industry partners to expand placement opportunities across all programs and jobs.</p> <p>Continue student experience survey and review findings to identify any gaps in knowledge related to student services and campus life experiences. In addition, track the number of students who access services to determine a baseline for future performance tracking.</p>

	<p>Continue working with Student Groups to further grow awareness of these services and experiences across campus networks.</p> <p>Track the number of students who do not complete programs and issue an exit survey to gain insight into reasons for noncompletion.</p>
<p>Support the success of the communities we serve.</p>	<p>Continue current approach to community events, volunteerism, and engagement while also continuing to gather feedback through the existing survey.</p> <p>Continue creation of Community Engagement Reports that include information on community service undertaken by staff, students, alumni, and retirees.</p> <p>Publish and promote the Community Engagement report to share successes with the community</p> <p>Continue current domestic recruitment efforts which include engaging middle and high school students through initiatives like, but not limited to:</p> <ul style="list-style-type: none"> o Events on campus (e.g. Campus Days). o Outreach to guidance counsellors. o Inviting alumni and industry partners to high schools to speak about career opportunities/ readiness. <p>Track recruitment efforts including number of events and attendance at events.</p> <p>Deliver community driven research initiatives by enhancing student research and offering guided research tours.</p> <p>Track research initiatives and the number of students engaged.</p>
<p>Deliver demand-driven academic programs that respond to current and future labour market needs.</p>	<p>Assess and enhance the existing program review process via the Centre of Academic Excellence to ensure it is responsive, agile and equipped to rapidly align program offerings with evolving labour market needs and desired learner outcomes.</p> <p>Develop a strategy to deeply embed the College into economic stakeholders within the community including leveraging Program Advisory Committee members.</p>

	<p>Continue working with industry partners to enhance work integrated experiential learning opportunities across relevant programs.</p>
<p>Enhance access to learning by meetings students where they are.</p>	<p>Explore and develop online course offerings that align with emerging labour market demands while differentiating through unique subject areas, delivery models, or underserved audiences within the current online learning ecosystem.</p> <p>Conduct a Market Study to identify the business development opportunities that exist relevant to contract training.</p> <p>Identify areas where it is feasible to increase adult learning offerings (e.g., Improving e-campus offerings).</p> <p>Explore and pursue relationships with a range of post-secondary institutions with a focus on establishing additional academic pathways.</p>
<p>Strengthen talent development and accountability performance.</p>	<p>Examine existing performance management training and succession planning to identify gaps, strengths and opportunities.</p> <p>Implement existing skills matrix across departments and faculties to identify and track professional development.</p> <p>Identify key training areas needed by employees.</p> <p>Use outputs from previous tactics to develop a formalized Professional Development Plan with budget allocations for employee professional development training.</p> <p>Conduct a review of current performance evaluation and management practices across all departments, identifying strengths, inconsistencies, and areas for improvement.</p> <p>Include these findings and an approach to accountability in the Professional Development Plan developed under this initiative.</p>
<p>Plan for the long-term sustainability of St. Clair College.</p>	<p>Continue the monthly reporting on College financial performance to the Senior Operations Group and begin reporting financial and semesterly enrolment results to the administration team on a monthly basis.</p>

	<p>Provide a quarterly report to the Senior Operations Group detailing which administrators accessed their budget reports on a monthly basis.</p> <p>Examine and refine current domestic recruitment strategy to identify opportunities to grow domestic enrolment.</p> <p>Utilize PAL allocations within Ministry-defined timelines</p>
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v. Challenges and Opportunities

The Minister’s Binding Policy Directive requires the College to identify potential challenges to realizing success with its business plan objectives. These challenges are recognized as being outside the direct control of the College and could potentially result in one or more objectives not being achieved.

St. Clair College plays a critical role in driving economic growth, workforce development, and community resilience across Windsor-Essex, Chatham-Kent, and Ontario as a whole. With appropriate investment, St. Clair College can continue equipping learners with the skills needed to support every sector of Ontario’s economy.

Prior to February 12, 2026

The challenges facing St. Clair College, and the broader college system, have been significant. Structural operating deficits and mounting funding pressures have constrained training capacity at a time when Ontario urgently requires more skilled workers. With strong community partnerships and strategic, sustained public funding, the College remains positioned to lead in delivering practical, innovative education that transforms lives, supports families, and strengthens communities. The College is a key contributor to Ontario’s economic growth agenda, supplying talent to sectors experiencing acute labour shortages.

Like many postsecondary institutions across the province, St. Clair College has experienced considerable financial strain. Operating grants are approximately \$7,700 per student below the national average, and domestic tuition remains approximately \$1,100 lower due to prolonged tuition freezes and the 10 percent reduction implemented in 2019.

While domestic enrolment has remained relatively stable, federal immigration policy changes have significantly disrupted international enrolment. Since Fall 2023, St. Clair College has experienced a 93 percent decline in international enrolment, resulting in an anticipated loss of approximately \$153.7 million in international tuition revenue by Fall 2026.

For more than a decade, international enrolment growth provided essential revenue that supported domestic programming, capital renewal, and enhanced student services, while also enriching the academic and cultural life of the College’s campuses. With this revenue stream no longer viable at prior levels, St. Clair College has been increasingly reliant on

a provincial funding formula that has remained largely unchanged since 2015.

The 2026–27 budget was developed against the backdrop of extraordinary and unprecedented pressures across the college sector. The federal government’s January 22, 2024 policy changes introduced by Immigration, Refugees and Citizenship Canada (IRCC) triggered a rapid and severe disruption in the international student market. While announced enrolment caps were concerning, it was the broader and ongoing decline in international student demand, driven by evolving and unpredictable policy adjustments, that produced the most significant financial impact. In addition, as a direct consequence of these pressures, St. Clair College formally wound down its Public College–Private Partnership (PCPP) campuses in the Greater Toronto Area at the conclusion of the Fall 2025 semester.

Over the past year, St. Clair College has undertaken difficult but necessary measures to right-size the institution and safeguard its long-term viability. These actions have included staffing reductions, academic program suspensions, organizational restructuring, and significant cost-containment initiatives. The 2026–27 budget reflects a shift toward measured and moderate adjustments that minimize risk to the College’s academic mission, student experience, and stakeholder trust.

Ontario Government Announcement – February 12, 2026

On February 12, 2026, the Government of Ontario announced significant measures to protect postsecondary students’ access to education, strengthen long-term sector sustainability, and support the world-class research conducted at Ontario colleges. The announcement included \$6.4 billion in new funding over four years for the postsecondary sector. These actions are designed to prepare graduates with in-demand skills for meaningful, well-paying careers, while maintaining accessibility and affordability for students and their families.

St. Clair College welcomed the Government of Ontario’s investment in the postsecondary sector. The introduction of a long-term funding framework, together with updates to the tuition framework, provides greater predictability and stability for institutions and learners across the province. These measures will support the College’s continued delivery of high-quality, career-focused education aligned with labour-market demand and regional economic priorities.

At the same time, the St. Clair College recognizes that this investment represents a foundation, not a conclusion. MCURES expects continued progress in driving efficiencies, advancing shared services, strengthening industry partnerships, and aligning programming to labour-market needs, with transformative innovation to follow.

St. Clair College’s stabilization efforts remain disciplined and strategically focused. The College will continue to position itself for long-term sustainability while maintaining its core mission: preparing students with the skills, experience, and adaptability required to succeed in Ontario’s evolving economy.

STATEMENT OF OPERATIONS BUDGET

EXECUTIVE SUMMARY (Schedule I)

The purpose of the Business Plan and Budget is to highlight the financial operating plan for the next fiscal year to the BOG. The Business Plan and Budget is consistent with the operational requirements, outcomes, and capital expenditures framework of the current Strategic Directions.

The Mid-Year Review 2025-26 budget approved by the BOG on November 26, 2025 provided for a deficit position of \$12,018,146. The Statement of Operations Budget for 2026-27 is projecting a deficit of \$5,543,010, representing an improvement of \$6,475,136 or 54% over the Mid-Year Review 2025-26 budget.

The projection for total operating and ancillary revenue for 2026-27 is \$156,043,835, representing a decrease of \$26,674,861 or 15% over the Mid-Year Review 2025-26 budget of \$182,718,696.

The projection for total operating and ancillary expenditures for 2026-27 is \$161,586,845 representing a decrease of \$33,149,997 or 17% over the Mid-Year Review 2025-26 budget of \$194,736,842.

CHANGES TO REVENUE (Schedule II)

The following highlights the major changes in revenue compared to the Mid-Year Review 2025-26 budget:

i. MCURES Operating Grants

Increased by \$21,926,093 or 42% over the Mid-Year Review 2025-26 budget, primarily due to the following:

- a. Enrolment and Differentiation Envelopes: On February 19, 2026, MCURES provided the College with its confidential preliminary funding allocation for 2026-27 based on the new college funding model launched on February 12, 2026. This allocation was given for planning purposes only and is not yet solidified through a transfer payment agreement. As a result, Administration continues to review the technical details of the new funding model due to some unfinalized elements (i.e. health grant - nursing and expansion). It is too early to confirm penultimate institution-specific impacts given MCURES consultation on the unfinalized elements is occurring over the summer months.

MCURES has stated that the Differentiation Envelope and Performance Based Funding is to be kept stable at 60% and 25% of total operating funding respectively for 2026-27, along with including the stop-loss mechanism.

- b. International Student Recovery (ISR): The ISR effectively reduces the College's Operating Grant by \$375 for every international student per semester. Due to the lower international student enrolment (4,754 lower registrations across the fiscal year) relative to plan, a \$1,629,375 reduction in our ISR obligation has been made based on our current forecast.

Expansion Grants: With the new funding model, expansion grants (i.e. nursing, electrical techniques, allied health and STEM) have been consolidated within the Enrolment Envelope. It is unknown at this time how unrealized growth will be addressed (i.e. funding claw back) by MCURES.

- c. Postsecondary Education Sustainability: In February 2024, MCURES announced a \$903 million investment to post-secondary sector over three years through a new Postsecondary Education Sustainability fund starting in 2024-25. As 2026-27 is the third and final year of the fund, the College's funding is \$3,215,566, an increase of \$943,494 from 2025-26.

ii. Contract Income

Decreased by \$285,765 or 3% over the Mid-Year Review 2025-26 budget due to the unconfirmed renewal of some one-time grants (i.e. Access and Inclusion).

iii. Tuition Revenue

Decreased by \$38,445,212 or 50% over the Mid-Year Review 2025-26 budget due to the following:

a. Domestic Tuition:

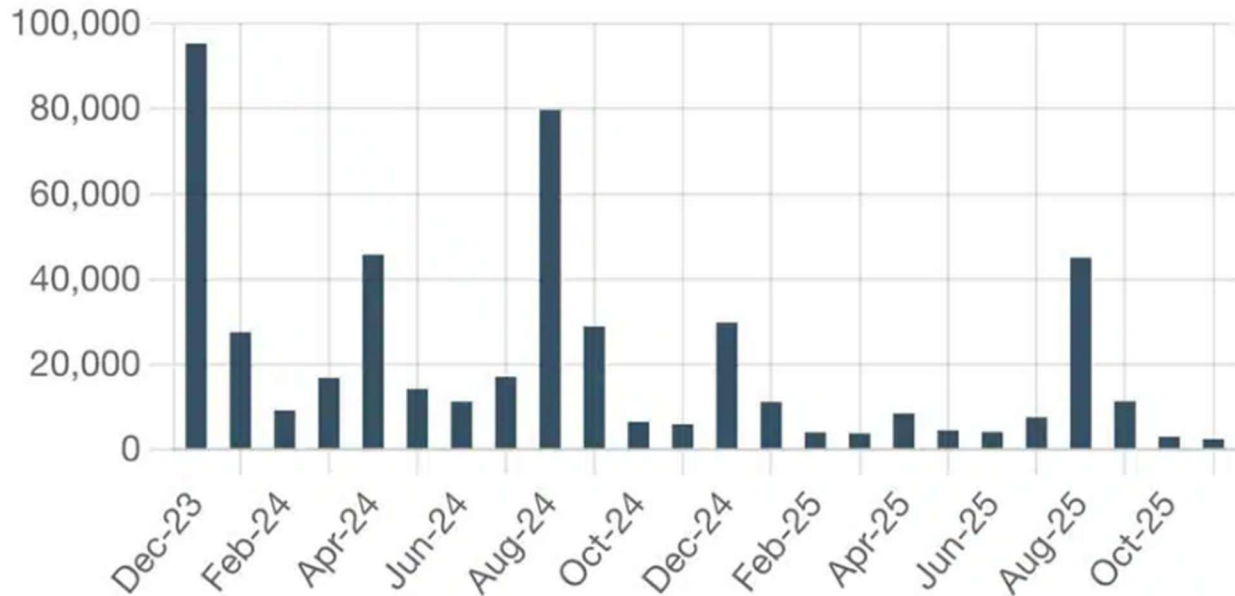
The 2025-26 fiscal year marked the sixth consecutive year of the domestic tuition freeze, following a 10% tuition rate reduction mandated by the Province of Ontario in 2019-20. However, the Ontario Government's updated tuition framework announced on February 12, 2026, permits a tuition increase of up to 2% annually for the next three years. The budget reflects at 2% domestic student tuition increase beginning with the Fall 2026 semester.

Fall 2026 full-time post-secondary domestic enrolment continues last year's strong results with a forecasted Day 10 count of 7,643, consistent with the Fall 2025 Day 10 count of 7,645. These results are lifted by a forecasted third consecutive first-year intake cohort over 4,400 students, up strongly from first-year cohort results from Fall 2023 and earlier. This is a positive indicator, as strong first-year cohorts have positive effects on total enrolments. The Fall 2026 7,643 Day 10 count is 94% of the College's Windsor-Essex / Chatham-Kent enrolment.

The Domestic Tuition revenue budget increased by \$552,229 (2%) which reflects the 2% tuition increase. Domestic Tuition revenue is subject to adjustments for confirmations, dismissals, withdrawals, and program suspensions.

b. International Tuition:

Like most post-secondary institutions in Ontario, the College is realizing a significant decline in international student enrolment as IRCC student caps, low study permit approval rates, change in aligning post-graduate work permit with labour market demand, along with a damaged Canadian brand, have negatively impacted international student recruitment. The following chart shows the trend of new student arrivals to Canada from December 2023 to November 2025, based on the number of people issued a study permit in that month.



Source: IRCC

Fall 2026 full-time post-secondary international enrolment has a forecasted Day 10 count of 478, down 1,254 (72%) against the Fall 2025 Day 10 count of 1,732. These results are due to the continued low first-year intake cohort results which began with the Winter 2025 semester. These low intake cohorts have a negative effect on the volume of returning students and therefore total enrolments. The College's Zekelman Schools of Business and Information Technology, School of Engineering and former School of Media, Art & Design, are significantly negatively impacted from these trends. The Fall 2026 478 Day 10 count is 6% of the College's Windsor-Essex / Chatham-Kent enrolment.

2025-26 Day 10 Actual			
	Spring	Fall	Winter
Intake	209	363	145
Returning	1,146	1,369	1,468
Total	1,355	1,732	1,613

2026-27 Day 10 Forecast			
	Spring	Fall	Winter
Intake	37	153	-
Returning	212	325	388
Total	249	478	388

Variance			
	Spring	Fall	Winter
Intake	(172)	(210)	(145)
Returning	(934)	(1,044)	(1,080)
Total	(1,106)	(1,254)	(1,225)

In December 2025, MCURES notified the College that its initial Provincial Attestation Letter (PAL) allocation for 2026 is 2,417. The following chart summarizes the College's allocation and utilization rate for 2024 and 2025:

Allocation	2024	2025	2026
Original	10,753	3,624	2,417
Final	10,753	3,164	-
Issued	3,704	3,097	-
Utilization Rate	34%	98%	-

MCURES will have a voluntary PAL reallocation effort in June 2026. The College's budget does not reflect any PALs being returned. MCURES is more focused on the conversion rate of study permit applications to study permit approvals, as that metric will be considered when determining 2027 PAL allocations.

The International Tuition revenue budget decreased by \$27,863,418 (73%) due to lower enrolment and uncertainty surrounding the international student recruitment environment. International Tuition revenue is subject to adjustments for confirmations, dismissals, withdrawals, student VISA denials, and immigration matters. The budget reflects a 3% international student tuition increase beginning for the Fall 2026 semester.

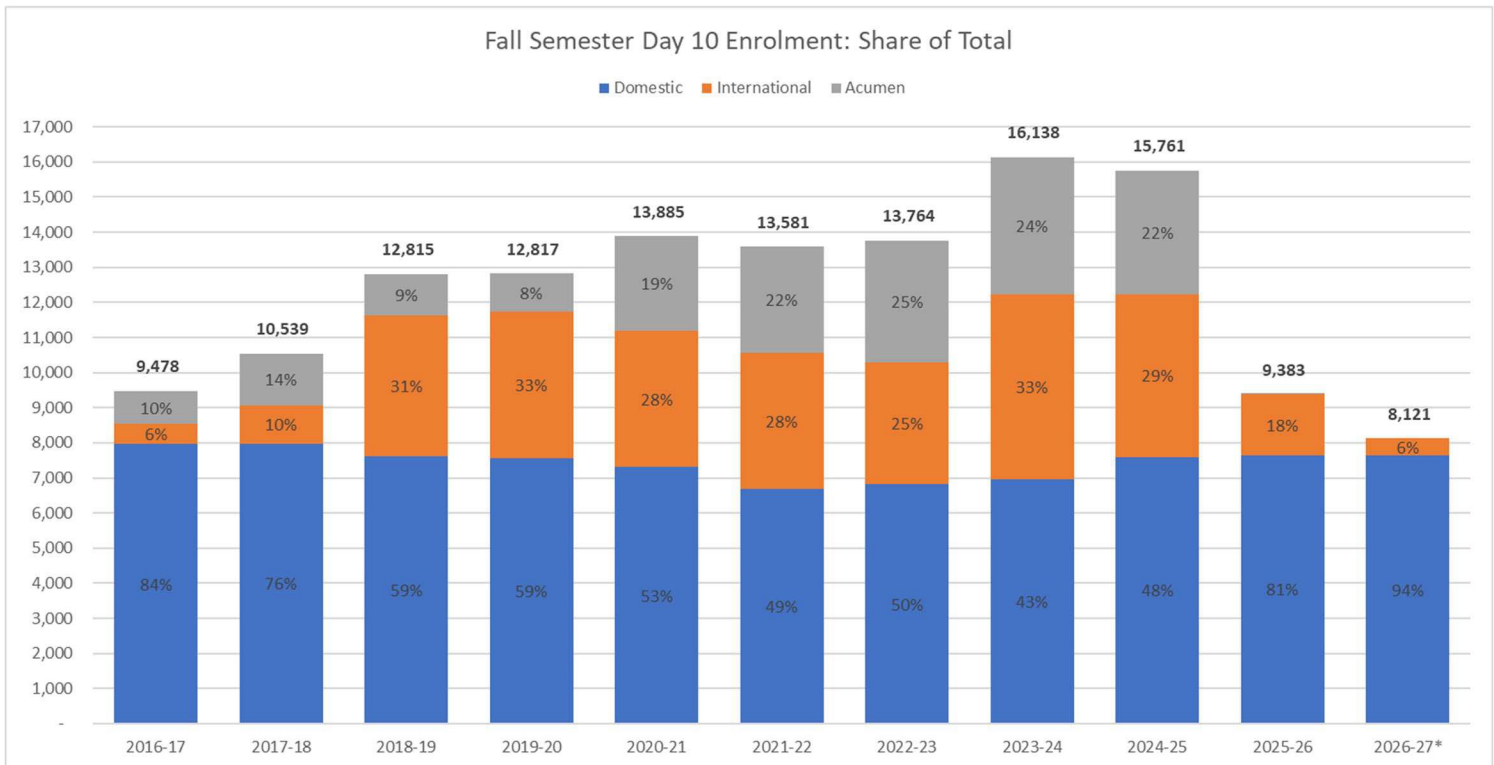
c. Public College Private Partnership Tuition

In January 2024, IRCC announced that commencing September 2024, students starting at institutions who have a licensing curriculum agreement with a private career college, graduates of the private career college will not be entitled to a post-graduate work permit. As a result, St. Clair College's 12-year partnership with Ace Acumen has completed its winddown and the PCPP Tuition revenue budget has been reduced by \$10,537,238. At

its peak, international student enrolment at Ace Acumen reached approximately 4,482 students during the Spring 2024 semester. The Ace Acumen partnership was a lucrative financial model for the College given the Fee-for-Service revenue contributed directly to the College’s surplus, as the College did not supply the teaching and learning overhead.

d. College Enrolment Trend

The following chart displays the College’s full-time post-secondary enrolment trend measured at Day 10 for the Fall semester since 2016-17. Overall enrolment for 2026-27 is forecasted to be 1,357 students (14%) lower than 2016-17 levels which was prior to the College’s international student Destination College strategy.



iv. Other Income

Decreased by \$8,804,393 or 28% over the Mid-Year Review 2025-26 budget due to the following:

- a. Decrease in Interest Income of \$2,640,000 due to lower interest rates and cash holdings.
- b. Decrease in PCPP Fee-for-Service of \$2,412,615 due to the completed Ace Acumen winddown.
- c. Decrease in Other Income of \$1,204,281 which is mostly due to the prior year reflecting the gain on disposal of the Regional Training Centre property (\$1.7 million), and loss on disposal of furniture from the Saints Residence (\$744,725).

- d. Decrease in Divisional Income of \$2,376,087 primarily due to no flow-through fees owed to Ace Acumen due to the winddown and lower health/dental insurance fees collected from the lower international student enrolment.

CHANGES IN EXPENDITURES (Schedule III)

The following highlights the major changes in expenditures compared to the Mid-Year Review 2025-26 budget:

i. Salaries & Benefits

Decreased by \$11,456,586 or 12%. The decrease is primarily due to the following:

- a. Increase in Full-Time Administration of \$271,440 primarily due to step progression and a 2% College Employer Council approved increase in non-executive salary ranges. The budget reflects 4 redundant positions and 2 new positions.
- b. Decrease in Full-Time Faculty of \$7,015,395 due to the prior year BOG approved additional round of Voluntary Strategic Transition and Exit Program (STEP), where a budgeted \$5 million was to be funded by the internally restricted financial sustainability reserve, as part of the College's ongoing efforts to address financial constraints and ensure institutional sustainability. The STEP initiative realized 33 position reductions, and the budget reflects 2 new positions. These savings are partially offset by step progression, and a 2% collective agreement increase.
- c. Increase in Full-Time Support of \$166,113 primarily due to the prior year savings realized from the 5-week work stoppage, and the budget reflecting step progression, a 2% collective agreement increase, and vacant positions not backfilled from the prior year. As part of the 2026 stability process, 19 positions have been made redundant. The budget reflects 10 months of savings reflecting the time needed to complete the stability process.
- d. Across-the-board part-time staffing reductions have occurred related to the decline in student enrolment and 'right sizing' of College operations.

ii. Non-Salary Expenditures

Decreased by \$18,240,284 or 22%. The decrease is primarily due to the following:

- a. Decrease in Contracted Educational Services of \$10,489,108 due to the completed winddown of Ace Acumen.
- b. Decrease in Contracted Services Other of \$3,487,685 due to lower agent commissions because of lower international student enrolment and tuition revenue over the prior year.

- c. Decrease in Insurance of \$2,255,842 due to lower international student insurance premiums to be paid from the lower international student enrolment.
- d. As part of the zero-based budget process, across most departments, administration was directed to reduce their office supplies and travel expenses by 10%.

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

The Ancillary Operations overall original budget deficit of \$15,924 has improved by \$2,387,543 from the Mid-Year Review 2025-26 budget deficit of \$2,403,467. This is due to the following:

- Discontinuing the College's complimentary accommodations offered at GEM (\$877,081) through international student scholarships, and the expiry of the La Residence lease (\$1,041,456) on May 30, 2026.
- The prior year's expiry of the College's lease of the Saints Residence (\$837,200).
- Increased deficit of \$627,747 in Varsity Sports due to lower forecasted student athletic fees collected from the lower enrolment.
- Decrease in the Parking operations surplus of \$301,993 due to lower forecasted revenues from less parking passes sold as a result of lower enrolment. A parking rate increase for general and assigned permits of 10% and 5% respectively is reflected in the budget.

ITEMS EXCLUDED FROM THE BUDGET

The following items are excluded from the 2026-27 Budget as not enough information is available to Administration to either determine its likelihood or reasonably estimate a budget impact:

- Outcome from part-time faculty (sessional and part-time) negotiation of its first collective agreement.
- Outcome from retroactive adjustments from part-time support collective bargaining of their January 31, 2025 expired collective agreement, and their current collective agreement that will expire January 31, 2027.
- Impacts (i.e. ancillary fees) from MCURES consultation on the proposed measures contained within the approved Bill 33 (Supporting Children & Students Act) legislation.
- Potential funding lost or gained through SMA4:
 - Performance funding as a result of metric under or over achievement
 - Reporting and accountability requirements non-compliance.

- Outcome from MCURES unfinalized elements from the February 12, 2026 funding announcement (i.e. health grant – nursing and expansion, and student access guarantee supports).
- Changes in the Bank of Canada's key interest rate during 2026 given the economic outlook uncertainty.
- The College is not renewing the 333 Riverside Drive 2nd Floor lease that expires March 31, 2026. The lease agreement requires the College to remove all trade fixtures, furniture and equipment, and remove only those leasehold improvements as mutually agreed to by the College and Landlord in order to restore the leased premises to the condition prior to the leasehold improvements. Should costs be incurred, this would be an unbudgeted expense that impacts on the 2026-27 budget. In addition, any potential savings from the College potentially subleasing its One Riverside Drive and 333 Riverside Drive 1st Floor spaces, is not reflected in the budget.

SCHEDULE I

St. Clair College of Applied Arts and Technology				
Statement of Operations Summary: 2026-27				
	A	B	B - A	
	25-26 Mid Year	26-27 Original	Variance	
	Review	Budget		
	\$	\$	\$	
REVENUE				
MCURES Operating Grants	51,867,475	73,793,568	21,926,093	
Contract Income	8,631,137	8,345,372	(285,765)	
Tuition	76,590,417	38,145,205	(38,445,212)	
Other	31,729,332	22,924,939	(8,804,393)	
Total Operating Revenue	168,818,361	143,209,084	(25,609,277)	
Total Ancillary Revenue	13,900,335	12,834,751	(1,065,584)	
TOTAL REVENUE	182,718,696	156,043,835	(26,674,861)	-15%
EXPENDITURES				
Salaries & Benefits	95,037,642	83,581,056	(11,456,586)	
Non-Salary	83,395,398	65,155,114	(18,240,284)	
Total Operating Expenditures	178,433,040	148,736,170	(29,696,870)	
Total Ancillary Expenditures	16,303,802	12,850,675	(3,453,127)	
TOTAL EXPENDITURES	194,736,842	161,586,845	(33,149,997)	-17%
TOTAL SURPLUS / (DEFICIT)	(12,018,146)	(5,543,010)	6,475,136	-54%

SCHEDULE II

St. Clair College of Applied Arts and Technology Statement of Revenue: 2026-27				
	A 25-26 Mid Year Review	B 26-27 Original Budget	B - A Variance	
REVENUE	\$	\$	\$	
Enrolment Based Envelope: see note 1	13,671,621	19,950,623	6,279,002	
Differentiation Envelope: see note 2	30,936,247	45,587,247	14,651,000	
Special Purpose / Other Grants: see note 3	7,259,607	8,255,698	996,091	
Total MCURES Operating Grants	51,867,475	73,793,568	21,926,093	42%
Apprenticeship	4,632,052	4,537,097	(94,955)	
Literacy & Basic Skills	1,380,172	1,380,172	-	
School College Work Initiative	1,930,372	1,885,125	(45,247)	
Other: see note 4	688,541	542,978	(145,563)	
Total Contract Income	8,631,137	8,345,372	(285,765)	-3%
Post Secondary - Domestic	26,895,901	27,448,130	552,229	
Post Secondary - International	38,018,493	10,155,075	(27,863,418)	
Post Secondary - PCPP	10,537,238	-	(10,537,238)	
Continuing Education	1,138,785	542,000	(596,785)	
Total Tuition	76,590,417	38,145,205	(38,445,212)	-50%
Interest Income	10,220,000	7,580,000	(2,640,000)	
Contract Training	800,000	800,000	-	
International Projects	510,000	100,000	(410,000)	
PCPP Fee-for-Service	2,412,615	-	(2,412,615)	
Other: see note 5	1,995,825	791,544	(1,204,281)	
Divisional Income	9,173,782	6,797,695	(2,376,087)	
Amortization of DCC	6,617,110	6,855,700	238,590	
Total Other	31,729,332	22,924,939	(8,804,393)	-28%
Total Revenue Before Ancillary	168,818,361	143,209,084	(25,609,277)	
Ancillary Revenue	13,900,335	12,834,751	(1,065,584)	-8%
TOTAL REVENUE	182,718,696	156,043,835	(26,674,861)	-15%

SCHEDULE III

St. Clair College of Applied Arts and Technology Statement of Expenditures: 2026-27				
	A	B	B - A	
	25-26 Mid Year Review	26-27 Original Budget	Variance	
EXPENDITURES	\$	\$	\$	
Administrative: Full-Time	7,363,364	7,634,804	271,440	
Administrative: Part-Time	1,146,686	867,027	(279,659)	
Faculty: Full-Time	37,659,689	30,644,294	(7,015,395)	
Faculty: Part-Time	13,681,683	11,796,484	(1,885,199)	
Support: Full-Time	13,165,301	13,331,414	166,113	
Support: Part-Time	4,106,924	3,542,846	(564,078)	
Fringe Benefits	17,913,995	15,764,187	(2,149,808)	
Total Salaries & Benefits	95,037,642	83,581,056	(11,456,586)	-12%
Advertising	1,966,643	1,823,581	(143,062)	
Bad Debt	1,025,000	825,000	(200,000)	
Building Repair & Maintenance	674,044	572,000	(102,044)	
Contracted Cleaning Service	2,956,652	2,745,500	(211,152)	
Contracted Educational Services	12,104,359	1,615,251	(10,489,108)	
Contracted Services Other	8,683,219	5,195,534	(3,487,685)	
Equipment Maintenance & Repairs	3,177,350	3,330,691	153,341	
Equipment Rentals	3,621,294	3,867,441	246,147	
Grounds Maintenance	768,100	802,310	34,210	
Instructional Supplies	6,824,995	6,643,896	(181,099)	
Insurance	3,928,585	1,672,743	(2,255,842)	
Janitorial & Maintenance Supplies	789,589	769,758	(19,831)	
Long-Term Debt Interest	692,415	681,654	(10,761)	
Memberships & Dues	788,043	747,268	(40,775)	
Municipal Taxes	833,594	702,065	(131,529)	
Office Supplies	1,041,829	879,818	(162,011)	
Premise Rental	3,151,330	2,385,929	(765,401)	
Professional Development	591,479	363,500	(227,979)	
Professional Fees	913,827	1,042,794	128,967	
Security Services	2,931,738	2,699,884	(231,854)	
Stipends & Allowances & Scholarships	1,656,655	1,408,000	(248,655)	
Student Assistance: 30% Tuition	950,000	952,652	2,652	
Travel	737,350	622,406	(114,944)	
Utilities	4,192,200	4,156,000	(36,200)	
Other: see note 6	1,410,289	1,289,748	(120,541)	
Amortization	16,984,819	17,359,691	374,872	
Total Non-Salary Expenditures	83,395,398	65,155,114	(18,240,284)	-22%
Total Operating Expenditures	178,433,040	148,736,170	(29,696,870)	-17%
Ancillary Expenditures	16,303,802	12,850,675	(3,453,127)	-21%
TOTAL EXPENDITURES	194,736,842	161,586,845	(33,149,997)	-17%

SCHEDULE IV A

**St. Clair College of Applied Arts and Technology
Statement of Ancillary Operations: 2026-27**

	A 25-26 Mid Year Review \$	B 26-27 Original Budget \$	B - A Variance \$	
<u>Ancillary: Revenue</u>				
Beverage Supplier	107,619	124,000	16,381	
Bookstore - Windsor & Chatham	185,000	145,000	(40,000)	
Special Events	75,000	50,000	(25,000)	
Lockers Administration	46,142	35,280	(10,862)	
Parking Lots	2,101,035	1,696,520	(404,515)	
Residence - Windsor	3,927,194	4,156,732	229,538	
St. Clair College Centre for the Arts	4,361,385	4,236,816	(124,569)	
Varsity Sports	2,000,000	1,306,822	(693,178)	
Sports Park	200,000	155,520	(44,480)	
HealthPlex	308,500	317,000	8,500	
SportsPlex	3,460	5,400	1,940	
Woodland Hills Golf Course	585,000	605,661	20,661	
Total Revenue	13,900,335	12,834,751	(1,065,584)	-8%
<u>Ancillary: Expense</u>				
Special Events	52,630	33,812	(18,818)	
Lockers Administration	8,086	8,814	728	
Parking Lots	1,346,522	1,244,000	(102,522)	
Residence - Windsor	2,416,755	2,412,465	(4,290)	
Residence - Chatham	32,554	24,100	(8,454)	
Residence - GEM	922,765	45,684	(877,081)	
Residence - La Residence	1,326,216	284,760	(1,041,456)	
Residence - Saints	837,200	-	(837,200)	
St. Clair College Centre for the Arts	4,190,740	3,898,549	(292,191)	
Varsity Sports	2,461,886	2,396,455	(65,431)	
Sports Park	204,994	220,808	15,814	
HealthPlex	740,923	756,945	16,022	
SportsPlex	1,270,851	1,094,337	(176,514)	
Woodland Hills Golf Course	491,680	429,946	(61,734)	
Total Expenditures	16,303,802	12,850,675	(3,453,127)	-21%

SCHEDULE IV B

**St. Clair College of Applied Arts and Technology
Statement of Ancillary Operations Surplus/(Deficit): 2026-27**

	A	B	B - A
	25-26 Mid Year	26-27 Original	Variance
	Review	Budget	
	\$	\$	\$
Beverage Supplier: Revenue	107,619	124,000	16,381
Bookstore - Windsor & Chatham: Revenue	185,000	145,000	(40,000)
Bookstore - Windsor & Chatham: Expenditures	-	-	-
	<u>185,000</u>	<u>145,000</u>	<u>(40,000)</u>
Lockers Administration: Revenue	46,142	35,280	(10,862)
Lockers Administration: Expenditures	8,086	8,814	728
	<u>38,056</u>	<u>26,466</u>	<u>(11,590)</u>
Special Events: Revenue	75,000	50,000	(25,000)
Special Events: Expenditures	52,630	33,812	(18,818)
	<u>22,370</u>	<u>16,188</u>	<u>(6,182)</u>
Parking Lots: Revenue	2,101,035	1,696,520	(404,515)
Parking Lots: Expenditures	1,346,522	1,244,000	(102,522)
	<u>754,513</u>	<u>452,520</u>	<u>(301,993)</u>
Residence - Windsor: Revenue	3,927,194	4,156,732	229,538
Residence - Windsor: Expenditures	2,416,755	2,412,465	(4,290)
	<u>1,510,439</u>	<u>1,744,267</u>	<u>233,828</u>
Residence - Chatham: Expenditures	32,554	24,100	(8,454)
Residence - GEM: Expenditures	922,765	45,684	(877,081)
Residence - La Residence: Expenditures	1,326,216	284,760	(1,041,456)
Residence - Saints: Expenditures	837,200	-	(837,200)
Residences Total: Net	(1,608,296)	1,389,723	2,998,019
St. Clair College Centre for the Arts: Revenue	4,361,385	4,236,816	(124,569)
St. Clair College Centre for the Arts: Expenditures	4,190,740	3,898,549	(292,191)
	<u>170,645</u>	<u>338,267</u>	<u>167,622</u>
Varsity Sports: Revenue	2,000,000	1,306,822	(693,178)
Varsity Sports: Expenditures	2,461,886	2,396,455	(65,431)
	<u>(461,886)</u>	<u>(1,089,633)</u>	<u>(627,747)</u>
Sports Park: Revenue	200,000	155,520	(44,480)
Sports Park: Expenditures	204,994	220,808	15,814
	<u>(4,994)</u>	<u>(65,288)</u>	<u>(60,294)</u>
HealthPlex: Revenue	308,500	317,000	8,500
HealthPlex: Expenditures	740,923	756,945	16,022
	<u>(432,423)</u>	<u>(439,945)</u>	<u>(7,522)</u>
SportsPlex: Revenue	3,460	5,400	1,940
SportsPlex: Expenditures	1,270,851	1,094,337	(176,514)
	<u>(1,267,391)</u>	<u>(1,088,937)</u>	<u>178,454</u>
Woodland Hills Golf Course: Revenue	585,000	605,661	20,661
Woodland Hills Golf Course: Expenditures	491,680	429,946	(61,734)
	<u>93,320</u>	<u>175,715</u>	<u>82,395</u>
Athletics/Recreation Total: Net	(2,073,374)	(2,508,088)	(434,714)
Total Revenue	13,900,335	12,834,751	(1,065,584)
Total Expenditures	16,303,802	12,850,675	(3,453,127)
Surplus/(Deficit)	(2,403,467)	(15,924)	2,387,543

Notes: Statement of Revenue & Expenditures

Note 1 REVENUE: Enrolment Based Envelope

Core Operating Grant

Note 2 REVENUE: Differentiation Envelope

Performance Funding

Note 3 REVENUE: Special Purpose / Other Grants

Accessibility Funding
Allied Health Enrolment Expansion
Clinical Education / Nursing Expansion
Collaborative Nursing
Electrical Techniques Expansion
International Student Recovery
Mental Health Worker, Services & Action Plan
Interpreters
Postsecondary Education Sustainability
Municipal Taxes
Small Northern Rural
STEM Funding

Note 4 REVENUE: Other Contract

Access and Inclusion
Better Jobs Ontario
Campus Safety
Indigenous Student Success Fund
WSIB

Note 5 REVENUE: Other

Administration Fees
Apprenticeship Classroom Fees
Credit Transfer Fees
Diploma Replacement Fees
Gain (Loss) on Sale of Assets
Grade Appeals
Graduation Fees
Miscellaneous Income
Termination Gratuities
Transcript Fees
Unrestricted Donations

Note 6 EXPENDITURES: Other

Audit Fees
Bank Charges
Capital Non-Depreciable
College Employer Council
Field Studies
Food Service
Learning Resource Material
Postage
Staff Employment
Telephone
Vehicle

CAPITAL BUDGET

The College endeavours to fund capital investment through positive cash flows from operations and Ministry capital grants. For the 2026-27 fiscal year, Administration has noted the forecasted Ministry funded capital budget, along with seeking BOG approval of the College funded capital budget.

Entity	Source of Cash	Amount
College	Unrestricted Reserve	\$500,000
College	Deferred Maintenance Reserve	\$9,375,000
Ministry	Apprenticeship Capital Grant	\$777,125
Ministry	Campus Safety Grant	\$46,000
Ministry	Capital Equipment Renewal Fund	\$425,500
Ministry	Facilities Renewal Program	\$3,625,500
Total Budget		\$14,749,125

*Note: non-cash items (i.e. ARO) and items residing in CIP from 2025-26 are excluded.

Administration is requesting that the \$500,000 Unrestricted Reserve funded capital budget be approved. The \$500,00 is for the following initiatives:

- Quittenton Hall Residence Window Blinds
- SportsPlex Access Swipe Card System
- Licence Plate Recognition Project
- Classroom Accessible Electric Desks
- Van Replacement
- Battery Replacement for Uninterruptible Power Supply Units

The BOG approved the \$9,375,000 Deferred Maintenance Reserve funded capital budget for 2026-27 on November 26, 2025.

Depending on how the capital budget spending unfolds at March 31, 2027, we may need to keep an allowance in the 2027-28 capital budget to allow projects which may overlap fiscal years to be completed in 2027-28.

STAFFING

As part of the College's academic program suspensions and broader organizational restructuring, additional respectful workforce reductions have been implemented or are underway to assist with budget challenges in the 2026-27 fiscal year. This workforce restructuring continues to maintain the organizational culture, supports staff, and ensures educational quality. The majority of the applicable costs related to this restructuring have been accrued into the 2025-26 fiscal year.

STATEMENT OF FINANCIAL POSITION FORECAST

The intent of this report is to provide the BOG with a forecast of the College's 2026-27 financial position at the end of the fiscal year in regards to Assets, Liabilities and Net Assets, based on information known when the budget was developed.

Highlights from the statement of financial position forecast include the following:

- **Cash and Cash Equivalents:** As communicated to the BOG on November 25, 2025, negative operating cash flows exist given the College's declining revenues and deferred tuition revenues.
- **Other Current Assets:** This primarily reflects the College's GICs. The majority have been secured midway into 2026-27 to take advantage of interest rates before potential Bank of Canada key interest rate announcements.
- **Tangible Capital Assets:** This reflects the College's \$14.7 million capital plan noted on page 21.
- **Accounts Payable:** The \$17.4 million forecasted decrease relates to prior year salary continuance accruals not recurring in 2026-27 and lower student credit balances.
- **Deferred Revenue:** The \$8.1 million forecasted decrease relates to tuition payments by international students for future semesters. Given the forecasted lower enrolment, lower payments for future semesters are expected.
- **Net Assets:** Forecasted to be in a surplus position with an Unrestricted Reserve balance of \$22.1 million and an Internally Restricted Reserves balance of \$123.4 million.

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

	3/31/2025	11/26/2025	3/24/2026
	Actuals	Mid-Year Budget	Original Budget
	2024-25	2025-26	2026-27
1 Assets	560,679	532,197	492,412
11 Cash and Cash Equivalents	57,771	20,956	2,987
12 Accounts Receivable	10,286	8,797	8,797
14 Other Current Assets	182,247	211,208	192,658
15 CIP	634	77	77
16 Tangible Capital Assets	465,459	487,243	501,992
161 Land	6,036	6,036	6,036
162 Site Improvements	34,163	35,399	36,055
163 Building	321,468	334,813	341,251
164 Furniture and Equipment	99,043	106,246	113,901
169 Other TCA	4,749	4,749	4,749
17 Tangible Capital Asset Accumulated Amortization	(207,411)	(224,396)	(241,756)
172 AA Site Improvements	(15,674)	(18,377)	(21,096)
173 AA Building	(105,319)	(114,067)	(122,953)
174 AA Furniture and Equipment	(81,836)	(87,203)	(92,958)
179 AA Other TCA	(4,582)	(4,749)	(4,749)
19 Investments and Other Long-Term Assets	51,693	28,311	27,656
2 Liabilities	254,456	237,935	203,678
21 Bank Indebtedness	-	-	-
22 Accounts Payable and Accrued Liabilities	45,542	34,714	17,368
221 Accounts Payable and Accrued Liabilities	43,415	32,678	15,209
222 Accrued Interest	61	54	53
223 Current Portion of Long-Term Liabilities	2,065	1,982	2,105
23 Deferred Revenue	42,756	33,169	23,014
231 Deferred Revenue	8,868	6,465	4,491
232 Deferred Tuition Revenue	33,888	26,704	18,523
24 Restricted Contributions	14,612	13,709	11,041
25 Deferred Capital Contributions	129,393	127,840	125,858
27 Debt	17,171	15,189	13,084
29 Other Long Term Liabilities	4,982	13,314	13,314
3 Net Assets	306,223	294,262	288,733
31 Unrestricted Net Assets	32,512	24,684	22,163
32 Internally Restricted Net Assets	139,857	127,857	123,482
33 Investment in Capital Assets	110,053	117,913	119,266
37 Endowments	23,800	23,807	23,823
38 Accumulated Re-measurement Gain & Losses	-	-	-
Assets - Liabilities - Net Assets	-	-	-

INTERNALLY RESTRICTED RESERVES FORECAST

During the budget development and approval processes, strategic priorities are reviewed, and projected revenues and expenditures are updated. As such, Administration provides the BOG with an update on the College's Internally Restricted Reserves, as College policy requires BOG approval to contribute or spend funds from the Internally Restricted Reserves. The intent of this report is to provide the BOG with a forecast of our 2026-27 Internally Restricted Reserve balances, based on information known when the budget was developed.

- **Financial Sustainability:** At the September 16, 2025 BOG meeting, the BOG approved a \$5 million withdrawal from the Reserve for the faculty STEP. At the November 26, 2025 BOG meeting, Administration communicated that the Unrestricted Reserve forecast showed the Financial Sustainability Reserve withdrawal would likely not be required. As a result, the Internally Restricted Reserve chart shows the \$5 million not being withdrawn in 2025-26 relative to the 2025-26 Mid-Year Review projection.
- **Deferred Maintenance:** The \$9.375 million decrease reflects the approval by the BOG on November 26, 2025 to support the College's planning and risk mitigation processes to ensure necessary deferred maintenance requirements are addressed in a timely and effective manner.

As at March 31, 2027, Administration is forecasting an Internally Restricted Reserves balance of \$123,482,307.

St. Clair College of Applied Arts and Technology
 2026-2027 Original Budget Forecast
 Internally Restricted Reserves

Forecast	Financial Sustainability	Investment Income Est.	Total Financial Sustainability	Deferred Maintenance	Investment Income Est.	Total Deferred Maintenance	Total Strategic Capital Projects	Total Risk Management (Cyber Self-Insure)	Total Internal Reserves
Total 3/31/2025	65,000,000	8,920,568	73,920,568	33,615,935	2,270,801	35,886,737	20,050,000	10,000,000	139,857,307
March/April/November - Withdrawal	(5,000,000)	-	(5,000,000)	(7,000,000)	-	(7,000,000)	(20,050,000)	-	(32,050,000)
November - Contribution				20,050,000		20,050,000			20,050,000
Total 3/31/2026 Forecast Mid-Year	60,000,000	8,920,568	68,920,568	46,665,935	2,270,801	48,936,737	-	10,000,000	127,857,307
Withdrawals	-	-	-	(9,375,000)	-	(9,375,000)	-	-	(9,375,000)
Contributions - Not Used in 2025-26	5,000,000	-	5,000,000	-	-	-	-	-	5,000,000
Total 3/31/2027 Forecast	65,000,000	8,920,568	73,920,568	37,290,935	2,270,801	39,561,737	-	10,000,000	123,482,307

NON-COMMITTED CASH FORECAST

The intent of this report is to provide the BOG with an indication of our 2026-27 non-committed cash position at the end of the College's fiscal year. The report also identifies capital projects that are funded from Unrestricted Reserves and estimated adjustments to Internally Restricted Reserves.

The non-committed cash forecast at March 31, 2027 is a \$19.3 million balance. Highlights from the non-committed cash forecast include the following:

- Unrestricted Net Assets, Prior Year: \$24.6 million agrees to the unrestricted net assets balance forecast shared with the BOG at its November 26, 2025 meeting.
- Budget Surplus / (Deficit): Reflects the 2026-27 forecasted budget deficit of \$5.5 million.
- Amortization (net): Reflects the 2026-27 forecasted non-cash budget impact of \$17.3 million amortization expense less \$6.8 million amortization of deferred capital contributions.
- Grant Revenues & Expenditures: Reflects the Ministry funded capital grants that are planned to be fully spent and capitalized by the end of the fiscal year.
- Funded by Unrestricted Reserves: Reflects Administration's \$500,000 capital budget request to be funded by the Unrestricted Reserve.
- Repayment of Long-Term Debt: Reflects the \$1.9 million of principal payments toward existing loans.
- Internally Restricted Reserves (net): Reflects the \$5 million not withdrawn from the Financial Sustainability Reserve in 2025-26 for faculty STEP, as funds were available in the Unrestricted Reserve.
- Unrestricted Net Asset Adjustment: Reflects administration's estimate of uncollectible accounts receivables.

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

	11/26/2025	3/24/2026	
	25-26 Mid-Year Budget \$	26-27 Original Budget \$	Variance \$
Unrestricted Net Assets, Prior Year ⁽¹⁾	32,512	24,684	(7,828)
Operating			
Budget Surplus (Deficit)	(12,018)	(5,543)	6,475
Amortization (net)	10,368	10,504	136
Adjusted Budget Surplus (Deficit)	(1,650)	4,961	6,611
Capital			
Grant Revenues	4,828	4,874	46
Grant Expenditures	(4,828)	(4,874)	(46)
Funded by Unrestricted Reserves	(780)	(500)	280
Asset Retirement Obligation Adjustment	(8,332)	-	8,332
Net Outlay for Capital	(9,112)	(500)	8,612
Debt			
Repayment of Long-Term Debt	(2,065)	(1,982)	83
Proceeds from Long-Term Debt	-	-	-
Net Change in Long-Term Debt	(2,065)	(1,982)	83
iii. Other:			
Internally Restricted Reserves (net)	5,000	(5,000)	(10,000)
Net Change in Other	5,000	(5,000)	(10,000)
Unrestricted Net Assets, End of Year	24,684	22,163	(2,522)
Unrestricted Net Assets Adjustment⁽¹⁾	(2,184)	(2,778)	(2,522)
Non-Committed Cash Projection	22,500	19,385	(2,432)

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

FINANCIAL SUSTAINABILITY METRICS FORECAST

The intent of this report is to provide the BOG with a forecast of the 2026-27 MCURES Financial Health Metrics, based on information known when the 2026-27 Budget was developed.

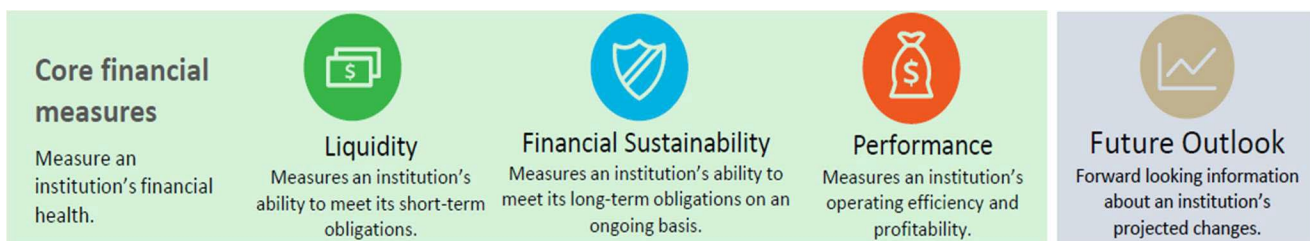
The MCURES Governance and Accountability Framework contains the following:

- *Exists to support enhanced financial health oversight. The metrics and benchmarks help determine the appropriate course of action for the College and MCURES.*
- *The prudent management of resources means that colleges are to balance expenditures with revenue sources when preparing and implementing a budget. Where an accumulated deficit is unavoidable in the opinion of the board of governors, Section 9 (2) of O. Reg. 34/03 requires the college to obtain the approval of the Minister, Colleges, Universities, Research Excellence and Security and provide a plan to eliminate the deficit. It is expected that the plan would normally eliminate the deficit within the subsequent two fiscal years.*

MCURES has released a proposal to amend the Regulation to more clearly define the conditions under which Ministerial approval is required if a college's budget is not balanced.

At the March 25, 2025 and November 26, 2025 BOG meetings, Administration communicated the following:

- MCURES updated the College Financial Accountability Framework to revise its financial health metrics to enhance the effectiveness of its assessment of financial sustainability at colleges.



- As part of the financial health risk assessment, colleges are assessed on a series of metrics with their own threshold benchmarks. Each college's performance on each metric is aggregated into an overall score that is then ranked according to one of four action plans: no action, low action, medium action or high action.

Category: Liquidity

Metric	Metric Definition	Low Threshold	Medium Threshold	High Threshold
Primary Reserve Days	$(\text{Expendable net assets: Liquidity} / \text{Total expenses}) \times 365$ days	91 days or more	90 to 31 days	30 days or less
Working Capital Ratio	Current assets / Current liabilities	1.26 or more	1.25 to 1.01	1 or less

Category: Sustainability

Metric	Metric Definition	Low Threshold	Medium Threshold	High Threshold
Viability Ratio	$\text{Expendable net assets: Viability} / \text{Long-term debt}$	61% or more	60% to 31%	30% or less
Debt Ratio	$\text{Total liabilities less deferred capital contribution} / \text{Total assets}$	34% or less	35% to 54%	55% or more
Debt to Revenue Ratio	$\text{Long-term debt} / \text{Total revenue}$	34% or less	35% to 49%	50% or more

Category: Performance

Metric	Metric Definition	Low Threshold	Medium Threshold	High Threshold
Surplus (Deficit) Ratio	$\text{Surplus (deficit)} / \text{Total revenue}$	1.6% or more	1.5% to 0.0%	Less than 0%
Net Operating Revenues Ratio	$\text{Cash flow from operations} / \text{Total revenues}$	7.1% or more	7% to 2.1%	2% or less

Category: Future Outlook

Metric	Metric Definition	Low Threshold	Medium Threshold	High Threshold
Projected Future Primary Reserve Days	$((2 \text{ year projected surplus (deficit)} + \text{Expendable net assets} - \text{Projected capital renewal spending}) / 2 \text{ year average of projected total expenses}) \times 365$ days	91 days or more	90 to 31 days	30 days or less
Projected Future Surplus (Deficit) Ratio	$\text{Projected surplus (deficit)} / \text{Projected total revenues}$	1.6% or more	1.5% to 0.0%	Less than 0%

- Each of these action plans requires MCURES to communicate to the College the results of the framework assessment and the steps that must be taken in accordance with the relevant action plan.



- For 2025-26, Administration communicated to the BOG that it forecasted the College to require a high action plan given its rating under the Performance Measure as a result of it being below the benchmark for the Surplus (Deficit) Ratio and Net Operating Revenues Ratio.

The 2026-27 Budget forecast continues to show a high action plan rating given the College's rating under the Performance Measure and its underlying Surplus (Deficit) and Net Operating Revenues Ratios.

A high action plan involves the following:

- MCURES Assistant Deputy Minister writes to the College Board Chair, President, Vice-President Finance, identifying specific metrics and categories requiring actions.
- College provides a written response to confirm receipt within 2 weeks, and to confirm an independent advisor is being procured within 8 weeks, including timeline for onboarding and scope of work. College provides a BOG approved recovery plan developed or validated by the independent advisor within 3 months. The plan should include a multi-year budget and cashflow forecast.
- College must provide status reports annually to demonstrate progress made against the internal recovery plan for a 3-year period or until no financial health categories are in the high action bands.
- If the College fails to meet its financial objectives or shows a decline in financial health at the end of a 3-year period, the effectiveness of the recovery plan and the recommendations of the independent advisor should be reconsidered. A new advisor should be appointed. If the progress report(s) demonstrates that the financial objectives have been achieved and the financial health categories are in the low or medium action categories, the College will be moved out of the high action plan.

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

Benchmark				11/25/2025	3/24/2026		
	<u>Low Threshold</u> (0 points)	<u>Medium Threshold</u> (1 point)	<u>High Threshold</u> (2 points)	MYR	Original Budget		
				3/31/2026	Points for Category	3/31/2027	Points for Category
Liquidity							
Primary Reserve Days	91 days or more	90 to 31 days	30 days or less	294	0	338	0
Working Capital Ratio	1.26 or more	1.25 to 1.01	1 or less	3.5	0	5.0	0
				Avg. points	0	Avg. points	0
					< 1 point; no action		< 1 point; no action
Sustainability							
Viability Ratio	61% or more	60% to 31%	30% or less	888%	0	959%	0
Debt Ratio	34% or less	35% to 54%	55% or more	21%	0	16%	0
Debt to Revenue Ratio	34% or less	35% to 49%	50% or more	9%	0	10%	0
				Avg. points	0	Avg. points	0
					< 1 point; no action		< 1 point; no action
Performance							
Surplus (Deficit) Ratio	1.6% or more	1.5% to 0.0%	Less than 0%	-6.6%	2	-3.6%	2
Net Operating Revenues Ratio	7.1% or more	7% to 2.1%	2% or less	-11%	2	-15%	2
				Avg. points	2	Avg. points	2
					> = 2 points; high action		> = 2 points; high action
Future Outlook							
Projected Future Primary Reserve Days ⁽¹⁾	91 days or more	90 to 31 days	30 days or less	227	0	317	0
Projected Future Surplus (Deficit) Ratio ⁽²⁾	1.6% or more	1.5% to 0.0%	Less than 0%	-8.4%	2	-1.6%	2
				Avg. points	1	Avg. points	1
					> = 1 point; medium action		> = 1 point; medium action

Overall Action Plan (the category with the highest action plan determines the overall action plan for the institution) ⁽³⁾

High Action Plan

⁽¹⁾ MCURES framework outlines Projected Future Primary Reserve Days to be calculated as [(2-year projected surplus/deficit + expendable net assets: liquidity - projected capital renewal spending over 2 years) / 2-year average of projected total expenses] * 365 days. Projected capital renewal spending over 2 years is calculated as (current facilities replacement value x 1.50% - current year facilities renewal program funding) x 2.

⁽²⁾ MCURES framework outlines Projected Surplus (Deficit) Ratio to be calculated as projected surplus (deficit) / projected total revenue for a 1 year outlook only.

⁽³⁾ Based on an average score for each of the core financial categories: Liquidity, Sustainability, Performance and Future Outlook an action plan for each category is determined. The category with the highest action plan determines the overall action plan applicable to the institution.

STUDENT FEE STRUCTURE: 2026-2027 ACADEMIC YEAR

This annual document was prepared from the Student Fee Protocol meeting held on February 13, 2026. The Compulsory Ancillary Fee Protocol Committee is comprised of Administration, Student Representative Council Inc., Thames Student Incorporated, and the Saints Student Athletic Association. The intent of the Committee is to recommend compulsory ancillary fees, within the Ministry of Colleges, Universities, Research Excellence and Security (MCURES) regulations for the upcoming academic year. The Student Fees have continued to be prepared in accordance with the MCURES Tuition Fee Framework and Ancillary Guidelines.

**Student
Fees
2026-2027**



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ST. CLAIR COLLEGE
REGISTRAR'S OFFICE
STUDENT FEE SCHEDULE 2026-2027

INTRODUCTION AND ACCOUNTABILITY

This document is a statement of College Policy relating to the assessment of student fees. The annual St. Clair College fee schedule is developed by applying our internal policy guideline in compliance with the Directive and Operating Procedure issued by the Ministry of Colleges, Universities, Research Excellence and Security (MCURES).

Recommendations for changes to this fee schedule are forwarded to the Senior Operations Group for approval. The fee schedule resulting from the application of the internal policy guideline will be forwarded annually to the Board of Governors for approval.

The Registrar is accountable for the assessment and collection of all student fees in compliance with this policy. The Fee Schedule for 2026-2027 is shown in Appendix I.

NOTE: As per February 12, 2026, MCURES released an updated Tuition Fee Framework. As a result, domestic tuition fees for the 2026-2027 academic year will increase by 2% and international tuition fees will increase by 3%.

(A) TUITION FEES

1. Full-time Post-secondary Program Fees – Regulated Programs

The tuition fee charged to a full-time post-secondary student for a period of in-school activity (usually a term or semester) is defined by MCURES and calculated as follows:

$$\text{S.T. F.} \times \text{T.F.F.} \times \frac{\text{weeks per term}}{\text{total program weeks.}}$$

Where S.T.F. = Standard Tuition Fee; defined annually by MCURES.

T.F.F. = Tuition Fee Factor for the specific program, as assigned by MCURES.

2. Full-time Post-secondary Program Fees – Additional High Demand

At the discretion of the Board of Governors, the College can introduce additional high demand fees for programs where the Board identifies that there is demand for spaces, strong employment prospects and the expectation of high income for graduates, to a maximum of 15 per cent of College enrolment. (See Appendix II for a listing of High Demand Programs).

3. Full-time Ontario College Graduate Certificate Fees

At the discretion of the Board of Governors, additional high demand may be introduced for students in full-time Ontario College Graduate Certificate programs. This enrolment is excluded from the 15% overall enrolment calculation.

4. Fees for Part-time Activity

a) Fully Funded Part-time Activity

The standard tuition fee for all part-time activity that is recognized for full provincial funding is assessed based on the contact hour fee as specified annually by MCURES (standard part-time tuition rate = \$6.23 per hour).

b) Other Part-time Activity

Colleges may charge fees, as they deem appropriate for courses that are not recognized for full provincial funding.

NOTE: To determine full-time or part-time status, the student's total course registrations less non-funded courses will be considered in the program registration.

5. Fees for Prior Learning Assessment (PLA) Activity

Tuition fees for portfolio development courses are to be assessed as a flat rate.

The established PLA fee = \$141.09.

In no case can the PLA fee exceed the regular course tuition fee, based on MCURES's specified part-time rates.

6. Fees for Auditing Students

Colleges may charge fees, as they deem appropriate for auditing students. Auditing students are not to be included in the enrolment report for funding purposes.

7. Fees for International Students

The College defines international student fees each year. International students cannot be counted for funding purposes but are reported to MCURES. International students are generally accepted into undersubscribed programs. High demand fees are excluded from the International Student Fees.

8. U.S.A. Fees

The College has a fee policy that is applicable only to students from the United States of America. These reduced fees do not apply to oversubscribed programs, as U.S.A. students are generally accepted into undersubscribed programs. High demand fees are excluded from the U.S.A. Fees.

9. Special Fees

9.1 Special Reduced Fees

St. Clair College recognizes the need to accommodate the special needs of certain members of its constituency and as a result may reduce fees for some of these populations.

a) Students on Social Assistance

Eligible part-time students, day or evening, will have tuition fees assessed based on 20% of the regular tuition to a minimum of \$20.00 per course. These reductions will apply only to fully funded (MCURES) courses. The College reserves the right to exclude specifically designed courses.

These reductions will be subject to available space in individual course sections. There will be no reduction of applicable service fees, registration, material fees, etc.

b) College Employees and Retirees

Any Full-Time employee, Part-Time employee (who is working at least 24 hours/week during the semester in which the course is offered), Partial-Load Faculty or a full-time College employee who has officially retired may take a funded College course upon payment of a non-refundable tuition fee of \$20.00. The College reserves the right to exclude specifically designated courses.

These reductions will be subject to available space in individual course sections. There will be no reduction of material fees, etc. Prior Learning Assessments (PLA) are excluded from the \$20.00 reduced fees.

c) Employee Tuition Payroll Deduction

Payroll deduction is available for full-time employees, for dependents enrolled in full-time programs. Please check with the Human Resources Department for details and available updates.

d) Senior Discount

Seniors (age 60 and over) who register for part-time evening courses will

be given a 10% discount. Seniors will be exempt from ancillary fees. There will be no reduction of material fees. These reductions will apply only to fully funded (MCURES) courses. The College reserves the right to exclude specifically designated courses.

e) City of Windsor Employees

For a period of ten (10) years beginning March 2007, employees of the City of Windsor shall be permitted to enroll in any part-time credit course offered by the College at a discounted rate of thirty (30%) percent of the regular tuition charged to students for each course. The reduction is subject to space availability and provided priority of enrolment in each course shall be given to students paying full tuition. The College has approved an extension of this arrangement for the 2026-2027 academic year.

9.2 Work Experience Fees

There are three forms of work experience that impact upon a student's fee assessment – clinical training, field placement and co-operative education. Where the work experience is included within a full-time program schedule, the full-time fees include the assessment of Work Experience. Clinical training is included in a student's full-time assessment. Clinical training, taken on a part-time basis, is assessed on the current hourly standard tuition fee.

Field placement is included in a student's full-time assessment. Fees for field placement courses taken by part-time students will be established by program and program requirements (i.e., cost of supervision, field placement location, specialized skills for supervisors, etc.).

Co-operative education fees will be established by program and program requirements (i.e., cost of supervision, field placement location, specialized skills for supervisors, etc.).

NOTE: Where a student is enrolled in an additional course(s)

While in a Field Placement/Co-Op semester, the regular fee assessments will apply for those courses in addition to the Field Placement/Co-Op fees.

9.3 Course Overload Fee

A student whose course load (hours of contact) exceed that normally taken by students in that academic achievement level (AAL) of the program, will be assessed fees for the overload at the previously described part-time rates.

(B) INCIDENTAL FEES

1. Tuition-Related Incidental Fees

Tuition-related incidental fees are included in the standard tuition fee. That is, having paid the required standard tuition fee, a student **cannot** be required to bear additional charges for any tuition-related fees.

Tuition-related fees include:

- Lab and shop costs
- Costs of consumable supplies and equipment and instruments not retained by the students
- Costs of mandatory field trips and mandatory field placement
- Costs of mandatory travel

2. Non-Tuition Related Incidental Fees

The College may assess non-tuition related incidental fees as described below:

- The cost of fees charged for Co-op program work semesters.
- To encourage the completion of some action by a specified deadline date (to permit College planning and resource allocation).
- To recover all, or part of the cost, of some activity requested by the student.
- To recover the cost of learning materials, equipment and/or clothing retained by the student.
- The cost of appeals, additional examinations and transcripts, graduation, parking charges and student identification cards.

A compulsory non-tuition related incidental fee is defined as a fee imposed or administered by the College in addition to standard tuition fees, which a student is required to pay to enroll in, or successfully complete, any course or program eligible for provincial funding. All compulsory non-tuition related incidental fees recommended by the College's Compulsory Ancillary Fee Committee and approved by the Board of Governors.

3. Summary of Non-Compulsory Non-Tuition Related Incidental Fees

3.1 OSAP Deferral Fee

Full-time post-secondary students, who have applied for OSAP, may request to defer their fees with a payment of \$100.00 per academic year until their OSAP application has been processed. A payment of this fee is applied towards tuition fees.

3.2 Grade Appeal Fee

Students requesting a review of a final grade will be assessed a fee of \$25.00 per course reviewed. This fee is refunded if the review is upheld.

3.3 Academic Integrity Appeal Fee

Students requesting an appeal of their Academic Integrity penalty will be assessed a fee of \$25.00. This fee is refunded if the review is upheld.

3.4 Income Tax Receipt

All eligible students are provided with a copy of their Income Tax Receipt free of charge through the SIS. A fee of \$15.00 will be required for students requesting receipts (if applicable) for tax years prior to 2004.

3.5 Locker Fee

Students at all campuses may lease a locker for a fee of \$15.00 per semester.

3.6 Parking Fee

For a general, non-gated lot, day students requiring parking at the South and Chatham Campuses will be assessed a parking fee of \$162.86 per semester or \$325.72 per year (i.e., Fall and Winter semesters).

Premium parking passes at the South campus are available for the academic year for a fee of \$423.36 per year (i.e., Fall and Winter semesters).

In the event shorter term parking is required, a weekly permit may be purchased for \$28.88 per week or \$54.29 per month. Hourly parking in the pay and display lots is \$3.25 per hour, with a daily maximum of \$13.00 per day.

3.7 Course Description Fee

A charge of \$1.00 per course description to a maximum of \$25.00 will be applied. Additional copies will be \$5.00 per set.

3.8 Transfer Credit Assessment Fee

A charge of \$25.00 per course evaluation, up to a \$100.00 maximum per submission is applicable.

4. Summary of Essential Non-Tuition Related Incidental Fees

These fees do not apply to contract training courses/programs.

4.1 Student Buildings Operating Fee – Windsor

A Student Buildings Operating Fee of \$180.00 per year will be assessed to all full-time students registered at the Windsor Campus. This fee will provide funds to support projects that will improve student life and learning on the campuses. This fee will be split with \$165 towards Operating expenditures and \$15 towards Capital expenditures.

A Student Buildings Operating Fee of \$2.75 per course per semester will be assessed to all part-time students.

4.2 Student Buildings Operating Fee - Chatham

A Student Buildings Operating Fee of \$130.00 per year will be assessed to all full-time students registered at the Chatham Campus. This fee will provide funds to support projects that will improve student life and learning on the campus.

A Student Buildings Operating Fee of \$2.50 per course per semester will be assessed to all part-time students.

4.3 Student Centre Capital Fee - Chatham

A Student Centre Capital Fee of \$150.00 per year will be assessed to all full-time students registered at the Chatham Campus for a period of ten (10 years). This fee was approved by a TSI referendum in Fall 2015 and has been extended to November, 2031.

4.4 Student Achievement and Records Fee

A Student Achievement and Records Fee of \$35.00 will be assessed annually to all full-time students registered at all campuses. The fee offsets the costs associated with the ongoing management, production of student records and convocation.

All part-time students will be assessed a \$5.00 per semester fee.

4.5 Athletics and Recreation Operating Fee

An Athletics and Recreation Operating Fee of \$255.00 per year will be assessed to all full-time students registered at the Windsor Campus, where \$25.00 of this fee is used towards Sports Park operations. The remaining \$230.00 of the fee will be split amongst the College (\$161.00) and SSAA (\$69.00) in Windsor. This fee offsets the costs to support athletic intramurals, recreation, and varsity sports.

An Athletics and Recreation Operating Fee of \$200.00 per year will be assessed to all full-time students registered at the Chatham Campus. TSI will receive 100% to support their intramurals and recreation activities in Chatham.

An Athletics and Recreation Operating Fee of \$3.50 per course per semester will be assessed to all part-time students in a program of study.

4.6 Varsity Student – Athlete Fee

Annual non-refundable fee of \$250.00. This fee is intended as an accountability factor for students joining a St. Clair College Varsity Athletics Team. It also helps to offset the costs associated with the following items for each player:

- Varsity Clothing – to be worn by student-athletes while representing their team and St. Clair College.
- Varsity Shoe Reimbursement – funding support to purchase team-directed shoes for varsity participation.
- Athletic Banquet Ticket – student-athletes are invited each year to an awards banquet hosted by the Athletic Department at the conclusion of the year.

4.7 Nexus Operations Fee

A new fee of \$100.00 will support the student-access and operational components of the Nexus facility, including its Esports programming. This includes facility operations and technology, student programming and events, competitive participation infrastructure, student staffing and supervision as well as recruitment and outreach programming.

4.8 Student Card Fee

All full-time post-secondary students will be assessed a \$15.00 student card fee. Student cards provide students with the ability to prove their student status immediately. The student card is required to access the library, computer labs, and photocopy machines. A student card fee of \$15.00 will be allocated annually for renewal and maintenance purposes.

4.9 Health Insurance Fee

All full-time domestic post-secondary students at all Campuses will be assessed a fee of \$347.00 per year (pro-rated for programs that start in Winter \$288.00 and Spring \$225.00) to cover the cost of a student health insurance plan. This \$347.00 includes a mandatory and non-refundable

Accidental Death and Dismemberment fee of \$2.95. Full-time students are able to opt-out of their health insurance plan during the beginning of each academic year. See <https://wespeakstudent.com> for details.

All international students are assessed a fee of \$711.47 per year (pro-rated for programs that start in Winter \$474.40 and Spring \$237.20). The fees associated with health insurance are mandatory as a result of the coverage and benefits afforded to international students. There are no opt-out opportunities provided to international students as it relates to health insurance.

4.10 Academic Support Fee

A total Academic Support Fee of \$95.00 will be assessed to all students at all campuses to provide academic support that encourages and strengthens student success. Services includes amenities such as peer tutoring, group tutoring, faculty support and walk-in services for Math and English, open/general computer labs, workshops, support programming, THRIVES (Toolbox for Help and Resources to Increase Value and Empower Students) and other numerous on-line resources, Orientation, etc. This fee is split between St. Clair College (14%) and Thames Student Incorporated/Student Representative Council (86%) based on the service lead.

Included in this fee assessment are the following printing capabilities: All students will receive 250 black and white free impressions (single-sided page) each semester for academic purposes. The 250 impressions do not carry over from semester to semester. Once the 250 limit is reached each semester, the following charges will apply:

Printing fees regardless of paper size:

- Single: 20¢
- Two-sided: 20¢
- Colour Single: 30¢
- Colour Two-sided: 50¢

The Academic Support Fee of \$18.00 per course per semester will be assessed to all part-time students.

4.11 Campus Safety Fee – Windsor Campuses

A Campus Safety Fee of \$15.00 will be assessed to all full-time students at the Windsor campuses to promote on-campus safety and wellness. Such programs and services may include a walk safe program, on campus programming, information, and awareness.

The Campus Safety fee of \$1.00 per course per semester will be assessed to all part-time students at Windsor campuses.

Campus Safety Fee -- Chatham

A Campus Safety Fee of \$5.00 will be assessed to all full-time students at the Chatham campus to promote on-campus safety and wellness. Such programs and services may include a walk safe program, on campus programming, information, and awareness.

The Campus Safety fee of \$1.00 per course per semester will be assessed to all part-time students at the Chatham campus.

4.12 Health and Counselling Fee

A Health and Counselling Fee of \$25.00 will be assessed to all full-time students at all campuses to support on-campus access to health professionals/social workers for basic medical care, mental health care and online resources to support a culture of wellness on campus. Examples include wellness programming such as exam preparation support, mental health awareness and support activities, nutrition workshops and events. Online resources such as “Real Campus” and “Student Health 101” are also included.

The Health and Counselling Fee of \$1.00 per course per semester will be assessed to all part-time students.

4.13 Student Legal Support Fee

Students will be assessed a Legal Support Fee of \$33.90 per year at all Campuses. This fee would support students with legal issues they may experience, such as, landlord support, employment disputes, etc.

Students who feel they are not in need or do not require legal supports are eligible to opt out of this fee via the St. Clair Student Representative Council (SRC). Opting out will entitle you to obtain a refund of the fee

that will be reimbursed by a process outlined by the SRC.

4.14 Athletics and Recreation - Recreation/Fitness Centre Capital Fee - Windsor

Beginning Fall 2008, a Recreation Centre Fee of \$150.00 will be assessed to all full-time students for a period of ten (10) years to offset capital construction costs. Part-time students will be assessed \$7.50 per course. The Student Representative Council Inc. has approved an extension of the capital construction fee for an additional fifteen (15) years (inclusive of Fall 2033) to enable the enhancement of recreation/fitness facilities available to students at the Windsor Campuses.

4.15 Career Services

A fee of \$10.00 per year will be assessed to all full-time students, at all campuses to support career related services made available to the broader student body, including career days, employer visits, workshops, resume clinics, information sessions, job fairs, job boards, job placement services, etc.

A Career Services Fee of \$1.00 per course per semester will be assessed to all part-time students enrolled in a program of study.

4.16 Student Buildings - Academic Tower/Student Centre Expansion Fee - Windsor

Beginning Fall 2018, an expansion/construction fee of \$100.00 per year will be assessed to all full-time Windsor students only for a period of 10 years (inclusive of Fall 2027). This fee will assist with the capital cost to build additional floors on top of the original Student Centre. This expansion coincides with the vision of the Student Representative Council Inc. In addition, the Zekelman School of Business and Information Technology will be relocated to the new tower.

4.17 Student Buildings - Healthplex Equipment Renewal Fee - Chatham

Beginning in Fall 2018, a Healthplex Equipment Renewal Fee of \$75.00 per year will be assessed to all full-time Chatham students only. This fee will be utilized to ensure the Healthplex continues to provide updated equipment, equipment maintenance and ongoing enhancements for students to enjoy, where up to \$10 per year of the fee may be utilized

towards the procurement efforts to source the equipment, maintenance, and enhancements.

4.18 Program Material Fees

Please refer to Appendix III for a list of applicable material fees for the 2026-2027 academic year.

4.19 Apprenticeship Ancillary Fees

All registered full-time apprentices will pay applicable ancillary fees. All registered part-time apprentices will pay ancillary fees like those assessed in Continuing Education. Program material fees and kit fees are applicable as deemed necessary by the School of Skilled Trades and approved by the Compulsory Ancillary Fee Committee for 2026-2027.

4.20 Transit Windsor Bus Pass

Effective Fall 2025, for a period of 3 academic years, all full-time Windsor Campus students enrolling for the 2026-2027 academic year will be assessed a student fee of \$851.79 each Fall Semester. The payment of that fee will entitle them to a Transit Windsor bus pass for one full year (September 1, 2026 to August 31, 2027).

For January-start students (enrolling at the beginning of the Winter semester), an eight-month-long pass will be provided (until the end of August) for \$567.86. For May-start students (enrolling at the beginning of the Spring semester), a four-month-long pass will be provided (until the end of August) for \$283.93.

These are "universal" passes. They do not restrict ridership to transportation to and from school. They can be used on any day, at any time, to ride on any route, to go to anywhere serviced by Transit Windsor.

Students who reside in a community not serviced by Transit Windsor will have grounds to "opt-out" for this fee. Through a declaration that you live in a community other than Windsor or LaSalle (serviced by Transit Windsor) will entitle you to obtain a refund of the bus pass fee that will be reimbursed by a process outlined by the Student Representative Council (SRC).

If you are a full-time student and live in a Transit Windsor serviced area, but must drive a car to campus, you may also "opt-out" for this fee. To

qualify, the student must drive their own vehicle to campus, and have purchased a college parking lot permit.

It is important to note that up to 40 percent of a semester's enrolment may "opt-out" of the fee, based solely on the two grounds cited above. In all cases, opt-outs will be processed on a "first-come/first-served" basis, by a deadline of either September 30 or when the 40 percent cap is reached. (There will be similar deadlines for January and May intake enrolment.) Once that date/deadline or 40 percent limit is reached, no further opt-outs will be allowed for any reason.

Any inquiries related to the Transit Windsor Bus Pass shall be directed to the Student Representative Council (SRC).

5 Summary of Essential Membership Fees

The following list includes essential membership fees at St. Clair College.

5.1 Student Representative Council Membership Fee

A membership fee of \$70.00 is applicable for students registered at the Windsor Campuses. Please see the Student Representative Council for a list of benefits and services. This is an annual fee regardless of date of membership.

5.2 Thames Students Incorporated Inc. Membership Fee

A membership fee of \$90.00 is applicable for students registered at the Chatham Campus. Please see Thames Students Incorporated Inc. for a list of benefits and services. This is an annual fee regardless of date of membership.

The Student Representative Council (SRC) and Thames Students Incorporated (TSI) membership fees are used to actively engage and represent all students outside of the classroom and enrich their overall college experience through orientation; educational and engaging campus events; and health and wellness focused events and workshops for personal growth both on and off campus. SRC/TSI provides access to study spaces, food services, employment and volunteer opportunities, graduation photos and other meaningful student related services.

Both student associations provide meaningful support for students throughout the academic year, including student representation to

senior administration of the College. SRC/TSI consistently work and advocate for the student population to add valuable new supports.

St. Clair College encourages students to connect with their student associations through their offices or social media.

5.3 Alumni Fee

The Alumni fee helps fund the services and programs delivered by the Alumni Department. These contributions support meaningful engagement with Alumni and the broader community. Services include, but not exclusive to:

- Keeping the Alumni community informed about St. Clair College news, events, and successes.
- Support for general events and sponsorships targeted at Alumni, faculty, staff and student community on a cost-recovery basis.
- Identify and broker benefits and services that are valued by the Alumni community (i.e. home and auto insurance).
- Production of marketing for events and promotion.
- Providing scholarships and bursaries for current students.

The fee of \$50 is an annual fee regardless of date of membership and is applicable for students registered at all campuses. Please see the Alumni Office for a list of benefits and services.

(C) TUITION FEE REFUNDS

1. Tuition Fee Refunds for Post-Secondary Programs

a) Canadian Citizens and Landed Immigrants

Students who officially withdraw prior to the tenth (10) day of class of the beginning of a semester will receive a refund calculated as follows:

- i) Full-time Student – assessed semester fees less \$100.00 administration fee that the College will withhold.
Part-time Student – assessed semester fees less \$25.00 administration fee per course that the College will withhold.
- ii) Fees paid in advance for a second and subsequent semesters will be refunded in full. Students who officially withdraw after the tuition

refund date (i.e., ten [10] class days for a 15-week semester), will receive a full refund of any fees paid in advance for subsequent semesters (but will not receive a refund for the current semester they are withdrawing from).

- iii) For students who do not register on a semester basis (i.e., continuous intake), the principles implicit in the above policy will apply.

b) International and U.S.A. Students

International and U.S.A. students are provided with a student visa with the understanding that the student will register, and remain, as a full-time student. The College will require proof of registration at another institution and other supporting documentation (please check the College website for more detail) in order to process a withdrawal and refund prior to the tenth (10) day of class for the current semester. Additional bank fees (i.e. wire transfer) may be applied upon processing a refund.

- i) International and U.S.A. students who officially withdraw prior to the tenth (10) day of class of the beginning of a semester and provide all required supporting documentation, may receive a refund of full tuition paid, less the \$2,649.95 administration fee and any applicable bank fees (i.e. wire transfer) the institution will incur.
- ii) For International and U.S.A. students who do not register on a semester basis (i.e., continuous intake), the principles implicit in the above policy will apply.

2. Part-time - Continuing Education

REFUND TABLE	
TIMETABLE	AMOUNT
On or after the 1st day of classes but not later than the 10 th business day of the course	100% of tuition + GST minus a \$25.00 Administration Fee (per course)
On or after the 11 th business day of the course	NO REFUND

3. Continuing Education Refund Policy

Where a course or workshop is 20 hours or less in duration, an official withdrawal

must be received on, or before, the business day prior to the date of the first class. For courses, or workshops, more than 20 hours in duration:

- An official withdrawal prior to the date on which the first class occurs will result in a full refund.
- An official withdrawal on, or after, the first day of class but not later than the tenth business day of the course will result in a full refund **LESS** a \$25.00 Administration Fee per course.
- No refund will apply to an official withdrawal on, or after, the eleventh business day of the course.

A P P E N D I X I

FEE SCHEDULE 2026-2027

EXAMPLE OF ANNUAL STANDARD TUITION FEES FOR A FIRST-YEAR STUDENT (NON-VARSITY ATHLETE)						
2026-2027						
FEES	WINDSOR	CHATHAM	INTL WINDSOR	INTL CHATHAM	USA WINDSOR	USA CHATHAM
Standard Tuition	2777.07	2777.07	14,752.44	14,752.44	8,480.45	8,480.45
Student Buildings - Windsor Building Operating	180.00	N/A	180.00	N/A	180.00	N/A
Student Buildings - Windsor - Academic Tower/Student Centre Expansion	100.00	N/A	100.00	N/A	100.00	N/A
Student Buildings - Chatham Building Operating	N/A	130.00	N/A	130.00	N/A	130.00
Student Buildings - Chatham Student Centre Capital	N/A	150.00	N/A	150.00	N/A	150.00
Student Buildings - Chatham - Healthplex Capital Equipment Renewal	N/A	75.00	N/A	75.00	N/A	75.00
Student Achievement and Records	35.00	35.00	35.00	35.00	35.00	35.00
Health Insurance	347.00	347.00	711.47	711.47	711.47	711.47
Athletics & Recreation - Windsor Capital	150.00	N/A	150.00	N/A	150.00	N/A
Athletics & Recreation - Windsor Operating	255.00	N/A	255.00	N/A	255.00	N/A
Athletics & Recreation - Chatham Operating	N/A	200.00	N/A	200.00	N/A	200.00
Academic Support - Student Representative Council	81.70	N/A	81.70	N/A	81.70	N/A
Academic Support - Thames Student Incorporated	N/A	81.70	N/A	81.70	N/A	81.70
Academic Support - St. Clair College	13.30	13.30	13.30	13.30	13.30	13.30
Campus Safety - Windsor Campus	15.00	N/A	15.00	N/A	15.00	N/A
Campus Safety - Chatham Campus	N/A	5.00	N/A	5.00	N/A	5.00
Nexus Operations Fee	100.00	N/A	100.00	N/A	100.00	N/A
Career Services	10.00	10.00	10.00	10.00	10.00	10.00
Student ID Cards	15.00	15.00	15.00	15.00	15.00	15.00
Health & Counselling	25.00	25.00	25.00	25.00	25.00	25.00
Student Legal Support Fee	33.90	33.90	33.90	33.90	33.90	33.90
Transit Windsor Bus Pass	851.79	N/A	851.79	N/A	851.79	N/A
SRC Membership Fee	70.00	N/A	70.00	N/A	70.00	N/A
TSI Membership Fee	N/A	90.00	N/A	90.00	N/A	90.00
Alumni Membership Fee	50.00	50.00	50.00	50.00	50.00	50.00
Total Tuition Fees	\$5,109.76	\$4,037.97	\$17,449.60	\$16,377.81	\$11,177.61	\$10,105.82

Please Note: The College reserves the right to change, amend or alter fees as necessary without notice or prejudice.

A P P E N D I X I I

H I G H D E M A N D P R O G R A M S 2 0 2 6 - 2 0 2 7

HIGH DEMAND PROGRAMS 2026-2027

<u>Program Code</u>	<u>Program Name</u>
H850/K950	Collaborative Nursing
H800	Dental Hygiene
H863/K963	Practical Nurse
H837	Medical Laboratory Science
H840/K940	Paramedic
H854/K954	Registered Practical Nurse Pathway to BSCN
H794	Cardiovascular Technology
H795	Respiratory Therapy
H796	Diagnostic Medical Sonography
H797	Diagnostic Cardiac Sonography

APPENDIX III

MATERIAL FEES

2026-2027 MATERIAL/KIT FEES

Program Title	Amount Requesting	Fee	Details/ Rationale
A887 Music Theatre	\$900/year	New	<p>The fee will be utilized specifically to offset the additional costs associated with the full-scale productions mounted at the College's theatre spaces. This includes hiring stage directors, music directors, musicians, choreographers, set designers, costume designers, lighting designers, stage managers, publicists, technical directors and crew, transportation, and accommodations for these individuals plus materials required. The fee also addresses additional costs for individualized faculty sessions required in the voice, acting, and dance disciplines. The dance audition workshops require master classes with industry professionals who travel from Toronto, the acting and stage combat courses require certification from adjudicators who travel from Toronto and the fee will cover all costs associated with student's certification. This will also help to cover the cost of the third-year students next generation audition submission to the industry showcase.</p> <p>We are required to do more shows to meet the needs of the program and to give all the students equal opportunity and the cost to produce these shows has increased. This fee will help offset the additional costs of the production value and program requirements.</p>
B009 A04 Bus. Adm Mrk	\$90 \$135	Increase (of \$14) Increase (of \$45)	<p>Simple Survey is a Canadian company that provides an online marketing research web application that allows users to build and administer surveys, as well as create reports and analyze data. The price (\$90) includes:</p> <ul style="list-style-type: none"> •1 Soho plan with Simple Survey per student for 1 year •1 Enterprise plan with Simple Survey for the Instructor of MRK427 for 1 year <p>The subscription to a web-based marketing research platform is essential for MRK427. This subscription ensures that we teach students current classroom marketing research methodologies. Through Simple Survey, students can create and administer surveys, enter data and create reports to analyze the data and learn how to turn them into actionable marketing insights.</p> <p>The price(\$135 CAD) includes a bundled package from Stukent:</p> <ul style="list-style-type: none"> •Social Media marketing textbook (Students have access to the textbook for life and the textbook is updated 2x per year by the Stukent publishers) •Social Media Marketing simulation – Simternship <p>The social media simulation is essential to this course. The simulation mimics the back end of today's social media platforms. It allows the students to build, execute and analyze a social media campaign as their final project for this course.</p>
B009 A06 Bus. Adm Mrk	\$135	Increase (of \$45)	<p>The price(\$135 CAD) includes a bundled package from Stukent:</p> <ul style="list-style-type: none"> •Social Media marketing textbook (Students have access to the textbook for life and the textbook is updated 2x per year by the Stukent publishers) •Social Media Marketing simulation – Simternship <p>The social media simulation is essential to this course. The simulation mimics the back end of today's social media platforms. It allows the students to build, execute and analyze a social media campaign as their final project for this course.</p> <p>The digital textbook benefits the student because they are given lifetime access to the digital textbook, that is updated 2x per year by the Stukent publishing team. Social media marketing is a topic that is changing every day, our course needs to reflect those changes.</p> <p>Stukent sells the simulation and textbook as a bundled package for \$95 USD per student.</p> <p>Stukent also provides the students who have completed the course with a Digital Marketing Certification that recognizes that the student is fully capable and skilled in applying digital marketing techniques. This is a certification that students can include on their resumes and will be recognized in the marketing industry.</p>
B012 A04 Bus. Mrk	\$90 \$135	Increase (of \$45)	<p>Simple Survey is a Canadian company that provides an online marketing research web application that allows users to build and administer surveys, as well as create reports and analyze data. The price includes:</p> <ul style="list-style-type: none"> •1 Soho plan with Simple Survey per student for 1 year •1 Enterprise plan with Simple Survey for the Instructor of MRK427 for 1 year <p>The subscription to a web-based marketing research platform is essential for MRK427. This subscription ensures that we teach students current classroom marketing research methodologies. Through Simple Survey, students can create and administer surveys, enter data and create reports to analyze the data and learn how to turn them into actionable marketing insights.</p>

B012 A04 Bus. Mkt	\$135	Increase (of \$45)	<p>The price(\$135 CAD) includes a bundled package from Stukent: •Social Media marketing textbook (Students have access to the textbook for life and the textbook is updated 2x per year by the Stukent publishers) •Social Media Marketing simulation – Simternship</p> <p>The social media simulation is essential to this course. The simulation mimics the back end of today's social media platforms. It allows the students to build, execute and analyze a social media campaign as their final project for this course.</p> <p>The digital textbook benefits the student because they are given lifetime access to the digital textbook, that is updated 2x per year by the Stukent publishing team. Social media marketing is a topic that is changing every day, our course needs to reflect those changes.</p> <p>Stukent sells the simulation and textbook as a bundled package for \$95 USD per student. Stukent also provides the students who have completed the course with a Digital Marketing Certification that recognizes that the student is fully capable and skilled in applying digital marketing techniques. This is a certification that students can include on their resumes and will be recognized in the marketing industry.</p>
B395 A01 Culinary	\$1000 Kit A01 \$699.05 Mat fee A01	Increase Kit (of \$158.27) Increase Mat A01 (of \$40.78)	<p>Food handlers certificate 55 Smart serve 45.95 Knife Kit 575 Uniform's 325 Materials 699.05</p> <p>Required industry certifications tools and uniforms required for all lab courses, constantly increasing cost of food supplies for student learning and product taken home after labs.</p>
B603 A01/A03 CJS	\$40 A01 \$20 A03	Same	<p>Tee fees (the same as last year): 2 fitness tees for first year students (\$40) 1 fitness tee for second year students (\$20)</p> <p>The purpose of the common fitness uniform t-shirt is to provide a shirt that adheres to clothing expectations of law enforcement agencies. Also, this aligns with what is done in the field in the basic training process, giving students a more realistic expectation of department regulations.</p> <p>First year students will be given two uniform shirts for fitness classes. Second year students will be given one uniform shirt for fitness classes. Having more than one shirt allows for weeks that have multiple fitness labs. These shirts will have multiple uses for students in Community and Justice Services, Border Services, Police Foundations and Protection, Security and Investigation as they will be used in the following classes: JUS101, JUS201, PFP308, PFP418, BRS304, BRS306, CJS403 and LSA427.</p>
B803/B819	\$464.03 (A03)	Increase (of \$381.43)	<p>-2 83AES MEN'S S/S EPLT SHIRT - BLACK 43.250000 - \$86.50 UNISEX SIZING - INCLUDES CRESTS ON SLEEVES OVERSIZE PRICING IS IN AFFECT FOR 2XLARGE OR TALL'S AND HIGHER -2 83AE MEN'S L/S EPLT SHIRT - BLACK 44.900000 - \$89.80 UNISEX SIZING - INCLUDES CRESTS ON SLEEVES OVERSIZE PRICING IS IN AFFECT FOR 2XLARGE OR TALL'S AND HIGHER -2 HS2747/HS2748 MEN'S/LADIES BLACK TACTICAL PANT 74.750000 - \$149.50 PRICE INCLUDES CUSTOM HEM -1 L00545 UNISEX 1/4 ZIP SWEATER 41.500000 - \$41.50 UNISEX SIZING - INCLUDES CRESTS ON SLEEVES AND EPAULETTE HOLDERS ON SHOULDERS OVERSIZE PRICING IS IN AFFECT FOR 2XLARGE AND HIGHER -1 NE1000/NE200 NEW ERA ADJUSTABLE OR FITTED BASEBAL CAP 23.350000 - \$23.35 PRICE INCLUDES ONE EMBROIDERY LOCATION/TONE ON TONE THREAD FOR A MORE SUBTLE LOOK ~UNIFORM TIE - \$10 ~PROGRAM EPAULETS - \$10 EACH SET ONT HST \$410.65 \$53.38 Total = \$464.03</p>
B826 A01 Tourism & Travel	\$56.50	same	Service Excellence certification - \$50 + tax = \$56.50
B906 Esports Admin	\$50/year	New	<p>In ESM 301, students are required to record footage using the classroom equipment. The equipment requires a Micro SDXC card. This card is on amazon for around \$40 to \$70 dollars. The card is needed to record for a project. We do not have a lot of cards ourselves to lend to all 30-60 students every year. The students can also use the cards to record projects outside of ESM 301 to help their career advancement.</p>

<p>B912 Esthetician</p>	<p>\$1967.58Kit \$119.25Mat</p>	<p>Kit Decrease (of \$619.92) Mat New</p>	<p>Background: The Esthetician Program made changes to the course outlines as part of our cyclical review improving the overall lab experience. This initiated the change to the at home practical kit and material fee as students will no longer need a kit for assignments as all practical work is now completed in the makeup and skincare lab. The small material fee helps cover the lab product and equipment cost</p> <p>Student Kit Fee - Includes Electronic Textbooks The Esthetician program offers students a complete kit of esthetic supplies to support students in their learning outcomes for Nail Tech, Hair Removal, and Infection Control. The Student Estheticians learning platform inclusive of all online textbooks is included in the resource portion of the student kit. This learning platform CIMA includes accessible software, quizzes, testing components and of course the full Milady textbooks.</p> <p>New Material Fee - Includes Skincare and Makeup used in lab Students will complete skincare and makeup outcomes in lab as per course outline changes 2025 and will not be required to have a skincare and makeup kit to complete assignments at home. The material fee is divided out by week by term and totals \$119.25</p> <p>Material Fee - per term Semester 1- skincare \$33.75 \$2.25 x15 weeks Semester 2-skincare and makeup \$52.50 \$1.25 makeup \$2.25 skincare x 15 weeks Semester 3-skincare \$33 formula 2.75 x15 Total material Fee for 3 semesters= \$119.25</p> <p>Kit Fee Breakdown Nail tech kit 678.50 Hair Removal kit 238.75 !PAC kit 48.25 Total practical kit \$965.55 Total Electronic Textbooks \$1002.03</p>
<p>B961 Border Services</p>	<p>\$40A01 \$20A03</p>	<p>Same</p>	<p>Tee fees (the same as last year): 2 fitness tees for first year students (\$40) 1 fitness tee for second year students (\$20)</p> <p>The purpose of the common fitness uniform shirt is to provide a shirt that adheres to clothing expectations of law enforcement agencies. Also, this aligns with what is done in the field in the basic training process, giving students a more realistic expectation of department regulations.</p> <p>First year students will be given two uniform shirts for fitness classes. Second year students will be given one uniform shirt for fitness classes. Having more than one shirt allows for weeks that have multiple fitness labs. These shirts will have multiple uses for students in Community and Justice Services, Border Services, Police Foundations and Protection, Security and Investigation as they will be used in the following classes: JUS101, JUS201, PFP308, PFP418, BRS304, BRS306, CJS403 and LSA427.</p>
<p>B992 per Year CYC</p>	<p>45.20/year</p>	<p>Same</p>	<p>The fee enrolls all students as members of the Ontario Association of Child and Youth Care (OACYC). It is a yearly membership fee that is requested for all 3 years. This was a condition of our Accreditation as the expectation is that all CYC students are members of the Association.</p> <p>We will provide the OACYC with student names and student emails in the Fall so that they can enroll/renew everyone. They in turn will send us an invoice. Students will then have access to the Membership Portal on the OACYC website.</p> <p>Student membership is available to students who are registered in an accredited Child and Youth Care diploma or degree program. Student memberships are valid only while the member is enrolled in their program. Upon graduation, student members would apply to Full Professional Certified Membership. This level of Student Membership will not be entitled to vote at membership meetings.</p> <p>As a member, students will have access to the professional Journal, E-books (which may become a textbook for a course), and databases. They will also have opportunities to attend workshops at a reduced cost. Students should include their membership on their resume</p>
<p>C904/K904 Pre Health</p>	<p>\$207.14</p>	<p>Same</p>	<p>LAB 60: $96.53 \cdot 1.13 = \text{CAD } 109.0789$ MED101: $86.78 \cdot 1.13 = \text{CAD } 98.06$ TOTAL: 207.14 (however, if needed, please consider each individually)</p> <p>LAB60: The McGraw Hill CONNECT A&P digital suite platform is used in the LAB60 course. There is a one-hour virtual component to this course and student MUST use the CONNECT platform to perform the virtual labs. Having the inclusive access will ensure that students do not have another extra cost once they start the semester. There is no other cost to this course (no textbook). With the LAB60, students get access to two separate resources used for the online virtual lab -A&P virtual Labs and Connect Virtual Labs Chemistry</p> <p>CONNECT is used every week for the online virtual hour. Over 16% of the course grade, as outlined in the syllabus, is directly tied to the CONNECT platform. The platform supports our virtual online labs. Students begin utilizing CONNECT starting in week one, making it essential for their success throughout the course.</p> <p>MED101: The McGraw Hill CONNECT digital platform is used in the MED101 course. Having the inclusive access ensures that students do not have another extra cost once they start the semester. In addition to the CONNECT platform, students also receive a 540-day access to their online textbook (without Inclusive Access, they only get a 1 year access to the textbook).</p> <p>Over 15% of the overall course grade, as outlined in the syllabus, is directly tied to the CONNECT platform. The platform supports our weekly quizzes and adaptive learning components, all of which are aligned with the course objectives. Students begin utilizing CONNECT starting in week one, making it essential for their success throughout the course. The ongoing, formative assessments and practice of this new language terminology is crucial for understanding and success in this course.</p>

H258 VetTech	\$13.00A01 \$176.05A02 \$42A04	Increase A01 (of \$1.) Increase A02 (of \$15.86) Decrease A04 (of \$45)	Semester #1 name tag & safety Goggles \$13.00/student Semester #2 stethoscope & bandage scissors \$176.05/student Semester #4 Vet Tech Prep Exit Exam \$42.00/student. Equipment needed by students to complete skills Hesi exam is oreoaration for VTNE national exam (to become Reaistered/licensed)
H795 Respiratory	34.36	Decrease (of \$4.64)	Students receive a tote filled with single use RT supplies to avoid cross contamination and allows students to practice outside of the lab environment.
H796 Sonography	\$85	Increase (of \$4.)	Cable Brace for Scanning - \$52.00 Small Towels (12)- \$33.00 Cable brace to prevent musculoskeletal injuries, provides support for students while scanning. Small towels to protect student patient modesty as they are exposing different body parts for the procedure. Students will use towels to clean off ultrasound ael from the bodv as well and will be reosponsible for brinaina them to each lab as their suoolies.
H797 Cardiac Sonography	\$105 Kit	Same	Cable Brace for Scanning - \$52.00 Large Towels (2) - \$22 Patient Gown (1)- \$15 CompKeeper/CompTracker-\$16 Cable brace to prevent musculoskeletal injuries, provides support for students while scanning. Patient gown to protect student patient modesty as students are undressed from the waist up for the procedure. Bath towels to protect student patient modesty as as students are undressed from the waist up for the procedure. Students will use towels to clean off ultrasound gel from the body as well and will be responsible for bringing them to each lab as their supplies. Comp Keeper and Comp Tracker - Secure website and tracker service. Web based software for recording of clinical comoetencies. Used durina olacement in semesters 3 and 4. Reoorts are available to students oost araduation as well.
H800Yr. 1 Dental Hygiene	\$3,338.19	Increase (of \$145.49)	The itemized document presents all kit items and materials that are required by the Dental Hygiene YR 1 students. These are used in materials labs oreclinical and clinical settinos. All items have been individually itemized with course rationale.
H800Yr. 2 Dental Hygiene	\$3,906.02	Decrease (of \$338.32)	The itemized document presents all kit items and materials that are required by the Dental Hygiene YR 2 students. These are used in materials labs oreclinical and clinical settinos. All items have been individuallyv itemized with course rationale.
H840 Yr2 Paramedic	\$250.00	New	RE: Southwest Ontario Regional Base Hospital Program (SWORBHP). This program gives students the opportunity to perform advanced medical procedures in a supervised 911 setting. This also prepares parademic students for entry to their clinical oractice.
H932/K933 PSW	\$25.00	Same	Cotton Terry Bath Towels -20"x40" White-Reusable Washcloth, 12x12, Adonis White Toothbrush 30 Tuft Cir Ply Bristle 5" Ivory Handle Colgate toothpaste, 65ml Tape Measure - 60" 8-Digit Pocket Calculator with Cover Safety Glasses Disposable Emery Boards EA 1 Included RAZ1-KIT Razo Facial Disposable Single Blade Orange EA 1 Included DYN4248 Shaving Cream 1.5 oz
H936/K936 PSW-RPN Pathway	\$675 Mat Fee \$168.45 Kit Fee Yr1 \$83 Kit fee Yr 21	New	Yr. 1 Student Lab Kit Fee - \$95 + \$73.45 (SMG training - previously approved as seW-defense training, \$65+tax) Sherpath \$675 (CLS) Yr. 2 Student Lab Kit - \$83
H850/K950/H854/K954 Collab Nrs	Yr 1 \$128.45 Yr 2 \$187.85	Increase Yr 2 (of \$63.85)	Yr. 1 Lab Kit - \$55 + \$73.45 (SMG training - previously approved as seW-defense training, \$65+tax) The increase in the kit fee is due to the increased cost of SMG training. Yr. 2 Student Nursing Lab Kit - \$124. \$63.85 (SMG training- previously approved as seW-defense training-\$56.50+tax) The increase in the kit fee is due to the addition of SMG trainino.
H863 Prac Nrs	\$675 Mat fee Yr 1 \$277.52 Kit fee Yr.1 \$83 Kit Fee Yr. 2	Decrease Mat fee (of \$46.42) Same Kit fee, Yr 1 Increase Kit fee, Yr 2 (of \$63.85)	Yr. 1 Student Lab Kit Fee - \$95 + \$73.45 (SMG training - previously approved as seW-defense training, \$65+tax) Sherpath \$675 (CLS) Bio 126- \$109.07 (No change inprice for 4th year). Inclusive access (IA) for the CONNECT platform used every week in the class. Please note: The difference in the cost of the nursing kits between the Chatham and Windsor campuses is due to the structure of their programs: Chatham students complete all required skills in Year 1, while Windsor students complete these skills over two years. The increase in the kit fee is due to the addition of SMG training. Yr. 2 Student Lab Kit - \$83 Please note: The difference in the cost of the nursing kits between the Chatham and Windsor campuses is due to the structure of their programs: Chatham students complete all required skills in Year 1, while Windsor students complete these skills over two years.

K963 Prac Nrs	\$277.52 Kit fee Yr. 1 \$83 Kit fee Yr 2 \$674.58 Mat Fee, Yr 1	Same kit fee, Yr 1 Decrease Mat Fee (of \$46.42)	Student Lab Kit Fee – (Y1)\$95 + (Y2)\$83 +\$73.45 (SMG training - previously approved as self-defense training \$65+tax) Sherpath \$674.58 (CLS) Bio 126 - \$109.07 (No change in price for 4th year). Inclusive access (IA) for the CONNECT platform used every week in the class. Please note: The difference in the cost of the nursing kits between the Chatham and Windsor campuses is due to the structure of their programs: Chatham students complete all required skills in Year 1, while Windsor students complete these skills over two years.
H912 Med Esth	\$1,450.00	Same	The H912 student kit, is a complete kit to support the Medical Esthetician students with at home assignments. It also provides the opportunity for the student to practice their skills for labs, and provides students with a starter kit to work in the medical esthetics industry while training. We added the medical terminology chart at \$8.71 and the RGR micro needling kit to the material fee as they will be used in class and labs. Dermaplaning kit and training certificate \$250.00 Oncology kit and training certificate-\$225.00 Peel kit-\$250.00 Jane Iredale Mineral Make up-\$205.00 Tizo SPF \$30.00 ZO Medical Grade Skin care kit-\$90.00 Vivier Labs skin care \$245.00 Body Treatment kit-\$100.00 Lab Coat-\$5.00
H915 Dental Assisting	\$2,437.29	Increase	The itemized document presents all kit items and material that are required by the Level II Dental Assisting clinic and labs. These are used in materials abs, preclinical and clinical settings. All items have been individually itemized with included course rationale.
K766	\$4,150.00	Increase (of \$777.51)	This is for the powerline student climbing kit used over the two-year program. It includes the climbing belt, safety harness, secondary safety rope attachment, climbing spurs, several assorted powerline tools and carrying bag. Each student tool kits cost \$4150.00 which is an increase due to supplier cost increase due to tariff costs. The students need this equipment to climb powerline poles safely over the 2 years they are in the program. They will use this equipment and tools while on the job after they graduate. Students complete a variety of overhead and underground work as part of the program. Increase due to tariff charges.

K919	\$464.03 (A03)	Increase (of \$381.43)	~2 83AES MEN'S S/S EPLT SHIRT - BLACK 43.250000 - \$86.50 UNISEX SIZING - INCLUDES CRESTS ON SLEEVES OVERSIZE PRICING IS IN AFFECT FOR 2XLARGE OR TALL'S AND HIGHER ~2 83AE MEN'S L/S EPLT SHIRT - BLACK 44.900000 - \$89.80 UNISEX SIZING - INCLUDES CRESTS ON SLEEVES OVERSIZE PRICING IS IN AFFECT FOR 2XLARGE OR TALL'S AND HIGHER ~2 HS2747/HS2748 MEN'S/LADIES BLACK TACTICAL PANT 74.750000 - \$149.50 PRICE INCLUDES CUSTOM HEM ~1 L00545 UNISEX 1/4 ZIP SWEATER 41.500000 - \$41.50 UNISEX SIZING - INCLUDES CRESTS ON SLEEVES AND EPAULETTE HOLDERS ON SHOULDERS OVERSIZE PRICING IS IN AFFECT FOR 2XLARGE AND HIGHER ~1 NE1000/NE200 NEW ERA ADJUSTABLE OR FITTED BASEBAL CAP 23.350000 - \$23.35 PRICE INCLUDES ONE EMBROIDERY LOCATION/TONE ON TONE THREAD FOR A MORE SUBTLE LOOK ~UNIFORM TIE - \$10 ~PROGRAM EPAULETS - \$10 EACH SET ONT HST \$410.65 \$53.38 Total = \$464.03
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K893 A01/A03 OTA PTA	\$90.50	Same	Gentle Persuasive Approach (GPA) course fee and certificate Goniometer for joint measurement GPA Required for students to successfully complete coursework. Education on handling of clients with dementia Goniometer; Joint ROM measurement. **Market Rate Adjustment**
T020/T026/T154 Arch/Civil/Const	\$225.00	Same	Current fee covers, Hard Hat, Safety Glasses, Safety Vest, materials for a project, surveying manual and the Fall arrest Training.
T167 A01 Motive Power	\$610.00	Increase (of \$50)	The fee covers a basic set of automotive hand tools. Increased \$50.00 due to increased cost of tools. Industry has asked that graduates have the tools to do the job, and this allows them to have a good start in the trade. (breakdown attached)
T207 HRAC	\$765.00	Same	Kits provided allow a good start to tooling required in the field to get started within the job requirements. Added High Voltage gloves to the kit as the students are working with different voltages. Semester 1.
T755 Bio Med Tech	\$340 Yr.1 \$192 Yr. 2	Same	Current fee covers, Project materials that they can take home when completed and a helmet, gloves and cotton jacket for welding lab that the students to have as their own to keep. Semester 1.

T805 per year Woodworking	\$350.00	Same	\$200.00 per year material fee to cover the cost of materials that students will retain (i.e. projects). \$150.00 for new student kit with basin woodworking tools. (Tool Pouch, square measuring tape, ect)
T826 A01 Auto Prod Des	\$55.00	Increase (of \$20)	This will pay for the material that they use to create and build their Cannon project to take home. Material cost \$20.00 increase due to tariffs.
T855 Yr. 1 MET Ind Mech	\$150.00	Same	Current fee covers, Project materials that they can take home when completed and a helmet, gloves and cotton jacket for welding lab that the students to have as their own to keep. Semester 1.
T876 Pre Serv Fire	\$1,350.00	Same	Kit covers most safety gear and accessories for safe practice within the training. Students keep this gear after the course ends. With the increasing costs of the equipment, we need to increase our fee as suppliers notified an increase to the equipment being purchased. fees are - Fire Helmet, Fire Boots, Safety Boots, Uniforms (pants, t-shirts, collared shirt, sweatshirt, and belt), Fire Gloves, Hoods, Accountability tags, Safety glasses/hearing protection
T914 Hair	\$90.00 Mat Fee \$1415.00 Kit Fee	Same	Our student kit comes with all of the tools, equipment and manikin heads needed for all labs and clinics. The equipment can be used in salon when the students begin their apprenticeship as well. These items in the kit are used daily for all 3 semesters in lab to teach all skills on manikins and then on clients as well. Our material fee is for hair products, hair colour and hair extensions. (Rationale breakdown of kit attached)
T947/K731 Electrical Techniques	\$690.00	Increase (of \$90)	This fee is for basic hand tools and meters that a student would be required to have when starting on the job with an Electrical Employer. These tools are also used in the lab throughout the semester. All of the tools are of very high quality and therefore when the student first arrives on the job site they can be confident that they have the proper tools to get started in the trade. Increased by \$90.00 due to tariff charges.
T949 Welding	\$400 A01 kit \$120 mat fee	Increase Kit (of \$20) Increase Mat A01 (of \$20)	The Weld kit currently includes a fire-resistant welding jacket, auto darkening weld helmet(shield), safety glasses, insulated leather welding gloves, various small hand tools used for cleaning welds, clamping, measuring and layout of weldment fabrications. All these items are used daily throughout the Program in the welding lab and are a good start to the necessary tools to begin employment in the welding and fabricating Industry after graduation. Increase due to helmets and weld jacket price increase for 2026, as well as steel costs that rose for the student projects they get to take home. Increase in \$20.00 in the kit fee, and \$20.00 increase for material cost.
T954 Plumbing	\$500.00	Same	Kits provided allows a good start to tooling required in the field to get started within the job requirements.
T965 Carpentry	100 Mat \$175 Kit	Same	\$100.00 per year material fee to cover the cost of materials such as mirror frame the students make and can take home (i.e. projects). \$175.00 for student kit for basic hand tools that a student would be required to have when starting on the job in Carpentry ONLY Year 1.
T974 A01 Robotics	\$80 A01 \$120 A02	Same	A1 – This cost covers hardware for ERT114 Microcontrollers I & ELT103 DC Fundamentals. A2 – This cost covers hardware required for ERT200 Microcontrollers II & ELT207 AC Fundamentals. This fee covers the materials purchased for the students to build their projects and take home when completed. Also increase is due to new courses in A2 for ERT200 with kit costing \$110.00.
T976 A01 Robotics 3yr	\$80 A01 \$120 A02	Same	A1 – This cost covers hardware for ERT114 Microcontrollers I & ELT103 DC Fundamentals. A2 – This cost covers hardware required for ERT200 Microcontrollers II & ELT207 AC Fundamentals. This fee covers the materials purchased for the students to build their projects and take home when completed. Also increase is due to new courses in A2 for ERT200 with kit costing \$110.00.
APPRENTICESHIP			
332A A01/A02 Hair	\$20.00	Same	Material Fee is for personal hair colour students are able to have done monthly and materials retained.
403A Carpenter	\$75.00	Same	Lumber costs are increased. Kit fee would cover the material costs used to build the students project/ projects that they can take home when complete if desired to do So (Small Dog House) Fee supplies monies for the materials to build the project that they can take home should they desire to do so.
429A Gen Machinist	\$55 A01 \$305 A02 \$175 A03	Same	Material fees cover the projects that they Machine and build which they take home at the end if so desired. Fee supplies monies for the materials to build the project that they can take home should they desire to do so.
430A Tool & Die	\$55 A01 \$130 A02 \$150 A03	Same	Material fees cover the projects that they Machine and build which they take home at the end if so desired. Fee supplies monies for the materials to build the project that they can take home should they desire to do so.
431A Mould Maker	\$55 A01 \$276 A02 \$250 A03	Same	Material fees cover the projects that they Machine and build which they take home at the end if so desired. Fee supplies monies for the materials to build the project that they can take home should they desire to do so.
415A Cook	\$874 kit fee \$573.45 Material fee	Same	No change in fees is being requested, The material fee covers food prepared and taken home each class

Please Note: The College reserves the right to change, amend or alter fees as necessary without notice or prejudice

APPENDIX IV

DEFINITIONS

DEFINITIONS

Ancillary Fees

Fees for items not covered by the tuition fees established for a course or program of instruction that students may be required to pay upon enrolment. The Ministry approves categories of ancillary fees.

Auditing Students

Students who are registered in a course or program, but do not receive credit towards a diploma or certificate. Such students do not take examinations or receive grades. When a student audits a Ministry funded course, no Ministry funding is received.

Clinical Training

Clinical training is non-paid work experience that is supervised and monitored by, or on behalf of, St. Clair College personnel. Clinical experiences are scheduled as a part of regular program offerings.

Compulsory/Essential Ancillary Fees

Ancillary fees that a student is required to pay in order to enroll in any course or program of instruction.

Field Placement

A field placement is the work experience component of a program. While there is no hour-for-hour supervision by St. Clair College personnel, there are periodic visits to the work setting. A report may be a part of the course requirement.

Full-time Student

A full-time student is one who is registered for 66 2/3% of the courses or 70% of the hours in the suggested student program as outlined in the College Calendar. A student granted advance standing or an exemption from a course is not considered to be enrolled in the course.

High Demand Program of Instruction

A program of instruction eligible for general purpose operating grant funding for which colleges have the discretion to charge fees above the maximum permitted for regular fee programs. This discretion is allowed for applied degree, post-basic or Baccalaureate of Nursing programs and/or for basic programs that have been determined to meet each of the following three criteria:

1. there is high demand for instructional space;
2. graduates have above-average prospects for employment; and
3. graduates have the potential to earn an above-average income

International Student

An International Student for fee purposes is defined as a student who is not a Canadian or a U.S.A. citizen; not a permanent resident; not a dependent or a representative of a Foreign Government [Section 7(I) of Immigration Act]; or not a dependent of persons in Canada for the temporary exercise of their profession, trade or occupation [Section 7(I)h of Immigration Act].

Ontario Student Assistance Program (OSAP)

Supplementary financial assistance based on demonstrated financial need, operated by the province to help students from lower-income families meet the costs of post-secondary education.

Part-time Student

A part-time student is a student who is registered for less than 66 2/3% of the courses or 70% of the hours in the suggested student program, as outlined in the College Calendar. This includes students taking Continuing Education courses.

Post Basic Program

A program designed to provide additional or advanced skills that will enhance an existing knowledge base for which a certificate, diploma or degree has been awarded.

Post-Secondary Program

A program designed for individuals who have an Ontario Secondary School Diploma or equivalent.

Semester

In the case of most full-time post-secondary programs, it is the objective to achieve two equal semesters per regular academic year, with minor variations as required.

Student Contact Hour

A unit representing one student enrolled in one required hour of instruction.

Term


A term will normally be a semester, or a quarter as determined by the student's program.

APPENDIX V

STUDENT FEE APPROVALS


In consultation with the Compulsory Ancillary Fee Committee, we are recommending the proposed 'Student Fees 2026-2027' be applied for the 2026-2027 academic year. We have reviewed and accept the proposed 'Student Fees 2026-2027' as presented.

Signatures:




Student Representative
Compulsory Ancillary Fee Committee

Date: MGV:tch 3. 2026



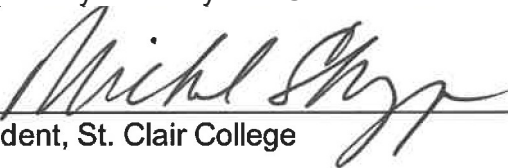
Student Representative
Compulsory Ancillary Fee Committee

Date: March 3, 2026



Chair
Compulsory Ancillary Fee Committee

Date: ft_a_r_Vi_h_CJ, _2_0;:;(-



President, St. Clair College

Date: March 9, 2026

Policy Title:	PROGRAM ADVISORY COMMITTEES	Area of Responsibility: PRESIDENT
Policy Section:	ACADEMIC	
Effective Date:	2025 12 04	Policy No: 9.1
Supersedes:	2025 10 21	Page 1 of 9
Mandatory Review Date:	2030 12 04	Last Review Date: 2025 12 04

9.1 COLLEGE PROGRAM ADVISORY COMMITTEES

Preamble

Program Advisory Committees (PAC) are formed to assist the College with its post-secondary degree, diploma and certificate programs by ensuring such programs remain relevant and current with respect to business, industry and community needs, upcoming trends, graduate requirements, equipment, and any other factor necessary to ensure the quality of all College programs. This policy addresses the procedure for establishing and maintaining such committees.

Policy

Role of a Program Advisory Committee

A Program Advisory Committee is established by the College President and Senior Vice President, Academic and Career Supports, as outlined by the Board of Governors in Board By-Law #38, to assist the College in any or all of the following:

1. To provide input and advice on all aspects of our College programs, including feedback on the quality and relevance of program structure, curriculum, and recommendations for curriculum and program improvement or change.
2. To provide input on student recruitment, retention practices and strategies for student success.
3. To provide input and advice on new program opportunities and the training necessary to meet the evolving needs of industry and the community, including advising the College on emerging trends and developments in the labour market.
4. To provide input and advice on all aspects of College services and facilities available to students, industry, and community members.
5. To provide advice on technology, equipment, and facilities based upon current or anticipated needs.

6. To provide input and advice on the current and anticipated employer expectations for our graduates, regarding appropriate levels of knowledge, training, skills, and attitudes required for being successful in the workplace.
7. To identify work-integrated learning and career opportunities, job and field placement opportunities, capstone projects, co-op opportunities, internship and student international experiences, and identifying employment opportunities for graduates.
8. To represent the College as goodwill ambassadors in the wider community, thereby building connections with the College and the regions it serves.

Operational Procedures for Program Advisory Committees

Establishing and Maintaining Membership

1. The committee shall be comprised of a cross-section of persons, external to the College, including representative from Public College-Private Partnerships (PCPP), if applicable, that have significant and current diversity of experience, knowledge, expertise and a direct interest in the particular occupational area addressed by the program.
2. Full or part-time employees of the College in any capacity, employed at any time during the academic year to which the meeting applies, are not external to the College and are not eligible as committee members. They may attend meetings as observers only. Academic programs with the sole purpose of preparing students for further studies are exempted from this membership restriction.
3. Committee members shall be appointed by the Program Chair for a period of not less than two years and not more than six years. Exceptions to extending the membership past six years can be considered with approval from the Senior Vice President, Academic and Career Supports.
4. Committees shall have a minimum number of four members and shall represent all community interests in the occupational area addressed by the program.
5. Where more than one program requires the same or similar community representation, a Program Chair may allow a single committee to represent multiple programs. In such circumstances, a meeting of such a committee shall count as a meeting for each program it represents.
6. The Program Chair will obtain and maintain contact information for all PAC members.
7. The College shall follow a common format approved of by the Senior Vice President, Academic and Career Supports for the submission of nominees and appointment of all committee members.
8. Each appointed committee member will be provided with the relevant College policies and procedures and will go through orientation in order to get an understanding of the purpose of PACs and the roles and responsibilities of members.
9. Each appointed committee member shall complete the Non-Disclosure Agreement (NDA) form.

10. When committee members finish their terms, the Senior Vice President, Academic and Career Supports shall be notified by the Program Chair. The Senior Vice President, Academic and Career Supports shall send a letter to those members thanking them for their service on the committee.

Frequency of Meetings

1. Committee meetings shall be held no less than once per academic year. An academic year shall be defined as September 1 to August 31

The Advisory Committee Chair:

1. Annually, each committee shall elect a Committee Chair.
2. The Committee Chair provides leadership to the Committee and works closely with the Program Chair to provide logistical support to the Committee.
3. The Committee Chair shall:
 - a) Chair all committee meetings.
 - b) Ensure meetings are run effectively and all members are given a fair opportunity to contribute.
 - c) Approve agendas prepared by the Program Chair.
 - d) Review meeting information packages before distribution to members.
 - e) Assist in recruitment and orientation of new members.
 - f) Approve meeting minutes.

The Program Chair

1. The Program Chair is a College employee who acts as a link between the College and the Committee, and :
 - a) Ensures new members are provided an orientation of the program and role of the Advisory Committee.
 - b) Prepares agendas and meeting information for approval of the Advisory Committee Chair.
 - c) Schedules meetings, provides notice of meetings to Committee Members, and distributes meeting information packages to all members, including placement reports and metrics reports.
 - d) Acts as a resource person to the Committee with information on College policies, procedures, planning, organizational changes and program information.
 - e) Schedules a room and a recording secretary for the meeting.
 - f) Ensures minutes are finalized, distributed and uploaded to the Action Plan Database no later than 30 calendar days after the completion of the meeting.
 - g) Ensures that a tentative date for the next meeting is agreed to by the committee before completion of the current meeting.
 - h) Ensure committee members complete a Conflict of Interest Agreement at the start of each meeting.
 - i) Approves action items and ensuring that approved action items are consistent with other College policies and procedures that may impact the action item and the approval of other College departments is obtained where required.
 - j) Ensuring that whenever possible, input and recommendations are acted upon by the College and that College personnel are kept updated with respect to the status of such input.

- k) Maintains a current membership list and assists the Senior Vice President, Academic and Career Supports with an annual report for the Board of Governors and the Senior Vice President, Communications, Advancement and External Affairs with an annual appreciation event for PAC members. The membership list shall include a member's name, organization and contact information and shall be filed in the Action Plan Database.
 - l) Monitors the progress of any action items resulting from the Committee meeting and ensuring they are completed in a timely fashion.
2. For the purposes of ensuring completion of the tasks itemized above, the Program Chair may request the assistance of the Program Coordinator to complete action items resulting from a PAC meeting.

Meeting Procedure

1. All members shall be treated with respect and provided a fair opportunity to be heard and contribute.
2. Minutes of the meeting shall be recorded in the form prescribed in the Program Advisory Committee Minutes Template (Appendix A) and shall include a record of persons in attendance. Members may attend in person or virtually. Members may also provide written input in advance of the meeting to the Committee Chair and Program Chair.
3. Subject to paragraph 4 below, generally it is not necessary to have a quorum of committee members for the meeting to proceed; however, if in the opinion of the Committee Chair or Program Chair there is an insufficient number of committee members present to have a meaningful and productive discussion on the issues, the meeting shall be adjourned and rescheduled in the current academic year.
4. Any recommendation to change a program's curriculum or hours by more than 25% shall require a consensus of 50% + 1 of the total number of committee members listed on the most recent Committee Membership List on file in the Action Plan Database.
5. There should also be a sufficient number of College program staff and stakeholders from all delivery locations present at the meeting to act as resource persons for the committee and to observe the discussion of committee members.
6. The committee meeting shall be considered as Phase I of the process. Following a thorough discussion on the issues, the meeting shall end, and committee members shall be excused.
7. Following Phase I, the process shall enter into Phase II. Phase II provides College program staff and stakeholders from all delivery locations an opportunity to analyze feedback, including recommendations for improvement received from committee members in Phase I. As part of Phase II, College staff shall determine if action items are required to address any concerns raised or recommendations made by committee members.
8. Required action items shall be created by College staff in Phase II. All action items shall be in compliance with requirements set out in the process outlined in Appendix A.
9. All suggested action items shall be reviewed by the Program Chair, who shall determine the feasibility of implementation and ensure this is consistent with College policies and procedures. The approval of other College departments may also be required for implementation.

10. All action items shall be documented in the Program Advisory Committee Minutes Template, which is uploaded in Action Plan Database, as indicated in point 1f under subheading titled *The Program Chair* of this policy, as the record of all action items resulting from the committee meeting. The due date of all action items will be in Spring of the same academic year as the PAC meeting, except for action items requiring immediate attention.
11. Action items noted on the PAC Minutes Template will be audited on completion on the PAC Meeting Minutes template.


Board Reports

1. Each year, Program Chairs are responsible for submitting an Advisory Committee Annual Report to the Board of Governors, including major issues discussed, recommendations made, and plans for the next academic year for each advisory committee.
2. These reports are submitted in an established format according to the Program Advisory Committee Summaries template.
3. Following receipt of these reports, the Senior Vice President, Academic and Career Supports shall prepare an Executive Summary for the President.
4. These Board Reports, Executive Summary, and Committee Membership Lists shall be submitted to the Board of Governors annually.

Ad Hoc Program Advisory Committees

1. When a new program is proposed or when an existing program has been suspended with the intention of improving and relaunching it, an Ad Hoc Advisory Committee shall be created on a temporary basis to help guide its development. This committee confirms and clarifies the need for the program, potential for graduate employment, provides feedback on program design and input on curriculum.
2. For the development of new programs and the relaunch of suspended programs, the Ad Hoc Committee shall meet as many times as required to fulfill its mandate, and no less than two times.
3. Ad Hoc Advisory Committees are expected to endorse a motion to support the proposed program for it to proceed to implementation. A quorum is required for any such vote. A quorum shall consist of 50% + 1 of the total number of committee members.
4. Once the program has been approved and launched, the Ad Hoc Advisory Committee will be disbanded, and a Program Advisory Committee will be created for the new program in accordance with this policy

Appendix A
PAC Meeting Minutes Template

 ST. CLAIR COLLEGE	<h2 style="margin: 0;"><i>Minutes of College Program Advisory Committee Meeting</i></h2>			
Program Code:	Program Name:			
Insert Program Code	Insert Program Name			
Insert Program Code	Insert Program Name			
Insert Program Code	Insert Program Name			
Current Meeting Date:	Insert current date			
Meeting Place:	Identify which campus the meeting is being held at			
Previous Meeting Date:	Insert date of most recent previous meeting			
Next Meeting Date:	Insert tentative date for next meeting			
Recording Secretary:	Insert name			
<i>College policy requires meetings to be held at least once every academic year (defined as September 1st to August 31st).</i>				
Committee Members	Organization	Attendance	Term	Conflicts
Insert Name	Insert member organization	Choose an item.	Choose an item.	Choose an item.
Insert Name	Insert member organization	Choose an item.	Choose an item.	Choose an item.
Insert Name	Insert member organization	Choose an item.	Choose an item.	Choose an item.
Insert Name	Insert member organization	Choose an item.	Choose an item.	Choose an item.
Insert Name	Insert member organization	Choose an item.	Choose an item.	Choose an item.
Insert Name	Insert member organization	Choose an item.	Choose an item.	Choose an item.
<i>The meeting should start with a review of member terms. In the event a member's term exceeds that allowed by the policy steps should be taken to correct this at the commencement of the meeting. If this is not corrected at the meeting an Action Plan should be part of the Minutes requiring terms to be corrected.</i>				
<i>Committee members are independent members of the community that do not have a direct connection with the program. Full time faculty and part time instructors are not eligible to be voting members.</i>				
Are committee members satisfied that current membership is representative of the community? If "no" an Action Plan should be created to expand committee membership.				Choose an item.
Are there a sufficient number of committee members present to have a meaningful and productive meeting?				Choose an item.
<i>College policy requires a quorum of committee members to vote on approving a new program, relaunching a suspended program or changing an existing program's curriculum or program hours by more than 25%. A quorum is defined as 50% of committee members + 1.</i>				
Are there a sufficient number of committee members present to constitute a quorum?				Choose an item.

College Resource Persons	Position	Attendance	Conflicts
Insert Name	Insert title	Choose an item.	Choose an item.
Insert Name	Insert title	Choose an item.	Choose an item.
Insert Name	Insert title	Choose an item.	Choose an item.
Insert Name	Insert title	Choose an item.	Choose an item.
Insert Name	Insert title	Choose an item.	Choose an item.
Insert Name	Insert title	Choose an item.	Choose an item.
Insert Name	Insert title	Choose an item.	Choose an item.

College Program Advisory Committee Meeting General Information

PAC discussions should be summarized in these Minutes. Any major action recommended by committee members should be recorded in the Action Required part of the Agenda Topic and Discussion part of the template.

It is the role of the School Chair and faculty to review PAC recommendations to determine what suggestions require action. These should be recorded in the Action Plan part of the template and contain the components identified in that section.

Mandatory Discussion Topics for College Program Advisory Committee Meetings				
Review of Minutes from Previous Meeting	<input type="checkbox"/>	Reviewed	<input type="checkbox"/>	Not Reviewed
Review of Program Entrance Requirements	<input type="checkbox"/>	Reviewed	<input type="checkbox"/>	Not Reviewed
Review of Program Graduation Requirements	<input type="checkbox"/>	Reviewed	<input type="checkbox"/>	Not Reviewed
Review of Program Related Pathways and Transfer Agreements	<input type="checkbox"/>	Reviewed	<input type="checkbox"/>	Not Reviewed
Review of Program Vocational Learning Outcomes	<input type="checkbox"/>	Reviewed	<input type="checkbox"/>	Not Reviewed
Review of Program Pre/Co-Requisites	<input type="checkbox"/>	Reviewed	<input type="checkbox"/>	Not Reviewed
Review of Program Experiential Learning (EL)	<input type="checkbox"/>	Reviewed	<input type="checkbox"/>	Not Reviewed
Comment: <i>Discussions on these subjects are recorded in the Agenda Topic and Discussion section below. Action Plans that result from such discussions are recorded in the PAC Action Plans section below.</i>				

Item #	Agenda Topic and Discussion	Action Required
	<p>Record meeting discussions and any recommendations or motions here. Also record the results of any votes here. The meeting should end with scheduling a tentative date for the next meeting. That date is recorded at the beginning of this template.</p> <p>Note: If the PAC is happy with the College’s handling of this program it is suggested that be noted in this column at the end of the meeting just prior to scheduling a tentative date for the next meeting. You may add another row with each new topic or leave a space in this column and continue.</p>	

Chair Implementation of PAC Action Plans

PART A: TO BE COMPLETED BY THE PROGRAM CHAIR				
Click or tap to enter a date.	<input type="checkbox"/>	The committee has concluded and the Chair agrees that formal action plans are not required.		
	<input type="checkbox"/>	The committee has concluded and the Chair agrees that the following action plans are required:		
Action Item Description	Responsible Person	Anticipated Completion Date	Completion Date	Chair Finalize
Insert detailed action item here <u>in full sentence format.</u> Add rows as required for additional action items.	Insert the name of the person responsible for completion of the action item	Click or tap to enter a date.	Click or tap to enter a date.	Click or tap to enter a date.
Comment:				

PART B1: TO BE COMPLETED BY THE PROGRAM CHAIR	
Click or tap to enter a date.	<input type="checkbox"/> I agree that the PAC minutes and associated action items are reviewed and the PAC Meeting Minutes document is ready for entry in the Action Plan Database. The action plans are approved for implementation.

PART B2: TO BE COMPLETED BY THE PROGRAM CHAIR	
Click or tap to enter a date.	<input type="checkbox"/> I confirm that feedback has been solicited from Ace Acumen.
	<input type="checkbox"/> I confirm that feedback from Ace Acumen is not required for this program.
Comments	Please enter any comments that may have impacted the completion dates of the action items.

PART C: TO BE COMPLETED BY THE RECORDING SECRETARY	
Click or tap to enter a date.	<input type="checkbox"/> I confirm that the PAC membership has been reviewed and/or revised and the information is updated on the Action Plan Database.

PART D: TO BE COMPLETED BY THE PROGRAM CHAIR	
Click or tap to enter a date.	<input type="checkbox"/> I agree all action plans listed in part A have been completed by the indicated due date.
Comments	Please enter any comments that may have impacted the completion dates of the action items.

Minute Taking / Action Item Entry Process

1. **Recording Secretary** completes minutes. Once complete the Minutes should be saved as PAC Minutes – year month (use a word not a number for the month) day – course code – course name. For example: PAC Minutes – 2021 December 11 – B897 Paralegal
2. **Recording Secretary** identifies Actions Required from minutes and brings all items in “Action Required” Tab to the bottom of the minutes in chart form.
3. **Recording Secretary** sends Minutes with identified Actions Required to Chair for final modifications and task assignment.
4. **Chair** makes any required modifications to the minutes.
5. **Chair** completes chart (Part A): Identifies person(s) responsible and sets completion date for all action items. Chair also identifies any additional action items he/she feels are required. The Chair communicates action items and due dates with the faculty assigned to the action item.
6. **Chair** checks off box in Part B 1 and B2. Agrees the review is complete and action plans are approved for implementation.
7. **Recording Secretary** reviews and revises (where applicable) the PAC membership on the Action Plan Database. Then enters the date and checks the box on Part C of this document.
8. **Recording Secretary** uploads approved minutes to Action Plan Database – Supporting Documents using the name for the document as indicated in 1 above.
9. **Recording Secretary** copies URL link for document in Action Plan Database.
10. **Recording Secretary** creates one action item in Action Plan Database – Action Items section and links the PAC Meeting Minutes template.
11. **Chair** approves "Microsoft Flow" email that is sent by Action Plan Database. Approval of this email distributes the task to the person responsible.
12. **Chair** finalizes the action items by completing last column of Part A and Checks off box in Part D of the PAC Minutes template in the Action Plan Database.