MISSION STATEMENT

Quality education that transforms lives and communities.

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

536th FULL BOARD MEETING

of the

BOARD OF GOVERNORS

NOTICE OF MEETING

DATE: Tuesday, November 24, 2026

TIME: **Immediately following the In-Camera meeting.**

PLACE: President's Boardroom #A3315E

AGENDA

1.0 ADOPTION OF THE AGENDA AND DECLARATION OF CONFLICT OF INTEREST

2.0 APPROVAL OF THE MINUTES OF THE OCTOBER 27, 2026 FULL BOARD MEETING

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

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

4.0 CONSENT AGENDA ITEMS

4.1 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 #4.1.

4.2 Expand Access to Online Learning by Meeting Students Where They Are – Strengthen Existing and Establish New Academic Pathways for Student with Postsecondary System Partners

Information Item – Administration has provided a report on Strategic Pillar #2 – Academics That Build Rewarding Careers (Drive excellence by being an accountable, high-performing and sustainable organization) – Continue to increase current number of student pathways year-over-year, attached as Item #4.2.

4.3 Constituent Reports – November 2026

4.3.1 Retirees Association
4.3.2 Saints Student Athletic Association (SSAA)
4.3.3 Student Representative Council (SRC)
4.3.4 Support Staff Union – OPSEU Local 137
4.3.5 Thames Students Inc. (TSI)

Information Item – Constituent reports are attached as Items #4.3.1 to #4.3.5.

5.0 APPROVAL ITEMS

5.1 Mid-Year Budget Review 2026-2027

Approval Item – Administration will provide the Board with the 2026-2027 Mid-Year Budget Review.

5.2 Business Plan Budget Accrual Template (MCURES Format)

Approval Item – Administration has provided the rationale for Board approval, attached as Item #5.2.

5.3 Deferred Maintenance

Approval Item – Administration has provided an update regarding Deferred Maintenance, attached as Item #5.3.

6.0 INFORMATION ITEMS

6.1 Minister's Directive on Student Mental Health

Information Item – Administration has provided an update regarding the Minister's Directive on Student Mental Health, attached as Item #6.1.

6.2 Minister's Directive on Anti-Racism/Anti-Hate

Information Item – Administration has provided an update regarding the Minister's Directive on Anti-Racism/Anti-Hate, attached as Item #6.2.

7.0 NEW BUSINESS

8.0 DATE OF THE NEXT MEETING

8.1 The next meeting is scheduled for Tuesday, January 26, 2027 (tentative), at the Windsor Campus.

9.0 ADJOURNMENT

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

MINUTES OF THE

FULL BOARD MEETING of the BOARD OF GOVERNORS

Held on October 27, 2026, at 5:30 p.m. in the President's Board Room #A3315E, in Windsor, ON.

Present:

Mr. A. Barron
Mr. K. Corriveau
Ms. P. Corro-Battagello
Mr. C. Hotham – **Chair**
Ms. A. Jurak
Mr. A. Paniccia – **Vice Chair**
Ms. K. Ramsay
Mr. G. Rossi – **Past Chair**
Mr. M. Silvaggi – **President**
Ms. K. Stannard
Ms. L. Wakem
Ms. G. Wrye
Ms. J. Yee

Regrets:

Ms. R. Anguiano Hurst
Mr. G. Fenn

Also Present:

Ms. R. Demchuk – Senior Vice President, Student & Facilities Services
Mr. J. Fairley – Senior Vice President, Communications, Advancement & External Affairs
Mr. M. Jones – Senior Vice President, Finance, Administration & Chief Financial Officer
Ms. J. Lehoux – Executive Director, President's Office & Corporate Secretary
Mr. J. Sirianni – Senior Vice President, Human Resources & Facilities Services
Ms. M. Staley Liang – Senior Vice President, Academics & Career Supports
Ms. L. Prendi – Executive Director, Centre For Academic Excellence, Quality Assurance & Accountability

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

Mr. C. Hotham chaired the meeting and Ms. J. Lehoux was the recording secretary.

1.0 Adoption of the Agenda and Declaration of Conflict of Interest

The Chair called the meeting to order and requested any declarations of conflict of interest. Hearing none and with no amendments proposed, 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 September 22, 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 September 22, 2026 meeting as presented.

3.0 President's Report

The Board Chair called upon President Silvaggi to provide his report to the Board.

The President advised that his written report and Community Engagement Report had been included in the agenda package. He highlighted several noteworthy achievements and initiatives occurring across the College since the last Board meeting.

The President recognized faculty members who recently received WeSpark Research and Innovation grants, noting that the awards reflect the continued growth of the College's research and innovation activities and the strength of the College's collaboration with regional partners through the WeSpark Health Institute.

The President also drew attention to the College's Honour Guard program and its partnership with Families First. He highlighted the commitment demonstrated by both students and faculty who volunteer their time to participate in community events and funeral services, noting that the Honour Guard continues to receive significant recognition for the professionalism and respect displayed during its appearances.

The President further advised that the Diagnostic Cardiac Sonography program had successfully achieved professional accreditation. He noted that accreditation validates the quality of the program and provides assurance to students, employers and healthcare partners regarding educational excellence and industry standards.

A Governor inquired whether the Honour Guard discussed in the report was the same group that participates in Convocation ceremonies and other College events.

The President confirmed that it was the same Honour Guard and noted that the group consistently receives positive feedback from students, families and community members regarding their professionalism and ceremonial presence.

The Chair then encouraged Governors who had not yet participated in a campus tour to do so, noting that recent tours had provided valuable insight into the breadth of programming, facilities and student learning environments available across the institution. Several Governors commented positively on the tour experience and the quality of College facilities.

The Chair thanked the President for his report.

4.0 Consent Agenda

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

4.1 President's Community Engagement Report

4.2 Enhance Student Well-Being and Success Through the "Saints Experience" – Percentage of retained students who continue their studies at St. Clair College from year-to-year.

4.3 Strengthen Talent Development and Accountability Performance – Growth in domestic enrolment.

4.4 Constituent Reports – October 2026

4.4.1 Faculty Union – OPSEU Local 138
4.4.2 Retirees Association
4.4.3 Saints Student Athletic Association (SSAA)
4.4.4 Support Staff Union – OPSEU Local 137
4.4.5 Thames Students Inc. (TSI)

It was,

RESOLVED THAT the Board of Governors receive and approve the contents of the October 27, 2026 Consent Agenda as presented.

5.0 Monitoring Report(s)

5.1 Financial Monitoring Update

The Chair invited Mr. M. Jones, Senior Vice President, Finance, Administration & Chief Financial Officer, to present the financial monitoring report for the six months ended September 30, 2026.

Mr. Jones reported a surplus of approximately $1.5 million at the six-month mark, representing a significant improvement over the same period in the prior year when the College reported a deficit position. The improvement was attributed primarily to enhancements in the provincial funding model and ongoing budget-management initiatives undertaken by Administration.

Mr. Jones advised that based on current enrolment performance and expenditure trends, Administration continued to project a balanced operating position for the 2026-2027 fiscal year. He further indicated that preliminary planning for the 2027-2028 fiscal year also suggested a positive financial outlook, although several collective bargaining and cost-pressure variables remained under review.

A Governor inquired whether the positive financial trend was expected to continue through fiscal year-end and whether a surplus position could result in future provincial funding clawbacks by the Ministry.

The President explained that the new funding framework was intended to provide ongoing support for strategic program areas identified by the Province and noted that funding clawbacks related to the College's current financial performance were considered highly unlikely.

Mr. Jones added that Administration remained confident in achieving a balanced budget for both the current year and preliminary forecasts for the following fiscal year. He further advised that he was unaware of any historical precedent for the Province clawing back funding based on strong financial performance.

It was,

RESOLVED THAT the Board of Governors receive the Financial Monitoring Report for the six-months ended September 30, 2026 as information.

6.0 Information Item(s)

6.1 CQAAP Quality Audit

The Chair called upon President Silvaggi and Ms. L. Prendi to present the results of the College's Ontario College Quality Assurance Service (OCQAS) audit.

Ms. Prendi provided an overview of the six-year quality audit process and advised that St. Clair College achieved full compliance across all six audit standards with a rating of "Mature Effort". She reported that the College received multiple commendations and, notably, no recommendations for improvement.

Ms. Prendi advised that St. Clair College became the first college in the history of the audit process to receive no recommendations following an audit review. She highlighted several strengths identified by the audit panel, including:

- Board governance and engagement in quality assurance activities;
- The work of the Centre for Academic Excellence;
- Evidence-based decision-making processes;
- Continuous quality improvement practices;
- Faculty and staff professional development;
- Industry engagement and Program Advisory Committees;
- Student engagement and transparency; and
- Institutional accountability measures.

Although the College received no recommendations, Administration identified four internal affirmations for future enhancement, including work-integrated learning employer tracking, vocational-learning-outcome mapping, strengthening annual program review processes and enhanced analysis of student-support feedback.

A Governor congratulated Administration on the achievement and noted the significant effort undertaken to prepare the Board for audit interviews and to embed continuous-improvement practices throughout the institution.

The President emphasized that Ontario's college quality-audit process is unique within the postsecondary sector and noted that the results would significantly enhance the College's standing with government, industry and funding partners.

The Chair echoed those comments and highlighted that St. Clair College had now achieved this level of success in consecutive audit cycles, which was unprecedented among Ontario colleges.

A Governor inquired whether the College received a formal quality designation, seal or logo that could be incorporated into marketing materials. The President advised that no formal quality seal currently exists through the audit process; however, Administration would explore ways to appropriately promote and celebrate the College's achievement.

As such, it was:

RESOLVED THAT the Board of Governors receive the CQAAP Quality Audit Results as information.

7.0 By-Law & Policy Review

7.1 Board By-Law #7

The Board reviewed By-Law #7 for second reading. The amendment clarified that attestations would be maintained by the Corporate Secretary rather than the Board Secretary.

As such, it was

RESOLVED THAT the Board of Governors approve Board By-Law #7 for 2nd reading, as presented.

8.0 New Business

The Board received a reminder regarding the upcoming Fall Open House scheduled for Saturday, November 7, 2026, at both the Windsor and Chatham campuses. Governors were encouraged to help promote the event within their networks and communities.

9.0 Date of the Next Meeting

The next Board meeting is scheduled for Tuesday, November 24, 2026 at the Main Windsor Campus.

10.0 Adjournment

The Full Board meeting adjourned at 6:07 p.m.

PRESIDENT'S REPORT

Meeting of the Board of Governors

Tuesday, November 2, 2026

1. Ontario Fall Economic Statement 2026

On October 29, 2026, the Ontario government released its 2026 Fall Economic Statement (FES), "*A Plan to Protect Ontario*," outlining the Province's fiscal outlook, economic priorities and key investments designed to strengthen Ontario's economy and workforce. The Statement is organized around three strategic pillars: Fortifying Ontario's Industrial Base, Building Ontario for Growth and Respecting Taxpayers.

For the postsecondary sector, the FES largely reiterates previously announced commitments and does not introduce any new operating or capital funding for colleges and universities. The government reaffirmed its previously announced $6.4 billion postsecondary funding package and its commitment to expanding capacity through the Priority Growth Fund, which will support an additional 70,000 student spaces across the sector. The Statement also highlights ongoing efforts to support workforce development through initiatives such as the Protect Ontario Workers Employment Response (POWER) Centres, which have served more than 27,000 workers through training referrals, transition supports and connections to employment services.

The government continues to focus on economic growth, industrial competitiveness and workforce readiness. Notable initiatives include the continued development of the Ontario Defence Industrial Strategy and the announcement of a forthcoming Artificial Intelligence (AI) Industrial Strategy, which will aim to accelerate AI adoption and commercialization, strengthen digital infrastructure and ensure Ontario's workforce is equipped with the skills required for an increasingly AI-driven economy. The Statement also highlights Ontario's ongoing investment in the Vector Institute to support AI integration across Canadian businesses.

From a fiscal perspective, the Province increased both its revenue and expense projections compared to Budget 2026, resulting in a revised deficit forecast of $16.9 billion, up from $13.8 billion and a delayed timeline for returning to a balanced budget, now projected for 2029-30.

The FES continues to emphasize the importance of health care workforce development and skilled trades training. Existing investments in health-related education, including the Ontario Learn and Stay Grant, primary care expansion initiatives and long-term care capacity growth, were reaffirmed. The Province also reiterated previously announced investments in construction-related training programs and apprenticeship expansion, reflecting continued demand for highly skilled workers in key sectors.

While no new funding was announced for college applied research or the postsecondary sector overall, the themes outlined in the FES align closely with the government's ongoing focus on workforce development, labour market responsiveness, innovation and outcome-based investments. Colleges Ontario will continue to engage with provincial officials in the coming weeks to obtain additional details regarding the announcements and their potential implications for the college sector.

Ontario

ST. CLAIR COLLEGE OF APPLIED ARTS & TECHNOLOGY

PRESIDENT'S COMMUNITY ENGAGEMENT REPORT

Meeting of the Board of Governors

Tuesday, November 24, 2026

1. Operation: Defend The North

On October 20, 2026, St. Clair College, in partnership with siberX, hosted Operation: Defend the North at the St. Clair College Centre for the Arts. The event brought together business leaders, cybersecurity professionals, IT practitioners, educators, students and community stakeholders for a live tabletop exercise focused on cyber incident preparedness and response. Built around a fictional cyberattack involving the Windsor–Detroit Tunnel, the simulation highlighted the far-reaching impacts that cybersecurity events can have on business continuity, public safety, communications and community confidence.

The exercise featured a panel of industry experts and organizational leaders who guided participants through the various stages of incident response, including threat detection, containment, eradication, recovery and crisis communications. Through the realistic scenario, attendees explored the importance of effective decision-making, cross-sector collaboration and leadership during complex cybersecurity events. The program also emphasized the human side of crisis management, including the psychological challenges associated with responding to high-pressure situations.

In welcoming participants, President Silvaggi highlighted the growing importance of cybersecurity preparedness and the need for strong partnerships across sectors to address increasingly sophisticated threats. He noted that cybersecurity is not solely a technology issue, but also a leadership, business and community issue, underscoring the College's commitment to supporting the development of talent, knowledge and partnerships that contribute to a secure digital future. Amar Singh, the College's Chief Information Officer and Chief Information Security Officer, further emphasized the importance of collaboration and shared responsibility in strengthening organizational resilience and security awareness.

A significant component of the event was the Young Defenders of the North Hackathon, which engaged approximately 80 high school students from across the region. Working alongside College student mentors and educators, participants gained hands-on exposure to cybersecurity concepts while exploring potential career pathways in the field. The initiative reflected the College's ongoing commitment to developing future talent and inspiring the next generation of cybersecurity professionals.

By hosting Operation: Defend the North, St. Clair College reinforced its leadership role in advancing cybersecurity education, workforce development, and community engagement, while providing an important forum for organizations to strengthen preparedness and resilience in an increasingly complex digital environment.



2. St. Clair College and University of Windsor Collaborative Meeting

On October 21, 2026, St. Clair College welcomed representatives from the University of Windsor for a collaborative meeting focused on strengthening the longstanding partnership between the two institutions and exploring opportunities for future academic collaboration. The meeting, organized by Senior Vice President Academic, Monica Staley Liang, brought together senior leaders, faculty and academic administrators to share strategic priorities, highlight areas of excellence and engage in meaningful dialogue regarding student success, innovation and institutional growth.

The session began with greetings from President Silvaggi, followed by introductions and a presentation of the College's Saints' Success video, which showcased the achievements of St. Clair College students and the institution's commitment to providing an exceptional learner experience.

Participants were then provided with an overview of the College's strategic objectives, highlighting key priorities that are guiding institutional planning and decision-making. Additional presentations were delivered by Erika Kustra, Associate Vice-President, Academic of the University of Windsor, and Lindi Prendi from the Centre for Academic Excellence at St. Clair, who shared information regarding academic initiatives, quality enhancement, teaching excellence and student-centred approaches that support learning outcomes and workforce readiness.

The meeting also featured a discussion on Early Childhood Education, which provided an opportunity to exchange ideas regarding program development, research opportunities and potential areas for further collaboration between the College and University in support of the education sector.

The session concluded with a panel discussion with a focus on strengthening pathways between college and university education, fostering innovation in teaching and learning and identifying opportunities for future joint initiatives that will benefit students, faculty and the broader community.

The meeting demonstrated the shared commitment of St. Clair College and the University of Windsor to working collaboratively to enhance educational opportunities across the region. Through open dialogue and the exchange of best practices, both institutions reaffirmed the value of their partnership and their collective dedication to supporting student success, academic excellence and regional economic development.



3. Skilled Trades Ontario "STO On The Road" Visit

On Wednesday, October 21, 2026, St. Clair College was pleased to host Skilled Trades Ontario's (STO) "STO on the Road" listening tour at the St. Clair College Centre for the Arts, bringing together educators, employers, skilled trades professionals, union representatives, apprentices and community stakeholders to discuss the future of apprenticeship training and workforce development in Ontario. The event formed part of a province-wide consultation led by Candice White, Chief Executive Officer of Skilled Trades Ontario, aimed at gathering direct feedback from industry and education partners to inform future priorities and initiatives within the skilled trades sector.

The session also welcomed Trevor Jones, Ontario's Minister of Labour, Immigration, Training and Skills Development and MPP for Chatham-Kent-Leamington, who emphasized the critical role skilled trades play in supporting Ontario's economy and workforce needs. Discussions focused on apprenticeship pathways, workforce development strategies, career opportunities in the skilled trades and the importance of strengthening connections between industry, training providers, and prospective apprentices.

As host institution, President Michael Silvaggi and members of the College's senior leadership team highlighted St. Clair College's ongoing commitment to preparing the next generation of skilled trades professionals through hands-on training, strong industry partnerships and apprenticeship programming. President Silvaggi noted the vital contribution skilled trades workers make to infrastructure, manufacturing, essential services and economic growth, while underscoring the College's role in ensuring graduates possess the skills and experience required in an evolving labour market.

The event provided an important opportunity for regional stakeholders to share perspectives on workforce needs specific to Windsor-Essex and to contribute directly to conversations shaping the future of Ontario's skilled trades system. The College was honoured to support this initiative and remains committed to collaborating with industry, government and community partners to advance skilled trades education and address future workforce demands across the region.



4. Meeting with Unemployed Help Centre

On Thursday, October 22, 2026, President Silvaggi and John Fairley, Senior Vice-President, Communications, Advancement and External Affairs, met with June Muir, Chief Executive Officer of the Unemployed Help Centre of Windsor, on Thursday, October 22, 2026, to discuss opportunities for strengthening collaboration between the College and the organization.

The meeting provided an opportunity to learn more about the Unemployed Help Centre's current initiatives and the important role the organization plays in supporting unemployed and underemployed individuals throughout Windsor-Essex. Discussions focused on identifying ways in which St. Clair College could further support the Centre's efforts through potential partnerships, workforce development initiatives, skills training opportunities and community engagement activities.

The conversation reinforced the shared commitment of both organizations to enhancing employment outcomes, supporting lifelong learning, and addressing workforce needs across the region. The meeting also highlighted the value of continued collaboration between St. Clair College and community partners in advancing economic development and creating opportunities for individuals seeking to improve their skills and employment prospects.

Unemployed Help Centre of Windsor Inc.

5. St. Clair College Community Park - Phase 2 Completion - Soft Opening

On Friday, October 23, 2026, President Silvaggi attended the soft opening of Phase 2 of the St. Clair College Community Park in Chatham, joining municipal leaders, community partners and residents in marking an important milestone in the development of this significant regional recreation asset. The event celebrated the completion of the latest phase of enhancements to the park and highlighted the strong partnership between St. Clair College and the Municipality of Chatham-Kent.

The park is located on approximately 19.5 acres of land donated by St. Clair College to the municipality in 2023 for the purpose of developing a public regional park. In recognition of the College's contribution and commitment to the Chatham-Kent community, the facility was named the St. Clair College Community Park.

Phase 2 of the project added a number of new recreational amenities, including pickleball courts, basketball courts, playground facilities, washroom buildings, pathways and other park features designed to create an accessible and welcoming space for residents of all ages and abilities. The development forms part of a broader multi-phase plan that will continue to expand recreation opportunities within the region.

President Silvaggi's participation in the soft opening reflected the College's ongoing commitment to community development and its strong relationship with the Municipality of Chatham-Kent. The project serves as a lasting example of how strategic partnerships can enhance quality of life, promote healthy and active living, and create meaningful benefits for communities throughout the region.



6. Windsor Police Service Badge Presentation Ceremony

On October 28, 2026, St. Clair College President Michael Silvaggi and Senior Vice President, Communications, Advancement and External Affairs, John Fairley, attended the Windsor Police Service Badge Presentation Ceremony at the Windsor Police Service Training Facility. The event recognized and celebrated the newest members of the Windsor Police Service as they were officially presented with their badges and welcomed into the profession.

The College was proud to be represented at this important community event, particularly as several St. Clair College graduates were among the recruits receiving their badges and officially beginning their careers in law enforcement. President Silvaggi and Mr. Fairley attended to recognize these alumni achievements, celebrate this significant milestone in their professional journeys and demonstrate the College's continued pride in the success of its graduates as they make meaningful contributions to public safety and the communities they serve.



7. 2026 Essex County Warden's Banquet

President Silvaggi, accompanied by Senior Vice President, Communications, Advancement and External Affairs, John Fairley, attended the 2026 Essex County Warden's Banquet held on November 5, 2026, at the Ciociaro Club. The event recognized the service and leadership of outgoing Essex County Warden Hilda MacDonald during her 2022-2026 term.

The banquet brought together municipal leaders, elected officials, community partners and stakeholders from across the region to celebrate Warden MacDonald's contributions to Essex County and to acknowledge the collaborative efforts that have supported the growth and prosperity of local communities. The event also provided an opportunity for College leadership to engage with regional partners and reinforce St. Clair College's ongoing commitment to supporting the economic, educational and workforce development priorities of Essex County and the surrounding area.

Through participation in events such as this, St. Clair College continues to strengthen relationships with municipal and community leaders while advancing opportunities for collaboration that benefit students, industry partners and the broader region.



8. ATHENA Scholarship Luncheon Celebrates Student Success

On Friday, November 6, 2026, the ATHENA Scholarship Fund Windsor, in partnership with the Windsor Essex Chamber of Commerce, hosted the annual ATHENA Scholarship Luncheon at the St. Clair College Centre for the Arts. The event celebrated outstanding young women who exemplify leadership, academic excellence and community service.

St. Clair College was proudly represented among this year's scholarship recipients, with two College graduates receiving ATHENA Scholarships: Samantha Clements, a graduate of the Electromechanical Engineering Technician – Robotics program, and Ashley Dunn, a graduate of the Business Administration – Marketing program. Both were recognized for their academic achievements, leadership, mentorship, and significant community involvement.

President Michael Silvaggi attended the luncheon and brought greetings on behalf of St. Clair College, joining community leaders in recognizing the accomplishments of the scholarship recipients and celebrating the impact they are making both within the College community and throughout the region. The event also featured a keynote address by Kristin Kennedy, President and CEO of Windsor Regional Hospital and Erie Shores HealthCare, who spoke on the theme, The Next Generation of Women Who Will Change the World.

The success of Samantha Clements and Ashley Dunn reflects St. Clair College's commitment to developing leaders who excel academically, contribute meaningfully to their communities and inspire future generations.







9. Remembrance Day Observation

In recognition of Remembrance Day, the St. Clair College community came together to observe a moment of silence in honour of the brave men and women who made the ultimate sacrifice in service to Canada, as well as those who continue to serve and protect our country today.

Among those participating were President Silvaggi, College employees, students and members of the College's military-connected community, including students attending St. Clair College through its valued partnership with HMCS Hunter (pictured below). This partnership reflects the College's ongoing commitment to supporting members of the Canadian Armed Forces and strengthening connections with the military community.





10. HDGH The Big Party

President Silvaggi joined community leaders, business partners and supporters at Hôtel-Dieu Grace Healthcare Foundation's annual The Big Party, held on November 13, 2026, at the Ciociaro Club of Windsor. St. Clair College was pleased to support this important community fundraising initiative through the purchase of event tickets.

The Big Party is a signature fundraising event that raises critical funds in support of Mental Health and Addictions Programs at Hôtel-Dieu Grace Healthcare (HDGH). The event brought together community partners for an evening of entertainment, food stations, fundraising activities and philanthropy, with 100 percent of proceeds remaining in Windsor-Essex to support vital local healthcare services.

St. Clair College values opportunities to support organizations that enhance the health and well-being of our community. Participation in events such as The Big Party reflects the College's ongoing commitment to community engagement and its support of initiatives that positively impact the residents of Windsor-Essex.



ST. CLAIR COLLEGE

TO: **BOARD OF GOVERNORS**

FROM: **MICHAEL SILVAGGI, PRESIDENT**

DATE: **NOVEMBER 24, 2026**

RE: **STRATEGIC DIRECTIONS UPDATE (2026 – 2027) – ACADEMICS THAT BUILD REWARDING CAREERS – EXPAND ACCESS TO ONLINE LEARNING BY MEETING STUDENTS WHERE THEY ARE**

SECTOR: **MONICA STALEY LIANG, SENIOR VICE PRESIDENT, ACADEMIC**

AIM:

To provide the Board with an update on the Strategic Directions (2026 – 2027). This update pertains to Strategic Pillar #2 – Deliver the hands-on learning experiences, academic pathways and innovative teaching that enable long-term career success. Specific details include the following:

Goal	Initiative	Measure	Target
Expand access to online learning by meeting students where they are.	Strengthen existing, and establish new, academic pathways for students with post-secondary system partners.	Continue to increase current number of student pathways year-over-year.	November 2026

BACKGROUND:

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

St. Clair College added the following new agreements this year:

1. Border Services and Community and Justice Services

   Graduates of the two-year Border Services or Community and Justice Services diploma programs will receive academic credit towards Athabasca University's Bachelor of Commerce (Post Diploma), Bachelor of Management three-year (Post Diploma), Bachelor of Human Resources Labour Relations (Post Diploma), Bachelor of Science (Post Diploma), and Bachelor of Professional Arts programs, located in Athabasca, Alberta. The agreement opens multiple academic pathways, including:

   - Border Services
     - Bachelor of Professional Arts
       - Human Services Major (HSRV)
       - Criminal Justice Major (CRJS)
       - Governance Law and Management Major (GLM)
       - Communication Studies Major (CMNS)

   - Community and Justice Services
     - Bachelor of Commerce (Post Diploma)
     - Bachelor of Commerce (Post Diploma) Plus Major
     - Bachelor of Management (Post Diploma)
     - Bachelor of Human Resources Labour Relations (Post Diploma)
     - Bachelor of Science (Post Diploma) with Majors:
       - Applied Mathematics (APMT)
       - Computing and Information Systems (CIS)
       - Biological Sciences (BIOS)
     - Bachelor of Professional Arts:
       - Human Services Major (HSRV)
       - Criminal Justice Major (CRJS)
       - Governance Law and Management Major (GLM)
       - Communication Studies Major (CMNS)

2. Sport and Recreation Management

   Graduates from the three-year Sport and Recreation Management Advanced Diploma program at St. Clair College, with a minimum grade point average (GPA) of 2.5, are eligible to transfer to Wayne State University, located in Detroit, Michigan, USA, to earn a Bachelor of Science degree within six to seven semesters (minimum of 40 credits) without duplicating courses.

   Students may also consider the Accelerated Master's Pathway (AMP), that accelerates the completion of a graduate degree by enrolling simultaneously in an undergraduate and graduate program. Students in the Sport Management and Sports Administration programs can apply a maximum of 15 credits towards both an undergraduate and graduate degree. Students can apply for the accelerated program once they have successfully completed 75 credits and must have at least a 3.0 GPA to apply.

   Due to the Great Lakes Tuition Policy at Wayne State University, undergraduate students who are residents of a state or province bordering a Great Lake will enjoy an award that

reduces the out-of-state tuition rate. Recipients of the Great Lakes Award will receive the benefit of the Michigan resident tuition rate plus ten percent, which results in approximately $9,000 USD in savings compared to the international tuition rate.

3. Practical Nursing

   St. Clair College's School of Nursing has collaborated with St. Francis College in Brooklyn, New York, USA, to offer a Bachelor of Science degree in Nursing pathway to students who have successfully completed the two-year Practical Nursing program at St. Clair College. This pathway comprises a combination of online courses and in-person instruction.

St. Clair College is in development with the following agreements:

1. University of Windsor

   On October 21, 2026, St. Clair College hosted the University of Windsor for an inaugural breakfast at Eatery 101. This was a momentous occasion for both institutions and reflects the collaborative relationship between our organizations. It was the first visit to St. Clair College for many of the Deans from the University of Windsor.

   Presentations by both teams highlighted academic pathways that have been highly successful, including the Early Childhood Education – Concurrent program and the Collaborative Nursing (BScN) program.

   There was great energy in the room as Deans and Chairs joined their university counterparts for lunch and discussion, exploring a more student-centered approach that would enable seamless two-way credit transfers for students.

   There was a panel discussion that consisted of Lindi Prendi, Executive Director, Centre for Academic Excellence, Quality Assurance and Accountability; Monica Staley Liang, Senior Vice President, Academic; and from the University of Windsor, Barbara Crow, Provost and Vice-President, Academic; and, Erika Kustra, Associate Vice-President, Academic. The panel confirmed the strategic mandate of both St. Clair College and the University of Windsor, to provide students an opportunity to complete credentials whether diploma or degree in Windsor, to live here, work here, and support the economic success of our region.

   A short tour of the Main Windsor Campus ended the morning. The University of Windsor team was so impressed with our Campus and hospitality. A tentative date is scheduled for our next academic meeting at the University of Windsor for late April 2027.

   Several pathways are currently in the works. Liberal Arts students on waiting lists from University of Windsor can now enroll in the one-year General Arts and Science program at St. Clair College and if a B grade point average is maintained, they will be able to directly transfer into their chosen degree program at the University of Windsor.

   We are currently working on pathways for Engineering, Paramedic, and Medical Laboratory Science. These students will be able to transfer to the University or the College to complete a diploma or degree program.

2. Practical Nursing

St. Clair College's School of Nursing, in collaboration with Madonna University in Livonia, Michigan, USA, are developing a pathway that would allow graduates of the two-year Practical Nursing program to receive advanced standing to earn a Bachelor of Science degree in Nursing (BScN) in a reduced timeline.

This pathway is supported by the courses and clinical experience obtained during the students' time at St. Clair College. Details are being finalized regarding the transfer credits and remaining courses to be completed at Madonna University.

The College has convened a focus group comprised of former Practical Nursing graduates to gain greater insight into the BScN program with representatives from Madonna University.

3. Mechanical Engineering Programs and Civil Engineering Technology

The University of Windsor's Faculty of Engineering is working with St. Clair College to create pathways among the University's Engineering programs and College's Mechanical Engineering programs and Civil Engineering Technology program.

Graduates from St. Clair College's three-year Mechanical Engineering Technology – Automotive Product Design program can pursue a four-year Bachelor of Applied Science (BASc.) at University of Windsor in Mechanical Engineering - General stream or Automotive option stream degree.

Graduates from St. Clair College's three-year Civil Engineering Technology program are eligible to earn a four-year Bachelor of Applied Science (BASc.) at University of Windsor in Civil Engineering.

4. Paramedic

St. Clair College and University of Windsor are developing a pathway for graduates from the College's Paramedic program to pursue a degree in the Faculty of Human Kinetics at University of Windsor.

5. Interior Design

St. Clair College and Boston Architectural College (BAC) in Boston, Massachusetts, USA, are working together on a pathway for graduates of St. Clair College's three-year Interior Design advanced diploma program to transfer to a Master of Interior Architecture at BAC.

Transferring to the Master's program bypasses the need for a Bachelor's degree and would present more global opportunities for the students, while being recognized by the Association of Registered Designers of Ontario and the Council for Interior Design Accreditation (CIDA).

St. Clair College is renewing the following agreement this year:

1. Atlantic Technological University

   St. Clair College and Atlantic Technological University (ATU) in Sligo, Ireland, have an established a long-standing partnership for post-secondary pathways. The existing agreement will be refreshed and renewed for the following programs but not limited to:

   - Business Administration – Human Resources
   - Electromechanical Engineering Technology – Robotics
   - Biomedical Engineering Technology – Equipment and Devices

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

- Several advantages have been identified and will come to the forefront of ad messaging for billboards, print ads and digital ad versions where suited.

- Degree Pathways billboards are scheduled annually throughout our communities during the recruitment cycle.

- Additional communication opportunities to promote Pathways have been identified as follows:

  - Interior hanging banners at the Student Life Centre.
  - Alumni communications.
  - Posted graphics to the St. Clair College website.
  - Graphic for the MYST.CLAIR portal.
  - Traditional media.
  - Social Media such as testimonial videos and quick highlights.
  - Online media placement with messaging integrated.
  - Overall transfer pathways messaging priority (larger picture) with different audiences.
  - Designated information sessions or recruitment presentations for degree pathways.

- Student pathways are included annually in the St. Clair College Admissions Handbook.

- Student pathway opportunities are part of all Fall and Spring high school in-person school presentations throughout the catchment area.

- Student pathways are included annually in the guidance counsellor forum presentation and included in the Ontario School Counsellors Association (OSCA) conference presentation.

- Ad insertion for MacLean's "The Ultimate Guide to Canadian Colleges" magazine annually.

- St. Clair College webpage entitled Credit Transfers and Pathway Agreements, which includes all the student pathways available at St. Clair College can be found at: Credit Transfer & Pathway Agreements | St. Clair College (stclaircollege.ca)

- Targeted messaging has been implemented for the 2026 – 2027 recruitment campaign. The focus of the targeted messaging will be on three core value propositions: affordability, real world and relevant experience, and learning from faculty who work for future employers.



Patrick Lynch, Director of Global Engagement at Atlantic Technological University in Ireland meets with St. Clair College's Senior Vice President, Academic, Monica Staley Liang, to review articulation agreements between the two institutions, November 2, 2026. (Rich Garton/St. Clair College)

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update as it pertains to Strategic Pillar #2 – Academics That Build Rewarding Careers – Continue to increase current number of student pathways year-over-year.

ST. CLAIR COLLEGE

TO: **BOARD OF GOVERNORS**

FROM: **MICHAEL SILVAGGI, PRESIDENT**

DATE: **NOVEMBER 24, 2026**

RE: **NOVEMBER 2026 CONSTITUENT REPORTS**

SECTOR: **JOANNE LEHOUX, EXECUTIVE DIRECTOR, PRESIDENT'S OFFICE & CORPORATE SECRETARY**

AIM:

To provide the Board of Governors with constituent reports submitted by stakeholder groups in support of ongoing communication, engagement and awareness of activities occurring across the College community.

BACKGROUND:

As part of enhancements to Board communication and reporting practices, constituent groups have been invited to provide written reports for inclusion in the Board agenda package. This approach provides Governors with regular updates regarding activities, accomplishments, initiatives and matters of interest from across the College community while supporting efficient and effective Board meetings. Constituent groups invited to participate include the Student Representative Council (SRC), Thames Students Incorporated (TSI), Saints Student Athletic Association (SSAA), Retirees' Association, Alumni Association, St. Clair College Foundation, Support Staff Union Representative and Faculty Union Representative.

Attached are the constituent reports received for the November 2026 meeting cycle. These reports provide updates on the activities, priorities and initiatives of the respective organizations and stakeholder groups and offer valuable insight into the perspectives of key constituents, supporting the Board's ongoing awareness of matters affecting students, employees, alumni, retirees and the College's supporting organizations.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive the November 2026 Constituent Reports for information.

Report for the Board of Governors meeting - November 2026
Provided by Sue McLelland, St. Clair College Retirees Association

The Executive board of our Retirees Association continues to meet on a monthly basis at the college. Our next issue of our Newsletter will be going out on November 18th so we have been compiling the latest information and current events for that issue. We are also in the throws of planning our Christmas parties for both the Windsor and Chatham groups. The Windsor Christmas party will be held on December 12th at noon at the St. Clair Centre for the Arts. Afterwards we look forward to seeing the students in our Music Theatre Arts program perform a Christmas play. The Chatham event will be held on December 2nd at the Links of Kent Golf Course in Chatham. We expect both venues will provide an excellent meal and a great chance for our Retirees to all catch up with one another.

On October 28th a group from Windsor as well as Chatham gathered at the Retro Suites Hotel in Chatham for lunch at the Retro Suite 46 Restaurant. It was great being in downtown Chatham and seeing all the most recent changes to their main street. Lots happening there as they reconstruct the downtown Chatham Mall into their new Chatham City Hall, and multi - use commercial and residential properties. After we ate, the Hotel Manager provided tours of the various accommodations that they had in their hotel (at least - the ones that weren't occupied at the time!) What an amazing eclectic variety of themes for each individual room! This was well worth the drive to Chatham!

On November 18th, our Out to Lunch Bunch crew will gather in Windsor at Cramdon's Tap and Eatery. Looking forward to another great opportunity to catch up with our college colleagues.

On October 31, some of our Retirees met up at the Windsor International Film Festival to view the film Ann Arbor Blues & Jazz Festival in Exile. The main reason we went to see this particular movie is because we had one of our most respected Association members that took part in the development of this movie - Mr. Bill Totten. This festival took place back in 1974 in Griffin Hollow – on St. Clair Colleges' property, where the first St. Clair Residence currently stands. Bill was our Registrar back then. During this documentary, Bill narrated his part in making this particular event a success, explaining the challenges and craziness that went on in bringing this event together. It sure was interesting and quite entertaining when you saw the line up of entertainment that they brought in from the United States! What made it especially fascinating was the fact that many of us had been to Griffin Hollow and attended some of the concerts that had been held there back in the day. It all brought back some great memories of our youth!

Wishing you all a wonderful, peaceful and blessed Christmas Season and I hope we can all look forward to a very promising and successful 2027!

St. Clair College Board of Governors Report

September & October 2026

Intramural, Varsity and Community

1.) Welcome Back Beach BBQ

On September 10th the SSAA ran a Welcome Back Beach Volleyball BBQ. The event saw over 350 students attend a night where free food and beach volleyball were offered to all students at St. Clair College. The event was also followed up by a movie night hosted with the SRC, which made for a perfect end to a fanatsic evening for students.



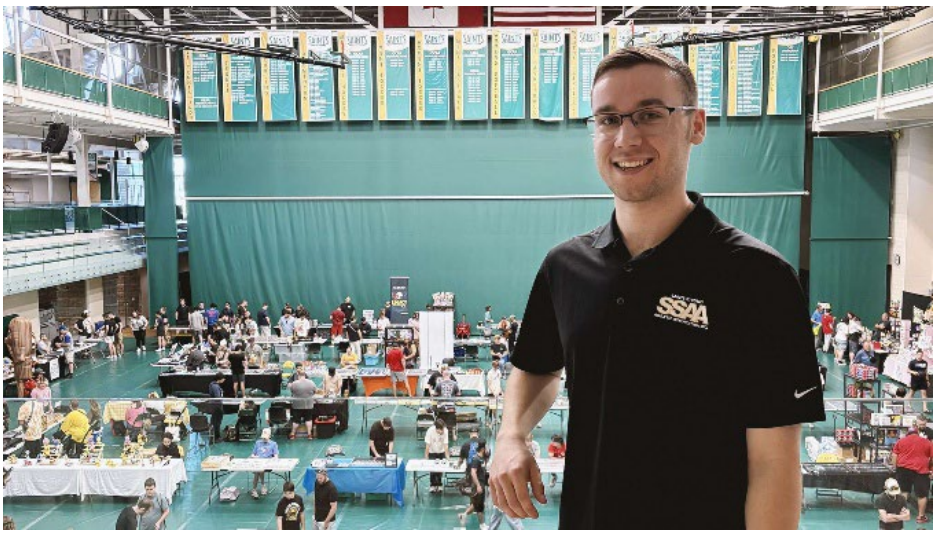
2.) CMHA Suicide Awareness Walk Donation

The SSAA was a proud to assist in donating funds along with SRC and St. Clair College to the CMHA Suicide Awareness Walk. This is an annual donation that we are happy to assist with and is attached to an outstanding initiative that allows CMHA to showcase the importance of mental health and suicide prevention. We were proud to donate and participate.



3.) The RAD Sports Card and TCG Show

The RAD Sportscard and TCG show continued its success at the St. Clair College Sportsplex on October 25th and has been an outstanding community initiative that brings vendors and guests from across the province. Our last show broke a new attendance record since being attached to the SSAA as a community/student event at St. Clair College.



4.) Canadian Cancer Society Donation: Breast Cancer Awareness Month

On November 1st the SSAA donated $583.00 to the Canadian Cancer society in support of Breast Cancer Awareness Month. For every student that attended one of our many intramural events during the month of October the SSAA donated $1.00 leading to a total attendance of 583 students. The SSAA has been providing constant intramural sports, and we are very proud of our student body for the support they have shown the various tournaments, open nights and leagues.



5.) The Return of Herc's Hardest Worker

The SSAA has again partnered up with our biggest sponsor Herc's Nutrition to highlight exceptional varsity performances. Recipients are selected by the SSAA board of directors and are honoured with a post highlighting their accomplishments as well as receiving some Herc's Nutrition swag!



6.) 2026 OCAA/CCAA Champions: St. Clair College Woman's Softball

We were extremely proud of the Saints Softball team this season! Not only did they win the CCSA National Championship but also the OCAA championship at our own St. Clair College Sportspark. The SSAA was a proud sponsor of the team and tournament, offering student engagement opportunities and fundraising sufficient funds so the team could compete on the national and provincial stage. Congratulations to the players and staff.



Upcoming

We are planning activities for our upcoming Fall festivities on campus. Students can look forward to themed activities, seasonal treats, and interactive events.

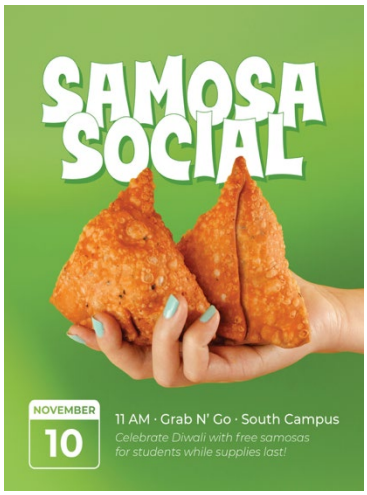
Fall Student Life

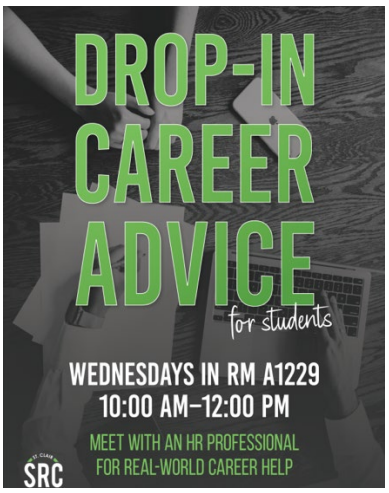
The Samosa Social event will be held on November 10, 2026, starting at 11:00 a.m. at South Campus (Grab N' Go). We will provide free samosas for students to celebrate Diwali.

The WIFF Free Popcorn event was held on November 02, 2026 from 1:00 p.m. to 3:00 p.m. at Grab N' Go. We provided free popcorn for students and shared information on how they could access $5.00 movie tickets through WIFF

The 12 Days of Giveaways event will run from November 19, 2026 to December 03, 2026. We will feature daily ballots for a chance to win a new prize every day, with entries available via SRC Instagram stories (@stclairsrc) and in person at the SRC offices for current students.







Student Development & Leadership

We are offering Drop-In Career Advice for students every Wednesday from 10:00 a.m. – 12:00 p.m. in RM A1229. This gives students the opportunity to meet with an HR professional for real-world career help and guidance.

We continue to host a variety of workshops and seminars but also utilize the LinkedIn Learning Platform. This year we've launched and will be continuing to adapt and plan a new career

workshop platform and plan. We are working with the college's corporate training and development areas but also Windsor Work Force to continue to develop and plan ongoing support, workshops and job fairs.

Class Representative Program

The first meeting for the Class Representative program was held on October 22, 2026. We had a great meeting and already have students advocating for other students. We were joined by President Michael Silvaggi, Lindita Prendi, Rebecca Demchuk, Laura Crowley and Robbie Durling SSAA's President – we greatly appreciated them all coming out and joining our Q & A session of the meeting.

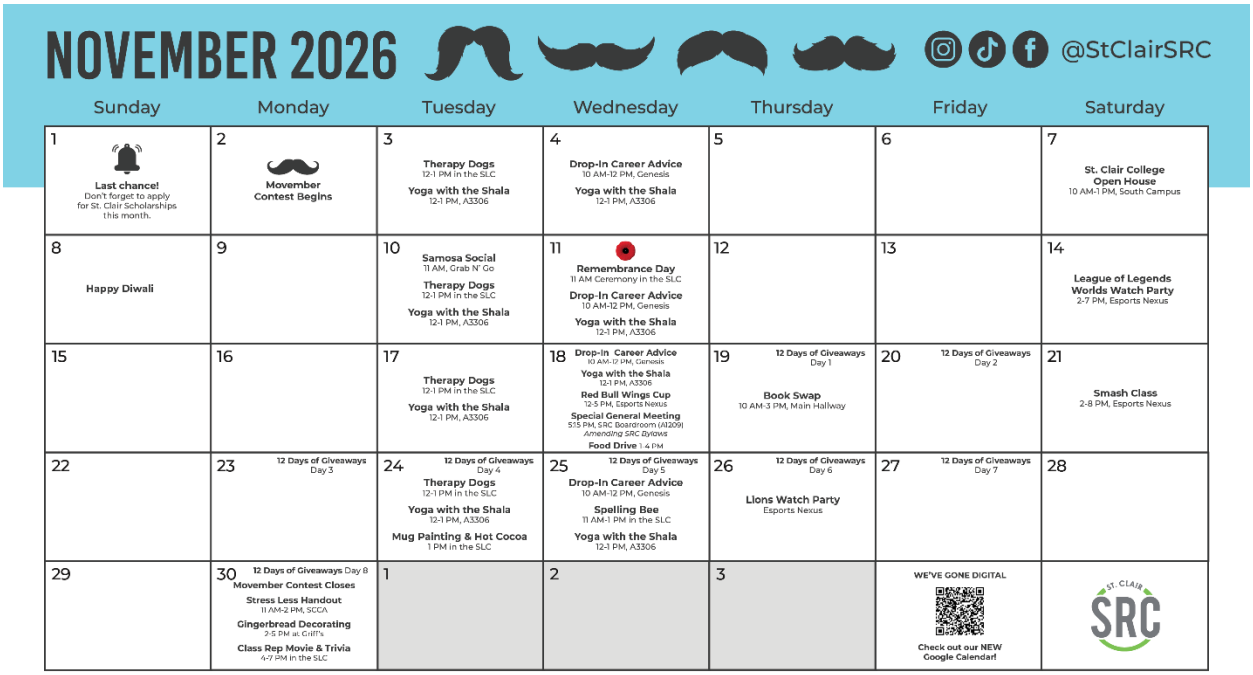
Esports

Our Esports players of the month are Barret Kammermayer, Jared Sammut and Cooper Sholomiski. Alumni Esports Day is coming up on November 28, 2026 – fun way to reconnect with fellow Saints and show off their skills.





November Calendar



Board of Governor's Report

Support Staff

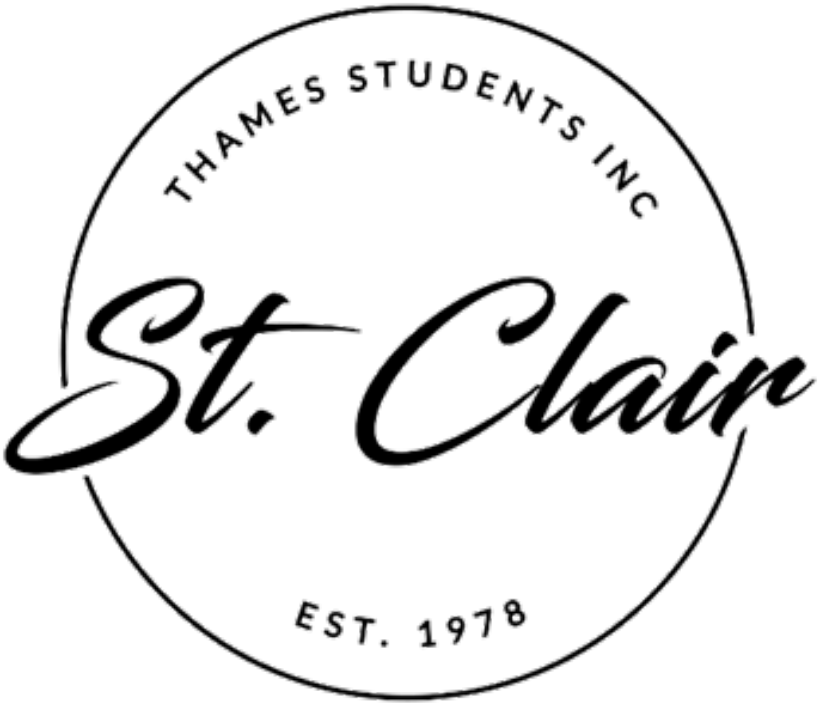
November 2026

Support Staff:

Support Staff are pleased to report on the following initiatives and activities undertaken in support of member engagement, community partnerships, and the College's commitment to community impact and collaboration:

- The Local Executive Committee (LEC) hosted a luncheon with the Senior Operating Group to introduce the newly elected Executive Committee, strengthen collaborative relationships, and discuss shared priorities and areas of focus for the upcoming two-year term.
- Since the last report, Support Staff have contributed to fostering a positive College community and supporting local community initiatives through the following activities:
    - Organized and hosted a Halloween-themed event across all three campuses, providing an opportunity for member engagement and contributing to a positive and inclusive workplace culture.
    - Are participating in the United Way's 49th Annual Labour Appreciation Night and supported the ongoing development of the Windsor and District Labour Council (WDLC) Labour History Exhibit, reinforcing the College's connections to the broader labour and community sectors.
    - Met with UHC – Hub of Opportunities to explore opportunities for community collaboration and support, with a facility tour for LEC members currently being arranged.
    - Organized an upcoming Winter Social Event for Support Staff, which will include a Kids' Snack Drive benefiting UHC – Hub of Opportunities and the families it serves, supporting community well-being and local outreach efforts.

These activities reflect Support Staff's ongoing commitment to strengthening the College community, fostering meaningful partnerships, and supporting initiatives that contribute to the well-being of the broader Windsor-Essex community, consistent with the College's strategic focus on student and community impact.



Board of Governors Report

November 24th, 2026

TSI ON CAMPUS & EVENTS

October was an active month for TSI, with campus programming focused on student engagement, wellness, education and opportunities for students to connect with one another. Throughout the month, TSI delivered a variety of events and collaborative initiatives designed to create an inclusive campus environment while increasing awareness of important resources and community causes.

TSI welcomed the Katelyn Bedard Bone Marrow Association (KBBMA) to campus for an educational event focused on stem cell donation. Students had the opportunity to learn about the donation process, understand the importance of becoming a potential donor and participate in donor registration.



TSI also collaborated with the SVP Committee to host Mocktail Mingle, an interactive event promoting responsible alcohol consumption, harm reduction and safer decision-making. Through educational messaging and engaging activities, students were encouraged to learn about alcohol safety while connecting with campus resources and one another. Complimentary mocktails, pizza, and TSI swag bags contributed to a welcoming and engaging atmosphere, encouraging students to participate and connect.







Health and wellness programming continued through TSI's partnership with the Healthplex, including the second student-only fitness class of the academic year. Featuring a Halloween theme, the class provided students with an opportunity to participate in physical activity, relieve stress and connect with fellow students in a welcoming environment.



Together, these initiatives demonstrated TSI's continued commitment to providing accessible and engaging programming that supports student wellness, education and connection throughout the academic year.

TSI IN THE COMMUNITY

Building meaningful relationships throughout Chatham-Kent continued to be an important priority for TSI in October, with an emphasis on community partnerships, charitable initiatives and opportunities to address student needs.

Another significant achievement was the successful delivery of the TSI Student Produce Market, made possible through generous donations from ADEL Farms and Greatview Orchards. With the support of these local agricultural partners, TSI prepared and distributed 100 bags of fresh produce to students at no cost. The initiative helped increase access to nutritious food while demonstrating the value of community partnerships in addressing student food insecurity and affordability.





TSI also continued its longstanding relationship with the Chatham-Kent Health Alliance Foundation through Breast Cancer Awareness Month. In October, TSI contributed $250 to the Foundation, directed toward the oncology unit. This contribution built on several years of collaboration focused on increasing breast cancer awareness and education among students while supporting an important local healthcare service.



Community engagement extended to the Phase 2 Soft Opening of the St. Clair College Community Park, where TSI participated in the ribbon-cutting ceremony recognizing the expansion of recreational facilities. The development includes additional outdoor recreational areas and pickleball courts, building on the existing tennis facilities and creating further opportunities for physical activity, recreation and community connection.



TSI Executives also attended the United Way Community Breakfast, recognizing the collective efforts of organizations and individuals supporting charitable initiatives throughout Chatham-Kent. Following TSI's October fundraising campaign, the event provided an opportunity to connect with community partners and acknowledge the importance of collaboration in supporting local causes.

Through these initiatives, TSI continued strengthening its community presence while developing relationships that contribute to student support, community involvement and long-term opportunities for collaboration.

TSI ADVOCACY AND IMPACT

Throughout October, TSI continued supporting students through initiatives that addressed food security, affordability, wellness and access to important educational resources.

Food security remained a significant area of impact, with the annual Trick or Eat Food Drive supporting the ongoing operations of the TSI Food Bank and the Student Produce Market providing 100 students with access to fresh produce at no cost. Together, these initiatives demonstrated TSI's commitment to reducing barriers to essential resources while strengthening relationships with community partners who share an interest in student well-being.

Another area of advocacy is academic integrity. TSI partnered with the CAE office to host "Do-not Cheat Day" on October 21st. This event allows students to learn about academic integrity at St. Clair College. This event is in conjunction with the International Day of Action for Academic Integrity, which is hosted in October annually.





As the academic year progresses, TSI remains committed to identifying student needs, increasing awareness of available support and strengthening the connections between students, the College and the broader community.

LOOKING AHEAD

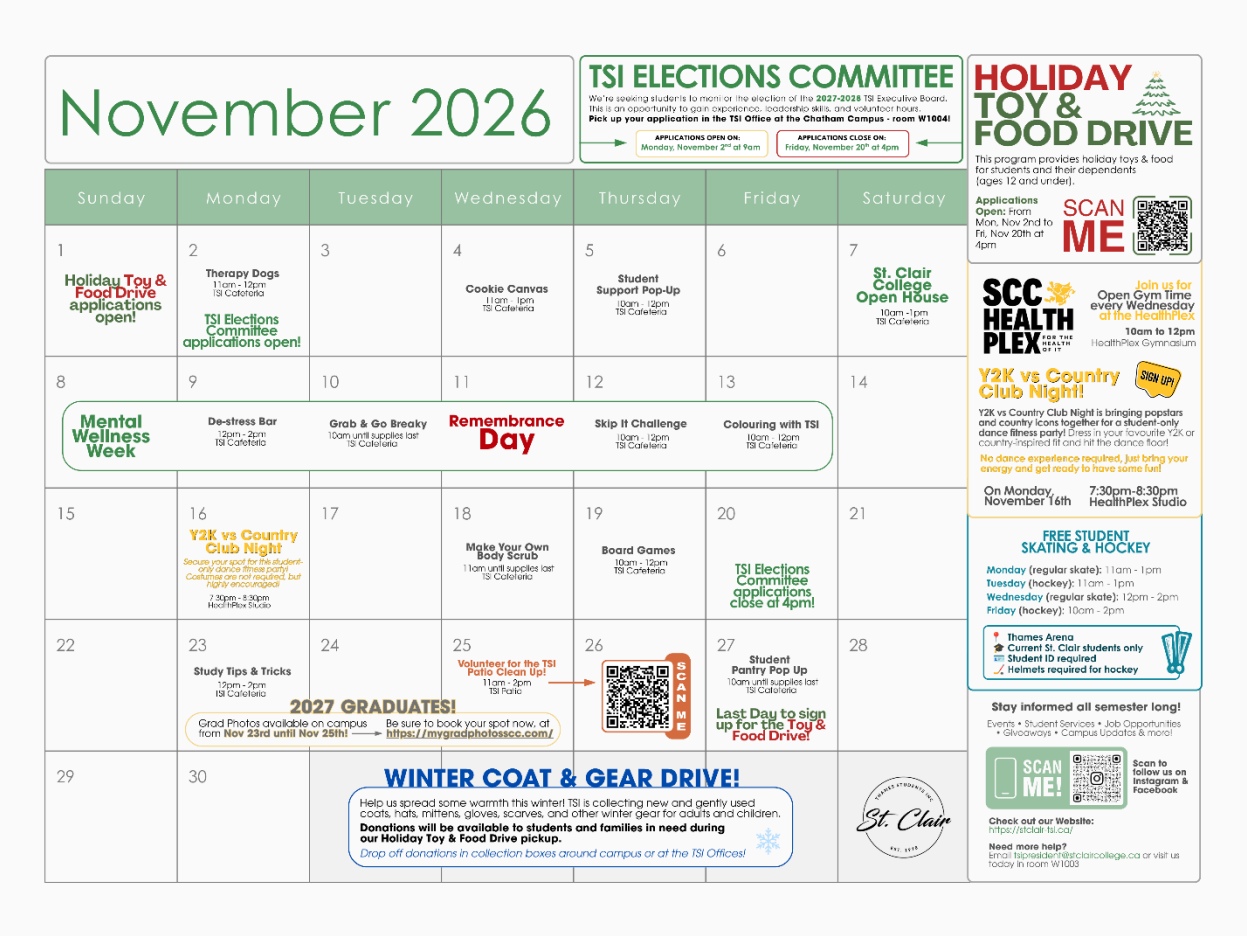
As the fall semester continues, TSI will build on October's momentum with November programming focused on student wellness, campus engagement, academic support and preparations for the upcoming holiday season.

A key priority will be the launch of registration for TSI's annual Holiday Toy and Food Drive, an initiative dedicated to supporting students and families experiencing financial challenges during the holiday season. Through this program, TSI provides holiday food bags to students in need and purchases gifts for students with children who may benefit from additional assistance. The initiative remains an important part of TSI's commitment to alleviating financial pressures and supporting student well-being beyond the classroom.

November will also feature a range of campus activities designed to encourage student engagement, wellness, and connection. Planned programming includes Cookie Canvas, Student Support Pop-Up, De-Stress Bar, Grab and Go Breaky, Skip It Challenge, and Make Your Own Body Scrub. These activities will provide students with opportunities to take a break from academic responsibilities, connect with peers and access valuable resources and support as the semester progresses.

Strengthening community partnerships and expanding students support opportunities will remain ongoing priorities. Building on relationships established through October’s initiatives, TSI will continue exploring opportunities to collaborate with college departments, local organizations and community partners to support future programming and enhance the resources available to students.

Moving forward, TSI remains committed to strengthening the student experience at the Chatham Campus through meaningful programming, accessible support, community collaboration and continued student representation. These efforts aim to ensure students feel heard, supported, involved and connected throughout their time at St. Clair College, while ensuring students have opportunities to be heard, supported, involved and connected throughout their time at St. Clair College.


November 2026
TSI ELECTIONS COMMITTEE
We're seeking students to mentor the election of the 2027-2028 TSI Executive Board. This is an opportunity to gain experience, leadership skills, and volunteer hours.
Pick up your application in the TSI Office at the Chatham Campus - room W1004!
APPLICATIONS OPEN ON: Monday, November 2nd at 9am
APPLICATIONS CLOSE ON: Friday, November 20th at 4pm
HOLIDAY TOY & FOOD DRIVE
This program provides holiday toys & food for students and their dependents (ages 12 and under).
Applications Open: From Mon, Nov 2nd to Fri, Nov 20th at 4pm
SCAN ME
Sunday
Monday
Tuesday
Wednesday
Thursday
Friday
Saturday
1
Holiday Toy & Food Drive applications open!
2
Therapy Dogs
11am - 12pm
TSI Cafeteria
TSI Elections Committee applications open!
3
4
Cookie Canvas
11am - 1pm
TSI Cafeteria
5
Student Support Pop-Up
10am - 12pm
TSI Cafeteria
6
7
St. Clair College Open House
10am -1pm
TSI Cafeteria
8
Mental Wellness Week
9
De-stress Bar
12pm - 2pm
TSI Cafeteria
10
Grab & Go Breaky
10am until supplies last
TSI Cafeteria
11
Remembrance Day
12
Skip It Challenge
10am - 12pm
TSI Cafeteria
13
Colouring with TSI
10am - 12pm
TSI Cafeteria
14
15
16
Y2K vs Country Club Night
Secure your spot for this student-only dance fitness party! Costumes are not required, but highly encouraged!
7:30pm - 8:30pm
HealthPlex Studio
17
18
Make Your Own Body Scrub
11am until supplies last
TSI Cafeteria
19
Board Games
10am - 12pm
TSI Cafeteria
20
TSI Elections Committee applications close at 4pm!
21
22
23
Study Tips & Tricks
12pm - 2pm
TSI Cafeteria
24
2027 GRADUATES!
Grad Photos available on campus from Nov 23rd until Nov 25th!
Be sure to book your spot now, at https://mygradphotosscc.com/
25
Volunteer for the TSI Patio Clean Up!
11am - 2pm
TSI Patio
26
SCAN ME
27
Student Pantry Pop Up
10am until supplies last
TSI Cafeteria
Last Day to sign up for the Toy & Food Drive!
28
29
30
WINTER COAT & GEAR DRIVE!
Help us spread some warmth this winter! TSI is collecting new and gently used coats, hats, mittens, gloves, scarves, and other winter gear for adults and children.
Donations will be available to students and families in need during our Holiday Toy & Food Drive pickup.
Drop off donations in collection boxes around campus or at the TSI Offices!
St. Clair
SCC HEALTH PLEX
Join us for Open Gym Time every Wednesday at the HealthPlex
10am to 12pm
HealthPlex Gymnasium
Y2K vs Country Club Night!
SIGN UP!
Y2K vs Country Club Night is bringing popstars and country icons together for a student-only dance fitness party! Dress in your favourite Y2K or country-inspired fit and hit the dance floor!
No dance experience required, just bring your energy and get ready to have some fun!
On Monday, November 16th
7:30pm-8:30pm
HealthPlex Studio
FREE STUDENT SKATING & HOCKEY
Monday (regular skate): 11am - 1pm
Tuesday (hockey): 11am - 1pm
Wednesday (regular skate): 12pm - 2pm
Friday (hockey): 10am - 2pm
Thames Arena
Current St. Clair students only
Student ID required
Helmets required for hockey
Stay informed all semester long!
Events • Student Services • Job Opportunities • Giveaways • Campus Updates & more!
SCAN ME!
Scan to follow us on Instagram & Facebook
Check out our Website:
https://stclair.tsi.ca/
Need more help?
Email tsipresident@stclaircollege.ca or visit us today in room W1003

ST. CLAIR COLLEGE

TO: **BOARD OF GOVERNORS**

FROM: **MICHAEL SILVAGGI, PRESIDENT**

DATE: **NOVEMBER 24, 2026**

RE: **FINANCIAL MONITORING REPORT: 2026-2027 MID-YEAR BUDGET REPORT**

SECTOR: **SENIOR OPERATIONS GROUP**

AIM:

To obtain Board approval for the 2026-2027 Mid-Year Budget Report.

BACKGROUND:

It is the practice of St. Clair College to review its revenue and expenditure patterns at mid-year to ensure the financial plan is being achieved and to assist in the preparation of financial plans for subsequent years.

On March 31, 2026, the Board of Governors (BOG) approved the College's 2026-27 Business Plan and Budget which reflected a $5,543,010 deficit and a forecasted high action plan rating on the Ministry's Financial Health Metrics.

The proposed 2026-27 Mid-Year Budget Report incorporates the following:

1. Statement of Operations Budget
2. Capital Budget
3. Statement of Financial Position Forecast
4. Internally Restricted Reserves Forecast
5. Non-Committed Cash Forecast
6. Financial Health Metrics Forecast

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

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve:

1. The 2026-2027 Mid-Year Budget Report.

2. A $250,000 increase to the College's capital budget funded by its Unrestricted Reserve from $500,000 to $750,000.

STATEMENT OF OPERATIONS BUDGET

EXECUTIVE SUMMARY (Schedule I)

The 2026-27 Mid-Year Budget projects a year-end operating surplus of $3,694,740, representing an improvement of $9,237,750 from the original budget deficit of $5,543,010. This forecast represents a significant improvement from the approved budget and indicates that the College is currently on track to achieve a balanced financial position while improving its MCURES Financial Health Metric rating. The improvement is primarily attributable to higher than budgeted enrolment related revenues, favourable grant funding adjustments, and expenditure reductions resulting from ongoing financial sustainability initiatives. While the forecast reflects significant progress toward restoring long-term financial sustainability, continued cost containment and operational efficiencies will be required given relatively narrow profit margins.

The Mid-Year Budget revised forecast for total operating and ancillary revenue for 2026-27 is $160,828,332, representing an increase of $4,784,497 or 3% over the original budget of $156,043,835.

The Mid-Year Budget revised forecast for total operating and ancillary expenditures for 2026-27 is $157,133,591, representing a decrease of $4,453,254 or 3% over the original budget of $161,586,845.

At its meeting on May 26, 2026, the BOG was advised of amendments to Ontario Regulation 34/03 requiring ministerial approval before a college's BOG can adopt a deficit budget. Administration also advised the Board that this requirement could affect the College's traditional budget planning cycle and its approach to deficit recovery planning.

To better assess the College's forecasted operational financial needs for 2027-28 and to support long-term decision making (i.e. potential of a MCURES mandated deficit recovery plan and Minister approval of deficit budget prior to BOG), Administration undertook a dual-budget planning process as part of the 2026-27 Mid-Year Budget review. Under this approach, Administration developed both the 2026-27 Mid-Year operating budget and a preliminary forecast for the 2027-28 operating budget. This enabled early identification of potential financial pressures and the evaluation of strategies to address any forecasted deficits in advance of the 2027-28 budget cycle. This approach has identified a preliminary forecasted surplus of $3.7 million for fiscal year 2027-28. Administration has several due diligence processes to action during the traditional original budget cycle between December and January. However, as a result of the preliminary forecasted surplus for 2027-28, neither a deficit recovery plan nor Minister approval of a deficit budget will be required.

The College recognizes that, despite a balanced budget, MCURES expects continued progress in driving efficiencies, advancing shared services, strengthening industry partnerships, and aligning programming to labour-market needs. In addition to a balanced budget, the College has reduced its core business deficit (a measure introduced through

the Audit and Finance Committee in 2021) from $13.1 million to $4.5 million. Several key cost savings initiatives (i.e. 14-week semester and workforce alignment with academic programming) remain ahead, that are required to address significant cost pressures likely upcoming in 2027-28. Given the College's current environment of low profit margins (2%), the need to ensure academic program financial sustainability is a risk the College must continue to monitor, as domestic student enrolment growth does not bring additional base operating funding. 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.

CHANGES TO REVENUE (Schedule II)

Overall, revenues increased by $4,784,497 or 3% over the original budget. The following highlights the major changes in revenue compared to the original budget:

i. MCURES Operating Grants

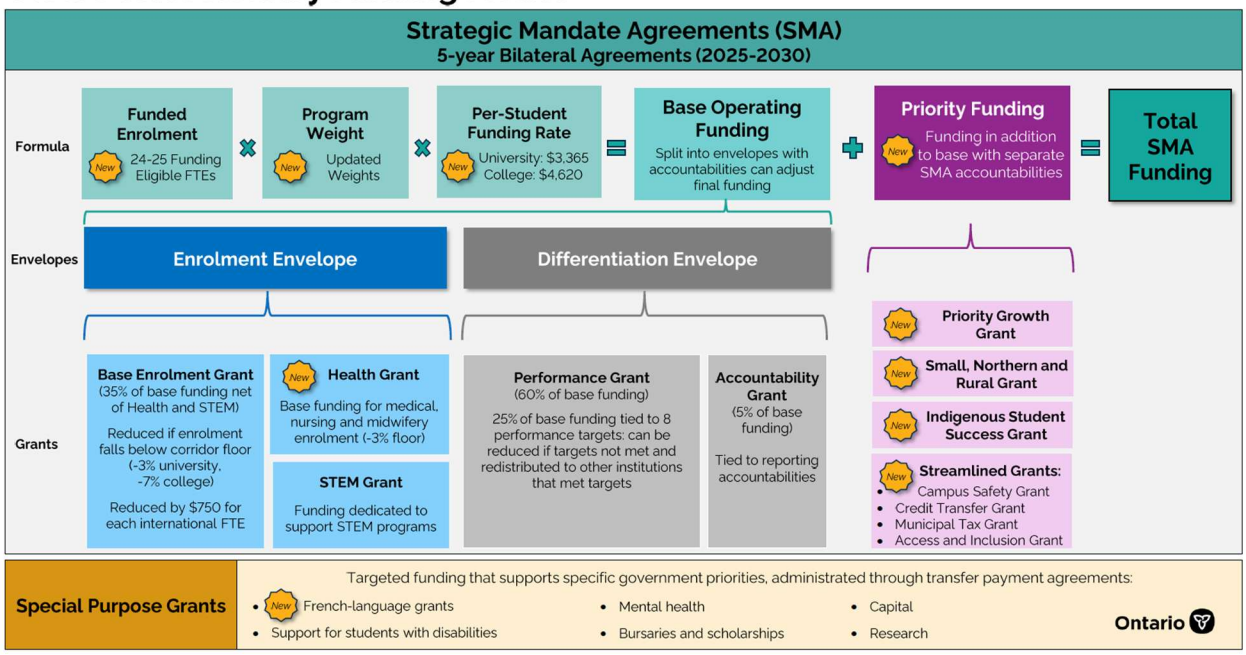
Increased by $653,374 or 1% over the original budget, primarily due to the following:

a. Enrolment and Differentiation Envelopes:

The Strategic Mandate Agreement (SMA4) is a bilateral agreement between MCURES and the College that is in effect from April 1, 2025 to March 31, 2030. MCURES stabilized the funding model within SMA4 for 2025-26 and 2026-27. For 2027-28 to 2029-30, MCURES will undertake a review of the funding model to incentivize continuous improvement. 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.

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 was not solidified through a transfer payment agreement. Administration communicated to the BOG that further technical details of the new funding model were coming from MCURES over the 2026 summer months on unfinalized elements (i.e. health grant - nursing and expansion), and it was too early to confirm final institution-specific impacts.

New Postsecondary Funding Model



On May 27, 2026, MCURES provided the College with its SMA4 funding workbook. The workbook confirmed the College's funding for 2026-27 which amounted to an increase of $20.6 million over 2025-26 and $2.8 million over the 2026-27 original budget. MCURES noted it would target a launch to re-sign amended SMA4 agreements in early October 2026 and within 30 days after signing by both parties, it would begin flowing the new funding. However, this timing has been delayed. The College received its amended SMA4 agreement on October 29, 2026, however, the new funding has not been received. As a result, a significant grant receivable exists. This means that the College has recognized funding that has been confirmed by MCURES but not yet received in cash. We do not anticipate any negative changes to the College's funding. Lastly, until MCURES begins to flow the College its new funding, there is no certainty how the grants will be categorized. As a result, from a budget to actual reporting perspective an unplanned variance may result.

The budget excludes an allowance for MCURES grant recoveries relating to the following:

- Established enrolment mid-points (i.e. base enrolment, collaborative nursing, practical nursing, and electrical techniques).
- Performance funding because of metric under or over achievement.
- Reporting and accountability requirement non-compliance.

b. International Student Recovery (ISR): Under the ISR, MCURES reduces the College's Base Enrolment Grant funding by $375 for every international student per semester. As a result of slightly higher than planned international student enrolment (34 higher registrations across the fiscal year), the College's ISR obligation is forecasted to increase by $12,750.

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.

d. Collaborative Nursing Grant: In October 2026, MCURES clarified the previously unfinalized element of the Health Grant. With the new funding model beginning in 2026-27, MCURES will not flow the 2025-26 $3.59 million grant receivable to the College. As a result, this prior year receivable has been offset against the College's new funding within the Enrolment Envelope.

e. Priority Growth Fund: On May 27, 2026, MCURES launched its Priority Growth Fund call for proposals. The intention of the call for proposals is to ensure that growth at Ontario's post-secondary institutions is happening in a strategic, measured way that seeks to meet the labour market needs of our local communities and province. The College's Academic Sector submitted proposals for three programs: Medical Laboratory Science, Paramedic and Personal Support Worker. MCURES approved the College's proposals for Paramedic and Personal Support Worker. For the 2026-27 fiscal year, should the College realize its eligible net enrolment growth amongst these two programs, relative to their 2024-25 FTE base, it is forecasted that the College could receive incremental funding of approximately $626,928. MCURES has not confirmed the funding amount. In addition, MCURES will flow the College $757,700 in one-time funding to recognize net unfunded growth during the 2025-26 enrolment year.

f. Prior Year Expansion Grants: The College has $816,887 in grant payables to MCURES related to prior-year enrolment expansion grant funding. As these amounts have not yet been reconciled by MCURES, any identified variance may impact the budget once finalized.

ii. Contract Income

Decreased by $786,193 or 9% over the original budget due to the following:

- Apprenticeship: A 174 or 10% decrease in the number of planned seats in Apprenticeship Seat Plan funding relative to plan.
- Get SET: $158,644 of funding being utilized to support capital not operational costs.
- Indigenous Student Success Fund: Under the new funding model, this grant is now funded as a Priority Grant.

iii. Tuition Revenue

Domestic enrolment remains stable and continues to exceed budget expectations, while international enrolment remains significantly below historical levels but is performing

better than budget. Overall Tuition Revenue increased by $3,232,536 or 8% over the original 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, permitted a tuition increase of up to 2% annually for the next three years. The budget reflected at 2% domestic student tuition increase beginning with the Fall 2026 semester.

Fall 2026 full-time post-secondary domestic enrolment continued last year's strong results with a Day 10 count of 7,861, up by 216 (2.8%) against Fall 2025 Day 10 (7,645) and 218 (2.9%) over budget (7,643). The above budget result is a combination of better conversion of student confirmations to enrolled status, and students from Fall 2025 returning in Fall 2026 in an alternate academic program, which could be related to the challenging economic environment. These results are lifted by a 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 7,861 Day 10 count is 93% of the College's Windsor-Essex / Chatham-Kent enrolment. For historical context, the College reported a domestic enrolment of 8,336 students for Fall 2010 Day 10.

Due to the above, the Domestic Tuition revenue budget increased by $227,270 (0.8%). Domestic Tuition revenue is subject to adjustments for confirmations, dismissals, withdrawals, and program suspensions. The College has a planned Winter 2027 semester intake target of 355 students.

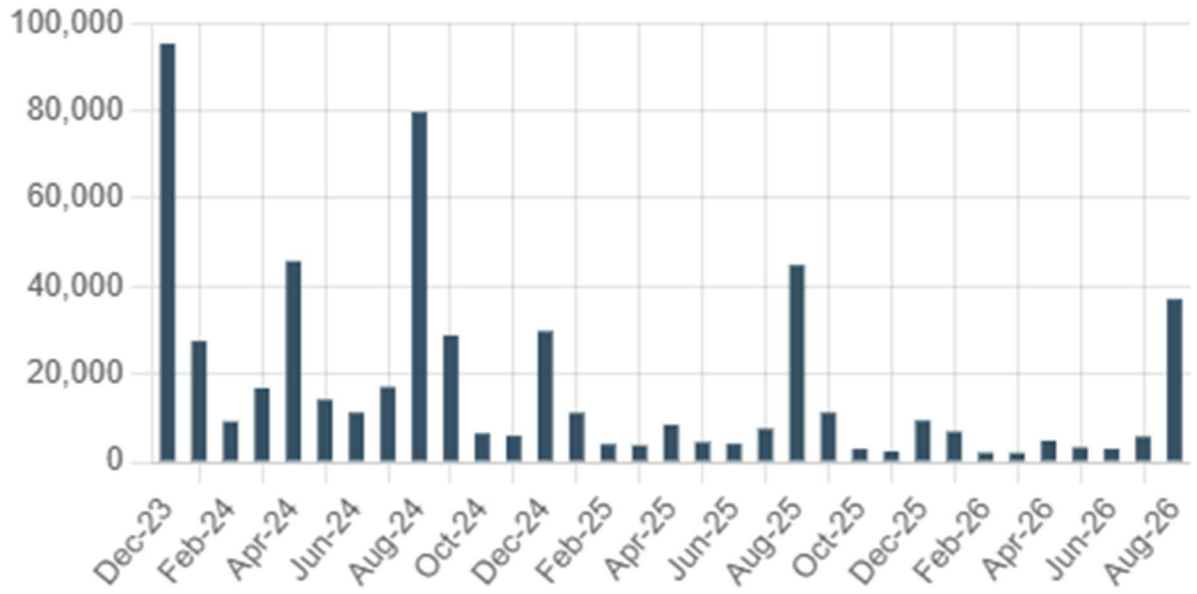
Spring Semester - Audit Date					
Enrolment	Budget 2026-27 (A)	Actual 2026-27 (B)	Prior Year 2025-26 (C)	Variance (B-A)	Variance (B-C)
Domestic	1,280	1,157	1,307	(123)	(150)

Fall Semester - Day 10					
Enrolment	Budget 2026-27 (A)	Actual 2026-27 (B)	Prior Year 2025-26 (C)	Variance (B-A)	Variance (B-C)
Domestic	7,643	7,861	7,645	218	216

Winter Semester - Day 10					
Enrolment	Budget 2026-27 (A)	Actual 2026-27 (B)	Prior Year 2025-26 (C)	Variance (B-A)	Variance (B-C)
Domestic	7,308	TBD	6,891	TBD	TBD

b. International Tuition:

Like most post-secondary institutions in Ontario, the College has realized 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 August 2026, based on the number of people issued a study permit in that month.



Source: IRCC

Fall 2026 full-time post-secondary international enrolment had a Day 10 count of 575, down 1,157 (67%) against Fall 2025 Day 10 (1,732) and up 97 (20%) over budget (575). The above budget result is due to conservative intake planning following discussion at the Audit and Finance Committee meeting. The enrolment within the College's Zekelman Schools of Business and Information Technology and School of Engineering were significantly impacted from the enrolment decline from Fall 2025. The Fall 2026 575 Day 10 count is 7% of the College's Windsor-Essex / Chatham-Kent enrolment.

Due to the above, the International Tuition revenue budget increased by $2,875,357 (28%). International Tuition revenue is subject to adjustments for confirmations, dismissals, withdrawals, and program suspensions. The College has a planned Winter 2027 semester intake target of 140 students.

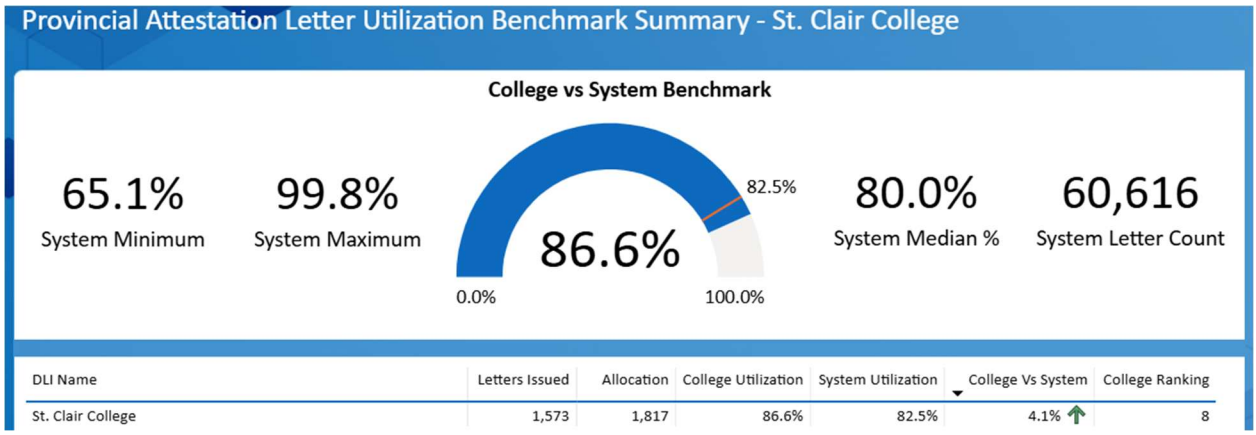
Spring Semester - Audit Date					
Enrolment	Budget 2026-27 (A)	Actual 2026-27 (B)	Prior Year 2025-26 (C)	Variance (B-A)	Variance (B-C)
International	249	245	1,346	(4)	(1,101)

Fall Semester - Day 10					
Enrolment	Budget 2026-27 (A)	Actual 2026-27 (B)	Prior Year 2025-26 (C)	Variance (B-A)	Variance (B-C)
International	478	575	1,732	97	(1,157)

Winter Semester - Day 10					
Enrolment	Budget 2026-27 (A)	Actual 2026-27 (B)	Prior Year 2025-26 (C)	Variance (B-A)	Variance (B-C)
International	713	TBD	1,613	TBD	TBD

Because Provincial Attestation Letters (PALs) are required for most new international students to obtain study permits, PAL allocations directly affect the College's ability to recruit international students. The College's initial 2026 PAL allocation was 2,417, a 1,207 (33%) decrease from the 2025 PAL initial allocation.

On April 29, 2026 MCURES requested institutions to critically review their planned PAL usage to the end of the 2026 calendar year, and that institutions with lower demand and below sector average student permit approval rates are expected to voluntarily return PALs. On May 19, 2026 the College voluntarily returned 600 (24.8%) of its 2,417 PAL allocation due to low IRCC study permit approval rates. Based on the College's revised PAL allocation of 1,817, as of November 4, 2026 it has used 86.6% of its PALs which is 6.6% higher than the sector utilization of 80.0%.

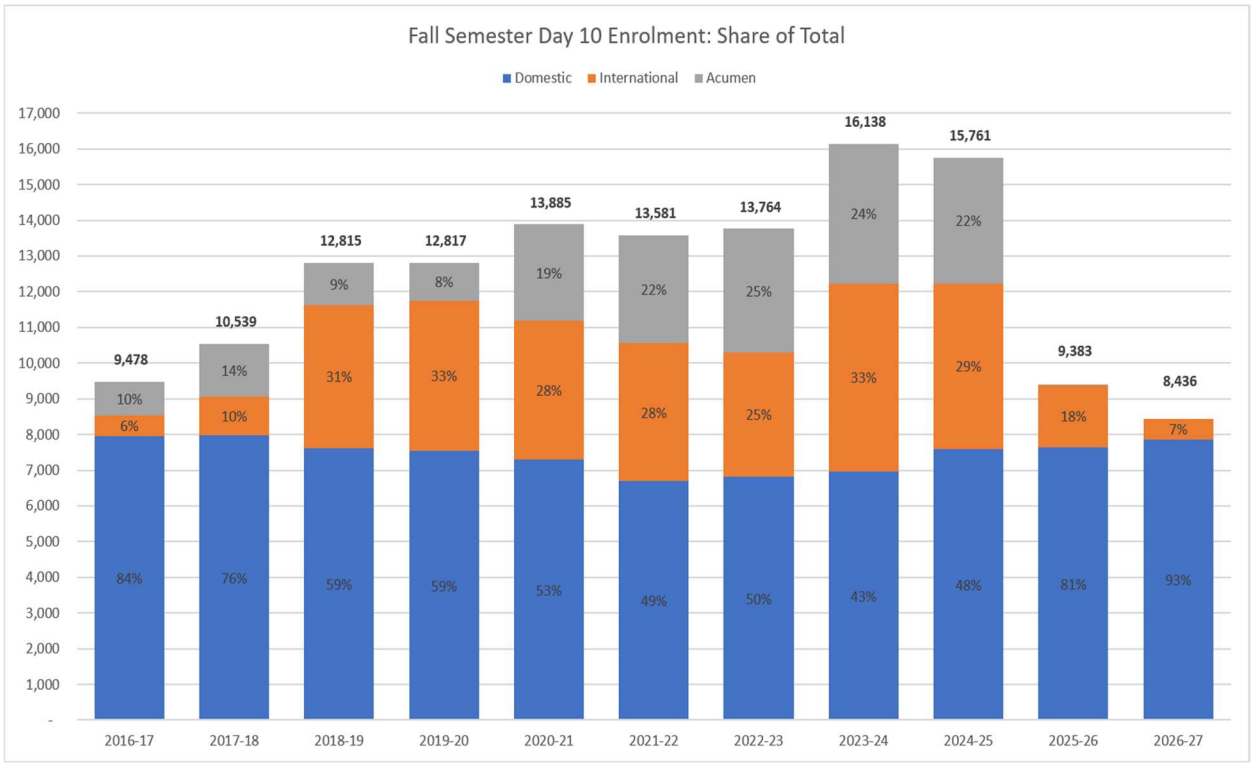


MCURES is monitoring institutions' usage and conversion rate of study permit applications to enrolment when determining 2027 PAL allocations. Depending on the College's utilization of its remaining 2026 PALs to December 31, 2026 and the College's receipt of its 2027 PAL allocation could have implications on its 2027-28 budget.

Year	Initial	Returned	Revised	Used	Used Rate
2024	10,753	-	10,753	3,704	34.4%
2025	3,624	460	3,164	3,097	85.4%
2026	2,417	600	1,817	TBD	TBD

c. 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. The College has 8,436 full-time post-secondary students for Fall 2026, based on the snapshot as at September 11, 2026. This represents a decline of 947 students (10.1%) from Fall 2025 and is 315 students (3.9%) above the enrolment target of 8,121. Compared to Fall 2023, which saw the highest full-time enrolment on record (16,138 students), current enrolment has fallen by 7,702 students, a drop of 47.7% over three years. The growth in full-time post-secondary international student enrolment at St. Clair College began in the Fall 2016. From Fall 2015 to Fall 2023, international student enrolment grew by 8,508 students (1,281%) from 664 to 9,172. Due to the previously mentioned challenges that negatively impact international student recruitment, the College's overall enrolment distribution for Fall 2026 more closely resembles that of Fall 2015.



iv. Other Income

Increased by $1,907,593 or 8% over the original budget due to the following:

a. Increase in Interest Income of $628,962 due to forecasted interest rate increases in quarters 3 and 4 of the fiscal year and successfully negotiated GIC rates of 65 basis points higher than planned.

b. Increase in Contract Training Revenue of $400,000 due to training proposals being more successful than planned.

c. Increase in Divisional Income of $671,908 primarily due to the following unplanned elements:

- Academic Sector: Revenues for special events.
- I.T: Supplier rebate for hardware purchases.
- Research: Approval of seven grant applications.

CHANGES IN EXPENDITURES (Schedule III)

Overall, expenditures decreased by $4,453,254 or 3% over the original budget. The following highlights the major changes in expenditures compared to the original budget:

i. Salaries & Benefits

Decreased by $1,077,358 or 1%. The decrease is primarily due to the following:

a. Decrease in Full-Time Administration of $396,909 (5%) due to two existing positions not backfilled, one new position postponed to 2027-28, and two backfilled positions replaced at a lower salary.

b. Decrease in Full-Time Faculty of $790,495 (3%) due to five Voluntary Strategic Transition and Exit Program (STEP) being approved after the 2026-27 budget was finalized for presentation to the BOG and three unknown leaves of absence.

c. Increase in Full-Time Support of $162,609 (1%) due to three positions identified for stability that did not proceed.

d. Decrease in Benefits of $200,309 due to the noted budget reductions in Administration and Faculty.

Since February 2025, the College's full-time staffing has decreased approximately 111 staff or 19%. This reduction has been achieved primarily through voluntary leave incentives, retirements, stability, redundancy and workforce planning initiatives. There are no new staffing requests within the Mid-Year Budget.

ii. Non-Salary Expenditures

Decreased by $2,606,683 or 4%. The decrease is primarily due to the following:

a. Decrease in Advertising of $221,811 is due to a reduction in discretionary media advertising and a reduction in special event related costs.

b. Decrease in Contracted Services Other of $441,049 is due to lower agent commissions because of increased direct international student applications.

c. Decrease in Equipment Rentals of $622,348 due to the IT department's lower than expected computer hardware lease renewal costs, and additional savings achieved by reducing computer hardware leases at the vacated Downtown Windsor spaces.

d. Decrease in Instructional Supplies of $361,096 due to the IT department's lower than expected software license renewal costs, and a one-time $300,000 recovery from a college sector settlement regarding software license volume counts.

e. Decrease in Student Assistance of $602,652 due to the College's funding of its Entrance Awards and Esports scholarships being transferred to the Foundation (approved by BOG on June 23, 2026), and the College adjusting its Student Access Guarantee supports to align with the MCURES September 2026 revised policy.

f. Decrease in Utilities of $370,000 to better reflect historical consumption patterns. This adjustment aligns the budget with actual costs experienced from the 2025-26 fiscal year which is consistent with 2026-27 year-to-date costs.

g. Decrease in Amortization of $235,097 due to the College's capital budget spending occurring at a slower rate than planned and some projects not proceeding.

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

Ancillary Operations are forecasted to generate a Mid-Year Budget surplus of $530,476 compared to the original budgeted deficit of $15,924, primarily due to stronger than expected parking revenues and lower scholarship costs following their transfer to the Foundation:

- Parking Operations: The surplus increased $619,280 because the forecasted decline in parking pass sales, initially expected due to lower student enrolment, was lower than expected.

- Varsity Sports: Improvement in the deficit by $442,648 largely due to the College's funding of its Varsity scholarships being transferred to the Foundation (approved by BOG on June 23, 2026).

- St. Clair College Centre for the Arts: The surplus decreased $189,228 because

the planned event volume is lower than expected.

- Woodland Hills: The surplus decreased $141,796 largely due to lower green fees and use of irons-only on the driving range.

ITEMS EXCLUDED FROM THE BUDGET

The following items are excluded from the 2026-27 Mid-Year 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. In discussion with the College Employer Council, this will likely not be finalized until 2027-28.

- Outcome from retroactive adjustments from part-time support collective bargaining of their January 31, 2025 expired collective agreement, and their current collective agreement that expired 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.

- Final funding confirmation from MCURES on the new SMA4 funding.

SCHEDULE I

St. Clair College of Applied Arts and Technology Statement of Operations Summary: 2026-27				
	A 26-27 Original Budget $	B 26-27 Mid Year Budget $	B - A Variance $	
REVENUE				
MCURES Operating Grants	73,793,568	**74,446,942**	653,374	
Contract Income	8,345,372	**7,559,179**	(786,193)	
Tuition	38,145,205	**41,377,741**	3,232,536	
Other	22,924,939	**24,832,532**	1,907,593	
Total Operating Revenue	143,209,084	**148,216,394**	5,007,310	3%
Total Ancillary Revenue	12,834,751	**12,611,938**	(222,813)	
TOTAL REVENUE	156,043,835	**160,828,332**	4,784,497	3%
EXPENDITURES				
Salaries & Benefits	83,581,056	**82,503,698**	(1,077,358)	
Non-Salary	65,155,114	**62,548,431**	(2,606,683)	
Total Operating Expenditures	148,736,170	**145,052,129**	(3,684,041)	
Total Ancillary Expenditures	12,850,675	**12,081,462**	(769,213)	
TOTAL EXPENDITURES	161,586,845	**157,133,591**	(4,453,254)	-3%
TOTAL SURPLUS / (DEFICIT)	(5,543,010)	**3,694,740**	9,237,750	167%

SCHEDULE II

St. Clair College of Applied Arts and Technology Statement of Revenue: 2026-27				
	A 26-27 Original Budget	B 26-27 Mid Year Budget	B - A Variance	
REVENUE	**$**	**$**	**$**	
Enrolment Based Envelope: see note 1	19,950,623	**21,051,559**	1,100,936	
Differentiation Envelope: see note 2	45,587,247	**46,329,704**	742,457	
Priority / Special Purpose Grants: see note 3	8,255,698	**7,065,679**	(1,190,019)	
Total MCURES Operating Grants	73,793,568	**74,446,942**	653,374	1%
Apprenticeship	4,537,097	**4,346,714**	(190,383)	
Get SET	1,380,172	**1,221,528**	(158,644)	
School College Work Initiative	1,885,125	**1,790,312**	(94,813)	
Other: see note 4	542,978	**200,625**	(342,353)	
Total Contract Income	8,345,372	**7,559,179**	(786,193)	-9%
Post Secondary - Domestic	27,448,130	**27,675,400**	227,270	
Post Secondary - International	10,155,075	**13,030,432**	2,875,357	
Continuing Education	542,000	**671,909**	129,909	
Total Tuition	38,145,205	**41,377,741**	3,232,536	8%
Interest Income	7,580,000	**8,208,962**	628,962	
Contract Training	800,000	**1,200,000**	400,000	
International Projects	100,000	**109,498**	9,498	
Other: see note 5	791,544	**875,972**	84,428	
Divisional Income	6,797,695	**7,469,603**	671,908	
Amortization of DCC	6,855,700	**6,968,497**	112,797	
Total Other	22,924,939	**24,832,532**	1,907,593	8%
Total Revenue Before Ancillary	143,209,084	**148,216,394**	5,007,310	
Ancillary Revenue	12,834,751	**12,611,938**	(222,813)	-2%
TOTAL REVENUE	156,043,835	**160,828,332**	4,784,497	3%

SCHEDULE III

St. Clair College of Applied Arts and Technology Statement of Expenditures: 2026-27				
	A 26-27 Original Budget	B 26-27 Mid Year Budget	B - A Variance	
EXPENDITURES	$	$	$	
Administrative: Full-Time	7,634,804	**7,237,895**	(396,909)	
Administrative: Part-Time	867,027	**706,695**	(160,332)	
Faculty: Full-Time	30,644,294	**29,853,799**	(790,495)	
Faculty: Part-Time	11,796,484	**12,091,387**	294,903	
Support: Full-Time	13,331,414	**13,494,023**	162,609	
Support: Part-Time	3,542,846	**3,556,021**	13,175	
Fringe Benefits	15,764,187	**15,563,878**	(200,309)	
Total Salaries & Benefits	83,581,056	**82,503,698**	(1,077,358)	-1%
Advertising	1,823,581	**1,601,770**	(221,811)	
Bad Debt	825,000	**755,016**	(69,984)	
Building Repair & Maintenance	572,000	**449,456**	(122,544)	
Contracted Cleaning Service	2,745,500	**2,787,674**	42,174	
Contracted Educational Services	1,615,251	**1,610,441**	(4,810)	
Contracted Services Other	5,195,534	**4,754,485**	(441,049)	
Equipment Maintenance & Repairs	3,330,691	**3,571,771**	241,080	
Equipment Rentals	3,867,441	**3,245,093**	(622,348)	
Grounds Maintenance	802,310	**716,400**	(85,910)	
Instructional Supplies	6,643,896	**6,282,800**	(361,096)	
Insurance	1,672,743	**2,033,193**	360,450	
Janitorial & Maintenance Supplies	769,758	**619,503**	(150,255)	
Long-Term Debt Interest	681,654	**667,980**	(13,674)	
Memberships & Dues	747,268	**697,798**	(49,470)	
Municipal Taxes	702,065	**700,731**	(1,334)	
Office Supplies	879,818	**790,096**	(89,722)	
Premise Rental	2,385,929	**2,703,628**	317,699	
Professional Development	363,500	**313,027**	(50,473)	
Professional Fees	1,042,794	**940,700**	(102,094)	
Security Services	2,699,884	**2,693,784**	(6,100)	
Stipends & Allowances & Scholarships	1,408,000	**1,374,232**	(33,768)	
Student Assistance: 30% Tuition	952,652	**350,000**	(602,652)	
Travel	622,406	**646,095**	23,689	
Utilities	4,156,000	**3,786,000**	(370,000)	
Other: see note 6	1,289,748	**1,332,164**	42,416	
Amortization	17,359,691	**17,124,594**	(235,097)	
Total Non-Salary Expenditures	65,155,114	**62,548,431**	(2,606,683)	-4%
Total Operating Expenditures	148,736,170	**145,052,129**	(3,684,041)	-2%
Ancillary Expenditures	12,850,675	**12,081,462**	(769,213)	-6%
TOTAL EXPENDITURES	161,586,845	**157,133,591**	(4,453,254)	-3%

SCHEDULE IV A

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

	A 26-27 Original Budget $	B 26-27 Mid Year Budget $	B - A Variance $	
Ancillary: Revenue				
Beverage Supplier	124,000	**124,000**	-	
Bookstore - Windsor & Chatham	145,000	**145,000**	-	
Special Events	50,000	**5,000**	(45,000)	
Lockers Administration	35,280	**37,305**	2,025	
Parking Lots	1,696,520	**2,240,000**	543,480	
Residence - Windsor	4,156,732	**4,065,110**	(91,622)	
St. Clair College Centre for the Arts	4,236,816	**3,736,431**	(500,385)	
Varsity Sports	1,306,822	**1,306,822**	-	
Sports Park	155,520	**155,520**	-	
HealthPlex	317,000	**332,850**	15,850	
SportsPlex	5,400	**3,900**	(1,500)	
Woodland Hills Golf Course	605,661	**460,000**	(145,661)	
Total Revenue	12,834,751	**12,611,938**	(222,813)	-2%
Ancillary: Expense				
Special Events	33,812	**5,000**	(28,812)	
Lockers Administration	8,814	**-**	(8,814)	
Parking Lots	1,244,000	**1,168,200**	(75,800)	
Residence - Windsor	2,412,465	**2,311,864**	(100,601)	
Residence - Chatham	24,100	**24,100**	-	
Residence - GEM	45,684	**3,276**	(42,408)	
Residence - La Residence	284,760	**392,248**	107,488	
St. Clair College Centre for the Arts	3,898,549	**3,587,392**	(311,157)	
Varsity Sports	2,396,455	**1,953,807**	(442,648)	
Sports Park	220,808	**297,308**	76,500	
HealthPlex	756,945	**764,439**	7,494	
SportsPlex	1,094,337	**1,147,747**	53,410	
Woodland Hills Golf Course	429,946	**426,081**	(3,865)	
Total Expenditures	12,850,675	**12,081,462**	(769,213)	-6%

SCHEDULE IV B

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

	A 26-27 Original Budget $	B 26-27 Mid Year Budget $	B - A Variance $
Beverage Supplier: Revenue	124,000	**124,000**	-
Bookstore - Windsor & Chatham: Revenue	145,000	**145,000**	-
Lockers Administration: Revenue	35,280	**37,305**	2,025
Lockers Administration: Expenditures	8,814	**-**	(8,814)
	26,466	**37,305**	10,839
Special Events: Revenue	50,000	**5,000**	(45,000)
Special Events: Expenditures	33,812	**5,000**	(28,812)
	16,188	**-**	(16,188)
Parking Lots: Revenue	1,696,520	**2,240,000**	543,480
Parking Lots: Expenditures	1,244,000	**1,168,200**	(75,800)
	452,520	**1,071,800**	619,280
Residence - Windsor: Revenue	4,156,732	**4,065,110**	(91,622)
Residence - Windsor: Expenditures	2,412,465	**2,311,864**	(100,601)
	1,744,267	**1,753,246**	8,979
Residence - Chatham: Expenditures	24,100	**24,100**	-
Residence - GEM: Expenditures	45,684	**3,276**	(42,408)
Residence - La Residence: Expenditures	284,760	**392,248**	107,488
Residences Total: Net	1,389,723	1,333,622	(56,101)
St. Clair College Centre for the Arts: Revenue	4,236,816	**3,736,431**	(500,385)
St. Clair College Centre for the Arts: Expenditures	3,898,549	**3,587,392**	(311,157)
	338,267	**149,039**	(189,228)
Varsity Sports: Revenue	1,306,822	**1,306,822**	-
Varsity Sports: Expenditures	2,396,455	**1,953,807**	(442,648)
	(1,089,633)	**(646,985)**	442,648
Sports Park: Revenue	155,520	**155,520**	-
Sports Park: Expenditures	220,808	**297,308**	76,500
	(65,288)	**(141,788)**	(76,500)
HealthPlex: Revenue	317,000	**332,850**	15,850
HealthPlex: Expenditures	756,945	**764,439**	7,494
	(439,945)	**(431,589)**	8,356
SportsPlex: Revenue	5,400	**3,900**	(1,500)
SportsPlex: Expenditures	1,094,337	**1,147,747**	53,410
	(1,088,937)	**(1,143,847)**	(54,910)
Woodland Hills Golf Course: Revenue	605,661	**460,000**	(145,661)
Woodland Hills Golf Course: Expenditures	429,946	**426,081**	(3,865)
	175,715	**33,919**	(141,796)
Athletics/Recreation Total: Net	(2,508,088)	(2,330,290)	177,798
Total Revenue	12,834,751	12,611,938	(222,813)
Total Expenditures	12,850,675	12,081,462	(769,213)
Surplus/(Deficit)	(15,924)	**530,476**	546,400

Notes: Statement of Revenue & Expenditures

Note 1 **REVENUE: Enrolment Based Envelope**

Base Enrolment, Health, STEM

Note 2 **REVENUE: Differentiation Envelope**

Performance & Accountability

Note 3 **REVENUE: Priority / Special Purpose Grants**

Access and Inclusion
Accessibility Funding
Collaborative Nursing
Campus Safety
Credit Transfer
Indigenous Student Success Fund
International Student Recovery
Interpreters
Learners with Disabilities
Mental Health Worker, Services, Addiction & Action Plan
Municipal Taxes
Postsecondary Education Sustainability
Priority Growth Grant
Small Northern Rural

Note 4 **REVENUE: Other Contract**

Better Jobs Ontario
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
Transcript Fees

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 Mid-Year Budget, Administration has detailed the Ministry funded capital budget, along with the BOG approved College funded capital budget.

Entity	Source of Cash	Original Budget	Mid-Year Budget	Variance
		Amount	Amount	Amount
College	Unrestricted Reserve	$500,000	$750,000	$250,000
College	Deferred Maintenance Reserve	$9,375,000	$9,375,000	-
Ministry	Apprenticeship Capital Grant 1	$777,125	$777,125	-
Ministry	Apprenticeship Capital Grant 2	-	$350,000	$350,000
Ministry	Campus Safety Grant	$46,000	$46,000	-
Ministry	Capital Equipment Renewal Fund	$425,500	$431,000	$5,500
Ministry	Facilities Renewal Program	$3,625,500	$3,625,500	-
Total Budget		$14,749,125	$15,354,625	$605,500

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

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.

a. Unrestricted Reserve Funding Capital

Administration is requesting BOG approval to increase the Unrestricted Reserve funded capital budget from $500,000 to $750,000 to address unplanned capital requirements and to provide contingency capacity for the remainder of the fiscal year. There remains approximately $17,277 in the current $500,000 budget.

The initial $500,000 was 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

With the available contingency within the $500,000, Administration had to address the following:

- SCCCA Walk-in Cooler Replacement
- SportsPark:
    - Videoboard Cell Replacement
    - Washroom Water Damage Repair
    - Stadium Water Damage Repair
    - Tennis Centre Light Replacement

b. Deferred Maintenance Reserve Funded Capital

The $9,375,000 Deferred Maintenance Reserve funded capital budget for 2026-27 is trending to be underspent by approximately $2 million by March 31, 2027 due to supply chain constraints from the Buy Ontario Act and additional environmental related legislative requirements.

c. SportsPark

The College's 2019 land lease with the St. Clair Student Representative Council (SRC) was done so improvements could be made to the land through the construction of the SportsPark. The land lease states the following:

> *[t]he Improvements [see definition at s.1.2(j) – which includes "all buildings, fixed improvements, structures and other installations"] are intended to be and shall become the absolute property of the [College] upon the expiration or termination of the Lease without payment of any additional consideration."*

The College notified SRC in September 2026 that the SportsPark "Improvements" should now become the property of the College. Both parties are undergoing their respective due diligence. The cost of the capital repair items noted above are also included in the operating budget, in the event the SportsPark does not become the College's property in a timely manner.

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 Mid-Year Budget was developed.

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

- Cash and Cash Equivalents: The College must address its negative cash flows from operations. The College has significant cash balances in its Internally Restricted Reserves.

- Accounts Receivable: The $5 million forecasted decrease from 2025-26 is due to the MCURES new funding model where the College will no longer record certain grant receivables (i.e. Collaborative Nursing program).

- Other Current Assets: This primarily reflects the College's GICs. The College has had success in interest rate negotiation and is positioned to benefit from the Bank of Canada's recent interest rate announcement.

- Tangible Capital Assets: This reflects the College's $15.3 million capital plan noted on page 19.

- Accounts Payable: The $13.9 million forecasted decrease from 2025-26 relates to the payment of prior year salary continuance accruals, lower student credit balances, and lower grants payable because of the MCURES new funding model.

- Deferred Tuition Revenue: The $4.3 million forecasted decrease from 2025-26 relates to a lower Winter 2027 semester tuition deferral due to lower enrolment relative to the Winter 2026 semester.

- Net Assets: Forecasted to be in a surplus position with an Unrestricted Reserve balance of $39.3 million and an Internally Restricted Reserves balance of $126.2 million.

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

		3/31/2026	6/23/2026	11/24/2026
		Actuals	Original Budget	Mid-Year Budget
		2025-26	2026-27	2026-27
1	**Assets**	531,888	502,624	511,982
11	**Cash and Cash Equivalents**	28,150	18,660	21,245
12	**Accounts Receivable**	8,023	8,023	2,997
14	**Other Current Assets**	209,822	192,473	203,888
15	**CIP**	551	77	380
16	**Tangible Capital Assets**	479,558	494,780	495,150
161	*Land*	6,036	6,036	6,036
162	*Site Improvements*	34,889	35,545	36,956
163	*Building*	333,683	340,121	340,775
164	*Furniture and Equipment*	100,201	108,330	106,634
169	*Other TCA*	4,749	4,749	4,749
17	**Tangible Capital Asset Accumulated Amortization**	(221,834)	(239,194)	(238,959)
172	*AA Site Improvements*	(18,139)	(20,858)	(20,869)
173	*AA Building*	(113,978)	(122,864)	(122,828)
174	*AA Furniture and Equipment*	(84,968)	(90,723)	(90,512)
179	*AA Other TCA*	(4,749)	(4,749)	(4,749)
19	**Investments and Other Long-Term Assets**	27,619	27,804	27,280
2	**Liabilities**	231,824	208,103	208,169
22	**Accounts Payable and Accrued Liabilities**	40,253	27,510	26,324
221	*Accounts Payable and Accrued Liabilities*	38,218	25,352	24,165
222	*Accrued Interest*	54	53	53
223	*Current Portion of Long-Term Liabilities*	1,982	2,106	2,106
23	**Deferred Revenue**	20,949	13,874	15,938
231	*Deferred Revenue*	4,414	3,721	3,709
232	*Deferred Tuition Revenue*	16,535	10,153	12,229
24	**Restricted Contributions**	13,002	13,187	11,213
25	**Deferred Capital Contributions**	128,710	126,728	127,890
27	**Debt**	15,189	13,084	13,084
29	**Other Long Term Liabilities**	13,720	13,720	13,720
3	**Net Assets**	300,064	294,521	303,813
31	**Unrestricted Net Assets**	28,182	30,660	39,300
32	**Internally Restricted Net Assets**	135,642	126,267	126,267
33	**Investment in Capital Assets**	112,393	113,746	114,344
37	**Endowments**	23,848	23,848	23,902
	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 Mid-Year Budget was developed.

- Deferred Maintenance: The $9.375 million decrease reflects the BOG approved funds 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 $126,266,736.

St. Clair College of Applied Arts and Technology
Internally Restricted Reserves Forecast

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	-	-	**-**	(4,215,569)	-	**(4,215,569)**	**(20,050,000)**	**-**	**(24,265,570)**
November - Contribution				20,050,000		**20,050,000**			**20,050,000**
Total 3/31/2026	65,000,000	8,920,568	**73,920,568**	49,450,367	2,270,801	**51,721,168**	**-**	**10,000,000**	**135,641,736**
Withdrawals	-	-	**-**	(9,375,000)	-	**(9,375,000)**	**-**	**-**	**(9,375,000)**
Contributions	-	-	**-**	-	-	**-**	**-**	**-**	**-**
Total 3/31/2027 Forecast	65,000,000	8,920,568	**73,920,568**	40,075,367	2,270,801	**42,346,168**	**-**	**10,000,000**	**126,266,736**

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 $36.5 million balance. Highlights from the non-committed cash forecast include the following:

- Unrestricted Net Assets, Prior Year: $28.1 million agrees to the unrestricted net assets balance forecast shared with the BOG at its June 23, 2026 meeting.

- Budget Surplus / (Deficit): Reflects the 2026-27 forecasted Mid-Year Budget surplus of $3.69 million.

- Amortization (net): Reflects the 2026-27 forecasted Mid-Year Budget non-cash budget impact of $17.1 million amortization expense less $6.9 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 the $500,000 approved capital budget and Administration's request to increase the budget $250,000 to $750,000

- Repayment of Long-Term Debt: Reflects the $1.9 million of principal payments toward existing loans.

- 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)

	6/23/2026	11/24/2026	
	26-27 Original Budget $	26-27 Mid-Year Budget $	Variance $
Unrestricted Net Assets, Prior Year {1}	**28,182**	**28,182**	**-**
Operating			
Budget Surplus (Deficit)	(5,543)	3,695	9,238
Amortization (net)	10,504	10,156	(348)
Adjusted Budget Surplus (Deficit)	**4,961**	**13,851**	**8,890**
Capital			
Grant Revenues	4,874	5,070	196
Grant Expenditures	(4,874)	(5,070)	(196)
Funded by Unrestricted Reserves	(500)	(750)	(250)
Asset Retirement Obligation Adjustment	-	-	-
Net Outlay for Capital	**(500)**	**(750)**	**(250)**
Debt			
Repayment of Long-Term Debt	(1,982)	(1,982)	-
Proceeds from Long-Term Debt	-	-	-
Net Change in Long-Term Debt	**(1,982)**	**(1,982)**	**-**
iii. Other:			
Internally Restricted Reserves (net)	-	-	-
Net Change in Other	**-**	**-**	**-**
Unrestricted Net Assets, End of Year	**30,660**	**39,300**	**8,640**
Unrestricted Net Assets Adjustment{1}	**(2,778)**	**(2,778)**	**8,640**
Non-Committed Cash Projection	**27,882**	**36,522**	**8,096**

{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 Mid-Year 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 amended the Regulation to more clearly define the conditions under which Ministerial approval is required if a college's budget is not balanced.

Administration has communicated the following to the BOG:

- 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	(Expendable net assets: Liquidity / Total expenses) x 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	Expendable net assets: Viability / Long-term debt	61% or more	60% to 31%	30% or less
Debt Ratio	Total liabilities less deferred capital contribution / Total assets	34% or less	35% to 54%	55% or more
Debt to Revenue Ratio	Long-term debt / 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	Surplus (deficit) / Total revenue	1.6% or more	1.5% to 0.0%	Less than 0%
Net Operating Revenues Ratio	Cash flow from operations / 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 year projected surplus (deficit) + Expendable net assets - Projected capital renewal spending) / 2 year average of projected total expenses) x 365 days	91 days or more	90 to 31 days	30 days or less
Projected Future Surplus (Deficit) Ratio	Projected surplus (deficit) / 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.



- When the 2026-27 budget was approved by the BOG on March 31, 2026, Administration communicated 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.

  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.

- With the 2026-27 Mid-Year Budget complete, it is forecasted that the College will require a low action plan given its rating under the Performance Measure as a result of it being below the benchmark for the Net Operating Revenues Ratio.

  A low action plan involves the following:

  - MCURES Assistant Deputy Minister writes to the Vice-President Finance, copying the President, identifying specific metrics and categories requiring actions.

  - College provides a written response within 8 weeks, that includes an explanation and analysis of the causes of the financial health metric results, and the steps to be taken to restore the financial metrics and improve financial health and prevent further decline.

  - College must provide status reports annually for a 3-year period or until no financial health categories are in the no action band.

  - MCURES will initiate escalation if the metric categories remain in the low action band after 3 years, where the College will be classified as requiring a medium action plan.

St. Clair College of Applied Arts and Technology
MCURES Financial Health Metrics Forecast

Benchmark	Low Threshold (0 points)	Medium Threshold (1 point)	High Threshold (2 points)	3/31/2026 Actual 3/31/2026	Points for Category	6/23/2026 Original Budget 3/31/2027	Points for Category	11/24/2026 MYR 3/31/2027	Points for Category
Liquidity									
Primary Reserve Days	91 days or more	90 to 31 days	30 days or less	325	0	377	0	408	0
Working Capital Ratio	1.26 or more	1.25 to 1.01	1 or less	3.95	0	5.25	0	5.37	0
				Avg. points	0	Avg. points	0	Avg. points	0
					< 1 point; no action		< 1 point; no action		< 1 point; no action
Sustainability									
Viability Ratio	61% or more	60% to 31%	30% or less	1078.54%	0	1199.39%	0	1265.43%	0
Debt Ratio	34% or less	35% to 54%	55% or more	19.39%	0	16.19%	0	15.68%	0
Debt to Revenue Ratio	34% or less	35% to 49%	50% or more	8.03%	0	8.38%	0	8.14%	0
				Avg. points	0	Avg. points	0	Avg. points	0
					< 1 point; no action		< 1 point; no action		< 1 point; no action
Performance									
Surplus (Deficit) Ratio	1.6% or more	1.5% to 0.0%	Less than 0%	-3.28%	2	-3.55%	2	2.30%	0
Net Operating Revenues Ratio	7.1% or more	7% to 2.1%	2% or less	-9.45%	2	-11.11%	2	-0.72%	2
				Avg. points	2	Avg. points	2	Avg. points	1
					≥ 2 points; high action		≥ 2 points; high action		≥ 1 point, < 1.33 points; low action
Future Outlook									
Projected Future Primary Reserve Days [1]	91 days or more	90 to 31 days	30 days or less	N/A	N/A	355	0	422	0
Projected Future Surplus (Deficit) Ratio [2]	1.6% or more	1.5% to 0.0%	Less than 0%	N/A	N/A	-1.60%	2	2.28%	0
						Avg. points	1	Avg. points	0
							> = 1 point; medium action		< 1 point; no action
Overall Action Plan [3]					**High Action**		**High Action**		**Low Action**

[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.

ST. CLAIR COLLEGE

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: NOVEMBER 24, 2026

RE: BUSINESS PLAN ACCRUAL BUDGET TEMPLATE (MCURES FORMAT)

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

AIM:

To provide the Board with a "Business Plan Accrual Budget Template – Ministry of Colleges, Universities, Research Excellence and Security and Format" (Pro-Forma Financial Statements) for the period ending March 31, 2027.

BACKGROUND:

The intent is to provide the readers of the submission with an indication of our forecasted financial position as at March 31, 2027 based on information known to the College as at November 24, 2026.

Provided is the following:

- Statement of Operations
- Statement of Financial Position

RECOMMENDATION:

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

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

	3/31/2026 Actuals 2025-26	6/23/2026 Original Budget 2026-27	11/24/2026 Mid-Year Budet 2026-27
4 Revenue	**189,181**	**156,044**	**160,828**
41 Grant Revenue	**67,520**	**88,995**	**88,975**
411 Grant Revenue Operating	60,808	82,139	82,006
414 Amortization of Deferred Capital Contributions	6,712	6,856	6,968
43 Tuition Fees	**67,627**	**38,630**	**41,862**
431 Tuition Fee - Domestic	28,191	27,990	28,347
433 Tuition Fee - International	38,317	10,155	13,030
434 Apprenticeship Classroom Fee	455	335	335
439 Student Ancillary Fees	664	149	149
45 Educational & Other Fees for Services	**15,155**	**900**	**1,309**
451 Educational Services - Contractual	1,495	900	1,309
453 Private Partnerships Revenue	13,660	-	-
46 Ancillary Revenue	**13,889**	**12,835**	**12,612**
49 Other Revenue	**24,990**	**14,685**	**16,070**
5 Expenses	**195,388**	**161,587**	**157,134**
51 Salaries & Wages	**78,198**	**67,817**	**66,940**
511 Salaries - Full Time & Partial Load Academic	45,550	35,598	34,932
512 Salaries - Part Time & Sessional Academic	7,729	6,842	7,013
513 Salaries - Support Staff	16,560	16,874	17,050
514 Salaries - Administrative Staff	8,359	8,502	7,945
52 Employee Benefits	**17,872**	**15,764**	**15,564**
521 Benefits - Full Time & Partial Load Academic	5,563	5,248	5,262
522 Benefits - Part Time & Sessional Academic	1,054	890	893
523 Benefits - Support Staff	2,677	1,908	1,913
524 Benefits - Administrative Staff	1,032	963	966
525 Pension Plans	7,503	6,163	6,083
526 Post Employment Benefits & Comp. Absences	43	592	447
53 Transportation & Communication	**1,060**	**1,166**	**1,192**
54 Services	**44,644**	**30,581**	**29,720**
541 Services	15,234	13,733	12,893
542 Maintenance	7,196	8,220	8,145
543 Rental Expenditures	6,718	6,253	5,949
544 Private Partnerships Expense	11,365	-	-
549 Other Services	4,131	2,375	2,734
55 Supplies & Minor Equipment	**10,623**	**12,016**	**11,195**
551 Supplies & Minor Equipment	7,009	7,860	7,409
552 Utilities	3,613	4,156	3,786
56 Ancillary Services - Expenditures	**15,874**	**12,851**	**12,081**
57 Amortization Expense	**17,158**	**17,360**	**17,125**
59 Other Expenditures	**9,959**	**4,033**	**3,317**
591 Interest & Insurance Expenses	756	736	723
599 Other Expenses	9,203	3,297	2,594
SURPLUS/(DEFICIT)	**(6,207)**	**(5,543)**	**3,695**

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

		3/31/2026	6/23/2026	11/24/2026
		Actuals	Original Budget	Mid-Year Budget
		2025-26	2026-27	2026-27
1	**Assets**	531,888	502,624	511,982
11	**Cash and Cash Equivalents**	28,150	18,660	21,245
12	**Accounts Receivable**	8,023	8,023	2,997
14	**Other Current Assets**	209,822	192,473	203,888
15	**CIP**	551	77	380
16	**Tangible Capital Assets**	479,558	494,780	495,150
161	*Land*	6,036	6,036	6,036
162	*Site Improvements*	34,889	35,545	36,956
163	*Building*	333,683	340,121	340,775
164	*Furniture and Equipment*	100,201	108,330	106,634
169	*Other TCA*	4,749	4,749	4,749
17	**Tangible Capital Asset Accumulated Amortization**	(221,834)	(239,194)	(238,959)
172	*AA Site Improvements*	(18,139)	(20,858)	(20,869)
173	*AA Building*	(113,978)	(122,864)	(122,828)
174	*AA Furniture and Equipment*	(84,968)	(90,723)	(90,512)
179	*AA Other TCA*	(4,749)	(4,749)	(4,749)
19	**Investments and Other Long-Term Assets**	27,619	27,804	27,280
2	**Liabilities**	231,824	208,103	208,169
22	**Accounts Payable and Accrued Liabilities**	40,253	27,510	26,324
221	*Accounts Payable and Accrued Liabilities*	38,218	25,352	24,165
222	*Accrued Interest*	54	53	53
223	*Current Portion of Long-Term Liabilities*	1,982	2,106	2,106
23	**Deferred Revenue**	20,949	13,874	15,938
231	*Deferred Revenue*	4,414	3,721	3,709
232	*Deferred Tuition Revenue*	16,535	10,153	12,229
24	**Restricted Contributions**	13,002	13,187	11,213
25	**Deferred Capital Contributions**	128,710	126,728	127,890
27	**Debt**	15,189	13,084	13,084
29	**Other Long Term Liabilities**	13,720	13,720	13,720
3	**Net Assets**	300,064	294,521	303,813
31	**Unrestricted Net Assets**	28,182	30,660	39,300
32	**Internally Restricted Net Assets**	135,642	126,267	126,267
33	**Investment in Capital Assets**	112,393	113,746	114,344
37	**Endowments**	23,848	23,848	23,902
	Assets - Liabilities - Net Assets	-	-	-

ST. CLAIR COLLEGE

TO: **BOARD OF GOVERNORS**

FROM: **MICHAEL SILVAGGI, PRESIDENT**

DATE: **NOVEMBER 24, 2026**

RE: **DEFERRED MAINTENANCE MID-YEAR UPDATE AND FISCAL YEAR 2027-28 REQUEST**

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

REBECCA DEMCHUK, SENIOR VICE PRESIDENT, STUDENT AND FACILITIES SERVICES

AIM:

To provide the Board of Governors with a mid-year update regarding Administration's planning and risk mitigation processes to ensure necessary Deferred Maintenance requirements are addressed in a timely and effective manner and to request approval for 2027-28 fiscal year allocation.

BACKGROUND:

The Deferred Maintenance Reserve was established by the Board of Governors in 2020-21, to ensure that money was available to update infrastructure and to address the large, deferred maintenance backlog and upcoming requirements. The College identifies annually high-priority projects that need to be completed to maintain and address deferred maintenance. The Deferred Maintenance Reserve on March 31, 2026 was at $51,721,168. The 2026-27 Board approved deferred maintenance allocation was $9.375 million. The mid-year spending for 2026-27 is currently at $7,300,000, which includes contingency and an allocation for engineering for 2027/2028 projects.

1. Mid-Year Update

Deferred Maintenance Reserve Fiscal Year 2026-27 - $9,375,000
Facilities Renewal Fund Fiscal Year 2026-27 - $3,625,500

The total amount allocated toward deferred maintenance for fiscal year 2026-27 is $13,000,500. The College is on track to spend approximately $10,600,000 of the total allocation. Of that, approximately $7,500,000 is from the Deferred Maintenance Reserve allocation. The projects associated with this expenditure are included in the following chart.

Deferred Maintenance Element	Approximate Cost to Date
Building Envelope	$124,800
Electrical Upgrades	$515,000
Fire and Security Systems	$1,000,000
Plumbing and Washroom Renovations	$278,000
Chiller Refurbishments	$166,000
HVAC Replacements/ Upgrades	$2,220,000
Central Heating Plant Replacements/Upgrades	$700,000
Interior Repairs	$71,000
Parking Lot/Road/Sidewalk	$1,850,000
Engineering Studies for 2027/2028	$320,000
Contingency Hold	$200,000
Total	**$7,444,800**

Notes:

- Several HVAC projects are in the queue to be actioned. However, delivery timelines could push them into 2027-28. HVAC units have very long lead times currently, partially due to the Buy Ontario Act. The Buy Ontario Act, among other things, requires the College to look at Ontario and Canadian suppliers first, over suppliers from other countries. The result of this legislation is that multiple entities are purchasing from the same suppliers, increasing the lead times for the equipment.
- Some projects were split or moved to the next fiscal year due to complications. An example of this is the West Road project, which was split in two to meet the legislative requirements around soils disposal.
- The cumulative result of projects being split or moved, contingencies held in projects not being required and having some projects come in under budget, the unused 2026-27 Deferred Maintenance Reserve allocation will remain in the reserve for use in future years.

2. 2027-28 Fiscal Year Projects

Every year, Facilities Services prepares a list of deferred maintenance needs for the following year. The list of deferred maintenance items is based on:

- Building Condition Assessment (BCA) element conditions and associated recommendations (prioritized by multiple variables such as condition, impact of failure and energy savings potential).
- Consultant reviews (electrical, roofing, building automation system controls).

- In-year condition of the equipment.
- Strategic priorities.
- Other operational approved projects which, when completed, allow for Deferred Maintenance to be addressed.
- The critical nature of the requirement.
- Newly added, an allocation for possible changes to current educational space to meet the demands of new or modified programs.

Facilities Services has compiled a list of deferred maintenance projects for 2027-28, based on the above criteria. This list was presented and vetted by the Senior Management Group in October of 2026.

Based upon approved withdrawals, the balance of the Deferred Maintenance Reserve is $42,346,168 ($51,721,168 - $9,375,000). This does not include the unused amounts from fiscal year 2026-27 that will remain in the reserve on March 31, 2027.

The total 2027-28 deferred maintenance request from the reserve is $5,000,000. In addition, the Ministry of Colleges, Universities, Research Excellence and Security has committed $3,625,500 in funding towards deferred maintenance for the 2027-28 fiscal year. This brings the total deferred maintenance spend for 2027-28 to $8,625,000. Projects included in the 2027/2028 include HVAC units, continued road/parking lot replacements, washroom renovations and plumbing replacements, elevator upgrades, classroom/lab/shop upgrades, central heating plant heat exchanger replacements, etc.

This pre-planning and subsequent approval of this mid-year update and associated fiscal year 2027-28 funding request annually in November of each year places the College in the best position to:

- Begin engineering on projects in fall 2026. Many engineering projects take up to 3 months to complete.
- Develop Requests for Proposal (RFP) early. From a capacity perspective, this allows the College to develop the RFPs in a timely manner and provide for the time required for a comprehensive bidding process.
- Complete a substantial portion of the work starting in May and ending in August, when feasible. This reduces the impact on academic and non-academic operations during the fall and winter semesters.
- Gives the College a competitive advantage, allowing contractors to bid on College projects ahead of school boards. There are a limited number of contractors in the City of Windsor, and they all bid on like projects. As the number of projects they are awarded increases, so does their cost and timelines to complete.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this mid-year update on fiscal year 2026-27 deferred maintenance spending, as information.

IT IS RECOMMENDED THAT the Board of Governors approve a $5,000,000 withdrawal from the Deferred Maintenance Reserve in the 2027-28 fiscal year to be used towards deferred maintenance projects.

ST. CLAIR COLLEGE

TO: **BOARD OF GOVERNORS**

FROM: **MICHAEL SILVAGGI, PRESIDENT**

DATE: **NOVEMBER 24, 2026**

RE: **ANNUAL REPORT ON THE MINISTERS' DIRECTIVE ON STUDENT MENTAL HEALTH**

SECTOR: **REBECCA DEMCHUK, SENIOR VICE PRESIDENT STUDENT AND FACILITIES SERVICES**

AIM:

To provide the Board of Governors with an update regarding the College's Annual Report on the implementation and effectiveness of the Mental Health Policy.

BACKGROUND:

The *Strengthening Accountability and Student Supports Act, 2024* introduced amendments to the **Ministry of Training, Colleges and Universities Act** that required all publicly assisted colleges and universities in Ontario to establish and maintain a student mental health policy. This policy must outline the programs, services, and supports available to students to promote and support their mental health and well-being.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update regarding the Annual Report pertaining to the implementation of and effectiveness of the College's Student Mental Health Policy, as information.

Ministers' Directive on Student Mental Health: Annual Report 2026

Background

The Strengthening Accountability and Student Supports Act, 2024, which received Royal Assent on May 16, 2024, introduced legislative requirements for Ontario's publicly assisted colleges and universities to establish and maintain a Student Mental Health Policy. The policy must outline the programs, services, and supports available to students to promote and support mental health and well-being.

In accordance with the legislation, institutions are required to publish their Student Mental Health Policy on their website and make the policy available upon request. The policy must be reviewed at least once every five years and updated as necessary to ensure it remains relevant and effective.

The legislation also requires institutions to provide their Board of Governors with an annual report on the implementation and effectiveness of the Student Mental Health Policy. This report summarizes the activities, outcomes, and ongoing efforts undertaken during the reporting period to support student mental health and well-being.

Policy 7.11

The Mental Health Policy 7.11. was launched in January 2025. This policy was created in response to the Strengthening Accountability and Student Supports Act 2024, legislative new requirements.

The Student Mental Health Policy was developed using recognized best practices and evidence-informed frameworks, including the National Standard of Canada for Mental Health and Well-Being for Post-Secondary Students and resources provided by the Centre for Innovation in Campus Mental Health (CICMH). The College's Mental Health Strategy 2023-2028 also served as a key foundation for the policy, helping to align institutional priorities with the evolving needs of students. Together, these frameworks support a comprehensive, proactive approach to fostering a safe, inclusive, and supportive learning environment that promotes student mental health and well-being.

The Mental Health Policy will be reviewed and updated at least once every five years and amended as appropriate. The Mental Health Policy is also accessible to all students via the College's website https://www.stclaircollege.ca/student-wellness/mental-health/strategy. Additionally, an email is sent to all students at the beginning of the academic year to advise them of the policy, including the website details.

Mental Health Initiatives

The College's current 2023-2028 Mental Health Strategy was developed through extensive consultation and informed by a campus-wide student mental health survey, stakeholder engagement activities, and a review of mental health services and supports. The strategy provides the foundation for the College's Student Mental Health Policy and guides ongoing efforts to enhance student well-being, improve access to services, and strengthen mental health awareness across the campus community.

The 2023-2028 Mental Health Strategy and related survey findings remain available on the College's website for public review.

St. Clair College continues to support student mental health and well-being through a collaborative, campus-wide approach. A Mental Health Steering Committee, comprised of representatives from key stakeholder groups including students, faculty, staff, administrators, student government, and community partners, provides guidance and oversight for mental health initiatives across the institution.

- Student Centered Programs

The College is committed to supporting student mental health and well-being through a range of accessible, student-centered programs and services. These supports promote mental health awareness, reduce stigma, encourage help-seeking, and foster overall well-being, while also providing timely intervention and access to appropriate care when needed. Through services such as academic counselling, mental health counselling, tutoring, the Campus Care Team, Security, sexual violence prevention initiatives and other student support services, the College provides a coordinated approach to care that helps students access the resources they need to succeed. The College’s website also continues to serve as a direct link to information and resources regarding mental health.

These programs include THRIVES, Orientation presentations, CMHA workshops, Open Houses, High School Transition Visits, Student Wellness Information Tables and Events, Partnerships with CMHA, WECHU and Family Services. Lastly, posters were placed in all washrooms and throughout information boards on campus, which contain information and supports for various issues including interpersonal violence, sexual violence prevention, trafficking, mental health support, etc. All posters contain a QR code for easy scan of all resources available to students.

Suicide Prevention Training ASIST, and Mental Health First Aid training were offered to staff, along with sessions on handling student concerns. Additionally, resources and guides to help staff support student needs are distributed to staff each semester.

Spring of 2026 launched the Peer Support Program in coordination with CMHA. The Peer Support Program is a Monday-Friday, walk-in model that serves to support student needs with minimal wait and coordinate direct service referrals.

- Canadian Campus Wellbeing Survey (2026)

The Canadian Campus Wellbeing Survey (CCWS) is a national assessment tool designed specifically for Canadian post-secondary institutions to measure and better understand student health and well-being. It gathers information on areas such as mental health, physical health, academic experience, help-seeking behaviours, substance use, food security, housing security, and overall well-being. The survey provides institutions with data that can be used to identify priorities, evaluate services, and inform campus policies, programs, and supports

In Winter of 2026, St. Clair College completed the CCWS. The survey results indicate that the College continues to provide a strong and supportive learning environment, outperforming peer institutions across all measured campus climate indicators, including belonging, inclusion, respect, wellbeing, and safety. Students report positive academic experiences and confidence in completing their programs; however, the survey highlights significant challenges related to mental health, financial stress, and food insecurity. Nearly one-third of students experience severe psychological distress, almost half report high financial stress, and a substantial proportion face food insecurity and loneliness despite generally strong perceptions of social support. These findings suggest that while the College's foundation of student engagement, safety, and academic success remains strong, continued investment in mental health supports, basic needs initiatives, and opportunities for social connection will be critical to enhancing student wellbeing and success.

Overall, the evidence suggests that the Student Mental Health Policy continues to be effectively implemented and contributes to a campus environment where students feel supported, respected, and connected while identifying areas for continued improvement and investment.

TO: **BOARD OF GOVERNORS**

FROM: **MICHAEL SILVAGGI, PRESIDENT**

DATE: **NOVEMBER 24, 2026**

RE: **ANNUAL REPORT ON THE ANTI-RACISM, ANTI-HATE, ANTI-DISCRIMINATION POLICY PROCEDURE, REPORTING, AND PREVENTION STRATEGIES**

SECTOR: **REBECCA DEMCHUK, SENIOR VICE PRESIDENT, STUDENT AND FACILITIES SERVICES**

AIM:

To provide the Board of Governors with an update regarding the College's Annual Report on the Anti-Racism, Anti-Hate, Anti-Discrimination Policy Procedure, Reporting, and Prevention Strategies for the 2026 academic year.

BACKGROUND:

The *Strengthening Accountability and Student Supports Act, 2024* amended new requirements under subsection 20 (4) of the *Ministry of Training, Colleges and Universities Act (*MTCU Act), for Ontario's publicly assisted colleges and universities to have policies and rules that describe how each institution will address and combat racism and hate, including but not limited to anti-Indigenous racism, anti-Black racism, antisemitism and Islamophobia. The implementation date of the policy as set by the MTCU Act was January 31st, 2025. The Ministry updated the requirements in September 2026 with new provisions and reporting requirements.

The intent of this report is to provide an update to the Board of Governors, in accordance with the requirements set out in subsection 20 (4) of the MTCU Act.

This report covers the timeline of January 1st, 2026, to December 31st, 2026.

This report must be made public by January 31st, 2027, and then each year for the prior academic year. The annual report will be posted on the College's Anti-Racism, Anti- Hate, Anti-Discrimination Commitment webpage at .stclaircollege.ca/hub/anti-racism-anti-hate-anti-discrimination-commitment

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive the attached Annual Report on the Anti-Racism, Anti-Hate, Anti-Discrimination Policy and Procedure, Reporting and Prevention Strategies, 2026, for information.

Annual Report on the Anti-Racism, Anti-Hate, Anti-Discrimination Policy and Procedure,
Reporting and Prevention Strategies 2026

Background

Pursuant to subsection 20 (4) of the *Ministry of Training, Colleges, and Universities* Act (MTCU Act), St. Clair College is required to provide an Annual Report to its Board of Governors annually. This Annual Report must be publicly available and include the following information:

- The number and type of complaints reported by students, faculty or staff including a general description/categorization of the complaints (e.g., verbal, physical, property), including the number of complaints that do not proceed to a review.
- As applicable, the associated Code group (e.g., ethnicity, race, religion, sexual orientation) and the sub-category (e.g., anti-Black racism, anti-Indigenous racism, antisemitism, and Islamophobia).
- Outcomes of these incidents including response and resolution timelines (e.g., the number of months to resolve a complaint), findings of investigations, disciplinary measures taken and any involvement of law enforcement.

St. Clair College's Anti-Racism, Anti-Hate, Anti-Discrimination Policy (5.30) went into effect on January 31st, 2025. This policy requires a review every five years under the MTCU Act. In addition, the College has designated a webpage to specifically communicate information regarding policy, reporting information, and how to access to supports.

The College has been tracking the number of formal complaints submitted via the policy during the period of November 1st, 2025 – December 31st, 2026, as displayed below. In the year to follow, the annual report will account for the calendar year (January 1 to December 31, per the reporting requirements). Given the timing of this report to the Board, if additional complaints are received in November or December, the statistics below will be updated, and this will be reflected in the report sent to the Ministry as well as the information posted online.

The College's protocol is that formal complaints received will go directly to the College Resolution Officer and/or to the Senior Vice President, Student and Facilities Services. The option to file anonymously is also available. Once a formal complaint is received, the process outlined within the policy is followed, including an assessment of applicability, a review panel and if proceeding to investigation, engaging an external party (lawyer) to conduct the investigation.

Formal Complaints and Outcomes

Complaint Category -anti-Black racism -anti-Indigenous racism -antisemitism -Islamophobia, -other (please specify)	**Associated Ontario *Human Rights Code* ground(s)**	**Complaint subjects** -student to student -faculty to faculty -student to faculty -faculty to student -campus visitor to student -student to campus visitor -other	**Complaint Type** -verbal -physical -online -property related -other	**Proceeded to institutional review** If a complaint did NOT proceed to institutional review, please provide a brief explanation	**Response timeline** # of days for each complainant to be contacted (must be within 30 days - if timeline is not met reason must be given)	**Resolution timeline** # of months to resolve the complaint (if 12 months is exceeded reason must be given)	**Findings**	**Disciplinary Measure(s) Taken**	**Involvement of Law Enforcement**
Anti-Black racism =2 *Islamophobia=2* *Transphobic=1* *Other (limited information provided anonymously or did not fall under this policy =5* ***Total** = 10*	*Colour, Race* *Creed* *Gender Identity* *Did not fall within this scope*	*2 student to student* *2 student to faculty* *1 student to staff* *2 student to third party associate on campus* *1 community member to faculty* *1 anonymous to unknown* *1 anonymous to student*	*7 verbal* *1 online* *2 other*	*5 Complaints proceeded for institutional review* *5 Did not due to the following:* *-anonymous complaint with limited information* *-did not fall within the scope of this policy* *-complainant did not engage further and limited information was provided*	*24-48 hours x8* *Unable to contact the 2 anonymous complainants due to limited information*	*1-2 weeks for 4 that proceeded to institutional review.* *1 complaint was 2.5 months*	*Policy had been violated in 3 complaints*	*Training x1* *Suspension x3* *Behavioural Contract x2*	*0*

All annual reports must include these mandatory fields as outlined below.

Please provide an assessment of the current state and key priorities. How did you establish these priorities? (i.e. through data collection, reviews and/or community engagement?)	Describe strategies implemented to address specific institutional challenges / forms of hate and associated metrics, training offered and outcomes (e.g. x amount of training completed).	Any additional information you would like to share.
Canadian Campus Survey (2026) results highlighted student institutional experience regarding climate. The results indicate that most students surveyed feel that the institution is respectful regardless of gender, ethnicity, disability, etc..). Additionally, most students felt that the institution values diversity and inclusivity. **EDI Committee members bring a unique perspective to the table.** **Community engagement and expertise is also sought. Local partnership with the Multicultural Council. The College also contracts with the Canadian Centre for Diversity and Inclusion (CCDI).** **Meetings are held monthly with student leaders to address and bring forward any student concerns.**	**Posters are distributed across campus that contain a QR code, that provides students with easy access to information related to the policy, reporting, and support available.** **Bystander Intervention training is offered to student leader groups, Resident Advisors, and general student population throughout the academic year.** **An email is sent to all students at the start of the academic year with information related to the College webpage regarding anti-hate, anti-racism, and anti-discrimination. This email also directly includes the policy and reporting information.** **Presentations to staff, faculty, and student leaders, regarding the policy throughout the year.** **President and Sr. VP Student and Facilities Services met with International students to hear their concerns and discuss solutions.**	**The College is actively seeking a student-led EDI training that will be added to the student mandatory training modules or embedded into one of the current modules.**

Equity, Diversity and Inclusion (EDI) Initiatives 2026

- **International Day for the Elimination of Racial Discrimination:** March 21, 2026 — Flag raising and communications to promote awareness.
- **Pow Wow:** May 2nd, 2026— Windsor's 5th Annual Alumni and Student Pow Wow presented by St. Clair College's Indigenous Student Services and the University of Windsor's Aboriginal Education Centre. A celebration of Indigenous culture through traditional music, dance, and community spirit.
- **Black Joy Black Excellence Student Symposium** May 2026: In partnership with local school boards. Purpose to celebrate Black identities, history, and excellence.
- **Pride Flags:** Raised on June 1, 2026
- **Community Pride Parade** August 2026: Represented and supported the community event.
- **National Day for Truth and Reconciliation / Orange Shirt Day:** September 30, 2026. Ceremony, activities and walk of solidarity.
- **Faculty Training** -the following training courses were offered via the College's Centre for Academic Excellence:
    - 2SLGBTQ+ Beyond the Basics
    - 2SLGBTQ+ Affirming Services
    - How to be Inclusive Discussion

Additional Training and Awareness

All new College employees are required to complete the following training modules:

- Integrated Accessibility Standards Regulation (IASR) and Training on the Ontario Human Rights Code (OHRC)
- Call It Out: Racism, Racism Discrimination and Human Rights
- Unconscious Bias
- Diversity and Inclusion
- CCDI webinars are available to all staff and student leaders