

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

MINUTES OF THE

FULL BOARD MEETING of the BOARD OF GOVERNORS

Held on November 28, 2023, at 7:30 p.m. in the President's Board Room #342,
Windsor Campus.

Present:

Mr. W. Beck
Ms. P. Corro-Battagello
Mr. G. Fenn
Ms. P. France, **President**
Mr. C. Hotham
Ms. B. Kressler, virtually
Mr. J. Parent
Ms. J. Piccinato, **Chair**
Mr. A. Provost
Mr. G. Rossi, **Vice Chair**
Ms. S. Sasseville, virtually
Mr. E. Sovran, **Past Chair**
Mr. A. Teshuba
Ms. M. Watters
Ms. G. Wrye

Regrets:

Ms. R. Anguiano Hurst
Mr. A. Barron

Also Present:

Ms. K. Adams, Board Secretary
Mr. E.P. Chant, Editor, SAINT, Student Newspaper
Mr. J. Fairley, Vice President, College Communications & Community Relations
Mr. B. Jones, Retirees' Observer
Mr. M. Jones, Vice President, Finance & Chief Financial Officer
Mr. R. Kobielski, Faculty Observer
Mr. M. Silvaggi, Vice President, Academic and Registrar
Mr. R. Nicoletti, Executive Director, President's Office, Corporate Secretary & Ministry Compliancy
Mr. R. Seguin, Vice President, International Relations, Training & Campus Development
Mr. J. Sirianni, Vice President, Human Resources, Safety & Facilities Management
Ms. N. Takach, President, SRC

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'**.

Ms. J. Piccinato chaired the meeting and Ms. Adams was the recording Board Secretary.

1.0 Adoption of the Agenda and Declaration of Conflict of Interest

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

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

2.0 Approval of the Minutes of the Full Board meeting held on Tuesday, October 24, 2023, 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 October 24, 2023 meeting.

3.0 Constituent Reports

Retirees' Association

Mr. Jones reported the following initiatives and activities on behalf of the Retirees' Association:

- Mr. Jones congratulated Mr. Michael Silvaggi on behalf of the Retirees' as he was announced as the seventh President of St. Clair College.
- Luncheons for the Windsor Retirees' will resume following the holiday season.
- The Chatham Christmas party will be held on Thursday, November 30, 2023, at the Links of Kent Golf Club. Thirty-one members have confirmed their attendance and they are exploring the potential of acquiring Chatham Maroon's tickets for the door prize.
- The Windsor Christmas Party is scheduled for Saturday, December 16, 2023, at the St. Clair College Centre for the Arts, followed by the Music Theatre Performance Christmas Show. A slideshow has been prepared for the luncheon and a number of door prizes have been received.
- The Willistead Manor tour and film has received overwhelming interest and currently has a waiting list for tickets.
- The Retirees' Winter newsletter has been prepared and is ready for distribution.

- The licensing for Zoom will expire in the near future and the Retirees' Executive have made the decision not to renew.
- Potential locations and the contents for the Retirees' display case are being considered.
- The possibility for a Retirees' Open House is being discussed with the focus of promoting retirement and the association.
- Mr. Jones wished the Board a safe and happy holiday season, on behalf of the Retirees' Association.

Faculty

Mr. Kobielski reported the following initiatives and activities on behalf of the Faculty:

- The Practical Nursing program held a Health Fair in the Student Life Centre the week of November 20 – 24, 2023. Second year students presented on various health promotion/illness prevention topics, such as oral health, diabetes, hypertension, human trafficking, stress management and suicide prevention, women's health, drinking and driving, sexual health, irritable bowel syndrome and skin cancer prevention.
- On Monday, November 13, 2023, the Community and Justice Services Club in collaboration with the Lasalle Police provided free apples, pears, plums and bananas to students at the Downtown Campus. Students appreciated the offerings and participation was excellent.
- Students in the Protection, Security and Investigation and Police Foundations program recently assisted the London and Windsor Police Services – Public Order Unit, with a training exercise. The exercise provided an invaluable experience for the students as they had the opportunity to learn how to maintain public order and learn safety techniques from dedicated officers, as well as valuable lessons regarding teamwork, discipline and the critical role law enforcement plays in our society. The programs will be hosting on-going sessions, in small group settings for exclusive Career Mentoring sessions with Caesars Windsor - Casino Security Professionals. The sessions offer graduating students the opportunity to prepare to take their first steps into the professional world, through a smooth and informed transition.
- Students in their second year of the Landscape Horticulture program along with President France met with representatives from Brentwood Recovery Home on Thursday, November 2, 2023. Students listened to their vision of an outdoor garden space and then took important field measurements. Students will be presenting the ideas to the representatives from Brentwood during the Winter 2024 semester.
- The Saints VALORANT team represented Canada at the World Championships in Istanbul, Turkey, November 23 and 24, 2023, with a top eight finish.

All five Varsity teams competed in the Canadian National Championships. The St. Clair Saints Esports program collected five National Championships, with a clean sweep of the annual Canadian Esports Nationals.

Students in the Esports Administration program are hosting the Winter Wonder-LAN on December 9, 2023 and are anticipating over 100 people to attend. The event will include tournaments, contest and fun activities.

- Students in the third year of the Advertising and Marketing program are participating in the prestigious “Digital Marketing Competition”, hosted by Purdue University Northwest’s College of Business. This event boasts a prestigious roster of past winners including Rutgers University, IAE Angers (France), Ball State University, University of Missouri and more. St. Clair’s students will develop and pitch their digital marketing strategy for a real-life client.

The St. Clair team faced off against a record setting 271 teams this year and have proceeded to the final round of four schools who will present in front of a live global audience on Saturday, December 2, 2023. Finalists include the St. Clair College, University of Oklahoma, Wheaton College and Villanova University.

Mr. Kobielski expressed faculty’s congratulations to the students on their success and wished them the best in representing the College on a global academic level. Thanks goes to Professor Scott Briscoe of the Advertising Marketing Communications Program and Professor Glen Evans of the Graphic Design program for their efforts and dedication to the students.

Student Representative Council (SRC)

Ms. Nour Takach reported the following initiatives and activities on behalf of the SRC:

- The SRC continues to offer both in-person and virtual activities and supports for Fall 2023.
- The SRC participated in the College’s Remembrance Day ceremony, with the reading of In Flanders Field, to honour those who sacrificed their lives in service of our country.
- The Valorant Esports team recently won the Canadian National Championships and are currently in Turkey to represent Team Canada at the Red Bull Campus Clutch World Finals.
- Food services continue to operate at full capacity.
- Food Bank services continue to operate for both Windsor and Acumen Campuses with over 100 applications. The SRC opened the annual Toy and Food Drive Campaign on October 30, 2023, and received 100 applications by the deadline of Friday, November 24, 2023.
- The SRC continues to review and plan for future volunteer opportunities and how to further engage our students.

- The SRC has been working with the student benefits provider for additional supports and have moved to CloudMD, to better service the students.
- The SAFEWALK program has resumed for the semester and the SRC is looking into the potential of offering this service at the Toronto campuses.
- The SRC, in collaboration with Student Services continue to offer Career Workshops to assist students with budgeting, resume writing and job-ready interview skills.
- Appointments for grad photos will be available November 1 – December 8, 2023, with Student Nostalgia.
- Student Clubs are active on campus.
- Computer labs are operating at full capacity.
- The SRC continues to meet bi-weekly with the Academic Integrity Facilitator and TSI, as well as the Centre for Academic Excellence and Tutoring Services to develop information and services for students.
- Upcoming and recurring events include:
 - Weekly yoga sessions.
 - Bi-weekly therapy dogs.
 - Bi-weekly Gaymes Nights.
 - Bi-weekly Trivia Nights.

4.0 President's Report

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

Ms. France noted that the President's Report was included in the Full Board meeting documents, sent out via email and posted on the Board portal. She outlined the events and initiatives that have occurred since the last Board meeting:

- On Wednesday, October 25, 2023, the College in collaboration with the SRC, hosted Siddhartha Nath, Consul General of India – Toronto. Members of College Administration, SRC student leaders and staff met with the Consul General, who wanted to visit the campus as the result of positive feedback that he had received from St. Clair College students. Following the meeting, the Consul General met with several new students from India and participated in a tour of the campus.
- In March 2023, the Ministry released the updated Public College Private Partnership (PCPP) Minister's Binding Policy Directive. The Directive was developed to strengthen accountability as well as support student success and a responsible, sustainable approach to growth. Colleges were then required to align their existing partnership agreements with the new Directive requirements. Colleges were then requested by the

Ministry to provide a status update by November 20, 2023. St. Clair College submitted their update on Wednesday, November 15, 2023.

- On Thursday, October 26, 2023, third year students in the Interior Design program presented their proposals for a redesign of the College's Library Resource Centre to faculty, administration and the Library staff. The students were appreciative of the opportunity to present their proposals, for the realistic experience and for the feedback they received.
- The College's Career Services Department hosted a Career Fair in the Alumni Hall Lounge for employers seeking students from the Zekelman Schools of Business and Information Technology. Student were provided the opportunity to discuss available positions along with the required skills and qualifications, network and gain valuable insights about hiring needs with potential employers.
- The Paramedic Club once again hosted the "Haunted Morgue Event" in the Paramedic Garage on October 27-28, 2023 in an effort to raise money for a Spring field trip and for local charity. Entry to the event was \$5.00 and with more than 400 people in attendance, the Paramedic Club raised \$2,205. President France congratulated John Lassaline, Ryan Cloutier and all of the Paramedic students on the efforts for a successful event.
- St. Clair College was proud to be the opening Night Sponsor of the 2023 Windsor International Film Festival (WIFF).
- On Thursday, November 2, 2023, President France, accompanied by students from the Landscape Horticulture program, attended a project briefing at the Brentwood Recovery Home. The College's students, under the leadership of Faculty John Lein and Jason Milling, will be assisting the Brentwood Recovery Home in refurbishing a portion of the property to support a leisure area for female members of the program. The students will design and install the new garden and the College will provide the materials for the project.
- On Thursday, November 2, 2023, the first Saints Nation Night was held at the WFCU Centre. The Windsor Spitfires wore St. Clair College jerseys and Michael Silvaggi, Vice President Academic and Registrar, dropped the ceremonial puck. President France thanked the Windsor Spitfires organization and the students, staff and St. Clair College Alumni Association for making the night a success.
- On Friday, November 3, 2023, a retirement reception was held at the St. Clair College Centre for the Arts, for Bruce Krauter, EMS Chief. President France and St. Clair College thanked Chief Krauter for his service and for his support of the College during his ten years as Chief and his participation and support on the Program Advisory Committee and wished him the best in his future endeavours. President France noted that the College also looks forward to working with Chief Justin Lammers, a St. Clair College Alumni of Distinction.
- On Tuesday, November 7, 2023, Habitat for Humanity Windsor-Essex, proudly announced the dedication of the St. Clair College Youth Mentorship Hub. The new

Hub, made possible through the generous support of St. Clair College and the St. Clair College Alumni Association, offers a vital space for skills training, youth mentorship and community partnership. The event included an opportunity to network, opening remarks by distinguished speakers, the unveiling of sponsorship signage, a showcase of the Youth Mentorship Program and insights into the community impact.

- On Saturday, November 11, 2023, the St. Clair College Men's Soccer team won our first ever National Medal. The team earned a National Bronze Medal after defeating the Keyano Huskies of Alberta, by a score of 3-1.
- On Monday, November 13, 2023, St. Clair College's Esports team joined President France in the Board Room, where they were awarded with their National Championship rings. The rings celebrated the victories of the Saints Overwatch, Call of Duty and Rocket League teams in the 2022 Canadian Esports Nationals along with the iRacing team's North American Championship victory in the Collegiate iRacing League. The Saints will be defending their National title, beginning on November 20, 2023.
- On Tuesday, November 21, 2023, Patrick Thibert, sculpture artist visited St. Clair College and toured the Windsor campus for potential locations for art installations on campus. The College will be purchasing several pieces of sculpture from his collection, with two signature pieces slated for installation in the new Welcome Centre.
- On Wednesday, November 15, 2023, the Blue-Ribbon Panel report on Postsecondary Financial Sustainability was released. The Blue-Ribbon Panel was created to provide advice and recommendations for keeping the postsecondary sector financially stable and focused on providing the best student experience possible. The Ministry is reviewing the panel's recommendations which will assist them in determining next steps in supporting postsecondary financial sustainability in the province and ensuring students across Ontario receive the best experience possible.
- On Wednesday, November 15, 2023, students in the Protection, Security and Investigation and Police Foundations program committed random acts of kindness in the community, raking leaves at three homes, for homeowners who are unable to care for their yards themselves.
- On Thursday, November 16, 2023, Dan MacDonald, AM 800 CKLW radio host and St. Clair College Alumni, broadcasted from the Windsor Campus' main lobby. During the broadcast he promoted the College's Open House, that was held on Saturday,
- November 18, 2023. College Administration appreciates Dan's continued commitment and promotion of St. Clair.
- On Friday, November 17, 2023, St. Clair College hosted a Housing Round Table at the St. Clair College Centre for the Arts, with local community stakeholders. City Councillors Fred Francis and Renaldo Agostino, County Warden Hilda MacDonald, Ace Acumen Academy, the University of Windsor, SRC and TSI, as well as several property developers participated in the discussion to work towards solutions to some of the community's most pressing housing issues.

- The Fall 2023 Open House was held at the Windsor and Chatham Campuses on Saturday, November 18, 2023. The event were an overwhelming success with great attendance.
- The 2023 Ontario College's Marketing Competition (OCMC) was held on November 16 and 17, 2023 at the Blue Mountain Village Conference Centre in Collingwood, ON. Twenty-one of St. Clair College's Business – Marketing students participated in the student-focused learning experience. Our students and their faculty coaches prepared for the event over eight weeks and their efforts came through in an impressive performance against marketing students from twelve colleges across Ontario, in eleven events over the two-day competition. St. Clair College's Quiz Bowl team won the gold medal, the Marketing Research team won a silver medal and the Sales Presentation team earned a bronze medal. St. Clair College will be the official hosts for 2024 OCMC.
- Students in the Culinary Management program, under the guidance of Chef Michael Jimmerfield, won the Best Pasta Dish title at the Unemployed Help Centre's (UHC) first-ever Pastabilities Luncheon Fundraiser, on October 17, 2023, at the Ciociaro Club. Patrons voted on the finest pasta creation among the 25 participating restaurants. The event was a fundraiser to support the Plentiful Harvest Food Rescue Program and surpassed expectations, raising \$50,000, which will go directly to help support initiatives combatting hunger and food insecurity in our community. The St. Clair College Culinary students won the event with their Asian-inspired pasta creation.
- On Tuesday, November 21, 2023, President France, Michael Silvaggi, Ron Seguin and Ruth Susannah joined Ace Acumen Academy to celebrate the 10-year anniversary of our partnership. The relationship between our institutions has truly become a provincial model for public-private postsecondary education. St. Clair College thanks the Ace Acumen Academy for ten wonderful years and look forward to many more.
- On Thursday, November 23, 2023, Essex-Windsor EMS Chief Justin Lammers was on campus to officially recognize their donation of an ambulance to the St. Clair College Paramedic program. President France thanks Essex-Windsor EMS for their continued support of the College and our students.
- On November 24 - 25, 2023, students from the PSI and Police Foundations Society, Border Services Club and Community and Justice Services Club, under the direction of Professor Pete Soulliere hit the streets on the Windsor and Downtown Campuses in support of the Goodfellows Paper Drive. The event received great support with both campuses combining to collect \$13,168.01. This amount will once again be matched by St. Clair College for a total of \$26,336.02.
- The Paramedic Club in collaboration with the Pharmacy Tech Club led a "Fill the Ambulance" campaign where they solicited donations of canned and non-perishable goods for the SRC food bank.
- The S'Aints will be performing their annual Sleighing Hunger Charity Concert at the Colosseum at Caesar's Windsor on Friday, December 22, 2023. Proceeds from the event will go to help support local food banks.

At this time, President France introduced a video commemorating the 10th Anniversary of the partnership between St. Clair College and Ace Acumen.

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

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

5.0 Consent Agenda

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

- 5.1 Academic – Student Pathways, Continue to Create Academic Pathways (College to College, College to University, University to College).
- 5.2 Increase/Monitor Community Local Impact.
- 5.3 Development of Human Resources – Staff Wellness.

RESOLVED THAT the Board of Governors receive and approve the contents of the November 28, 2023 Consent Agenda, as presented.

6.0 Monitoring Reports

6.1 Mid-Year Review 2023-2024

The Board Chair called upon Mr. Marc Jones to speak to this item. Mr. Jones noted that the 2023-2024 Mid-Year Review, was included in the Full Board agenda package. He provided a PowerPoint presentation, highlighting the following:

- The Mid-Year Budget Report for 2023-2024 was presented to the Board of Governors Audit and Finance Committee on November 10, 2023. The Committee did recommend approval of the 2023-2024 Mid-Year Budget Report to the Board of Governors.

Statement of Operations:

- The original budget forecasted a surplus of \$37.9 million. The mid-year surplus projection is \$52.1 million, an increase of \$14.1 million. This increase can be mainly attributed to:
 - Increased Tuition Revenue as a result of higher enrolment across all semesters over the fiscal year, relative to the original enrolment forecast.
 - Increase in Interest Income as a result of increased Bank of Canada rates.

- PCPP Fee-for-Service revenue as a result of higher enrolment at the Ace Acumen campuses.

Revenues:

- Overall revenues have increased by \$34.7 million or 12% from the original budget projection, which can be attributed to the following:
- Total Ministry Operating Grants have decreased by \$935,000, primarily due to higher international student enrolment relative to the budget, resulting in additional funds being clawed back by the Ministry from operating grants for the International Student Recovery program.
- Total Contract Income increased by \$2 million, primarily due to the following:
 - An increase of \$596,000 as it relates to an additional grant that was unknown when the budget was developed for the Personal Support Worker Accelerated program.
 - An increase of \$1 million in the Apprenticeship Seat Plan Grant due to higher participation relative to the funded seats available in the Ministry's seat plan, as well as an increase in the training per diem.
- Total Tuition Revenue increased by \$19.5 million over the original budget, which can be attributed to the following:
 - An increase in the Domestic Tuition Revenue budget of \$1.5 million as a result of higher enrolment. At Day 10, domestic enrolment was 372 students higher than the original budget.
 - An increase in the International Tuition Revenue budget of \$9.9 million as a result of higher enrolment. At Day 10, international enrolment was 990 students higher than the original budget.
 - An increase in the PCPP Tuition Revenue budget of \$7.8 million, as a result of higher enrolment. At Day 10, PCPP enrolment was 403 students higher than the original budget.
- Total Other Income has increased over the original budget by \$12.8 million due to the following:
 - An increase in Interest Income of \$5.2 million as a result of the significant increase in the Bank of Canada's policy interest rate.
 - An increase in PCPP Fee-for-Service Revenue of \$3.2 million as a result of higher enrolment at Ace Acumen.

Expenditures:

- Overall expenditures have increased over the original budget projection by \$20.5 million or 8%.
- Total Salary and Benefits increased by \$4.5 million over the original budget, primarily due to the following:
 - Retroactive and in-year payments related to the Bill 124 November 2022 ruling by the Ontario Supreme Court.
- Non-Salary Expenses increased by \$15.3 million over the original budget, primarily due to the following:
 - An increase in Contracted Educational Services of \$8.6 million due to higher enrolment than planned at the Toronto Campuses and flowing the applicable funds to Ace Acumen.
 - An increase in Contracted Service Other of \$3.0 million due to higher agent commissions required because of higher international student enrolment.
 - An increase in Insurance Expense of \$1 million due to higher health and dental benefit premiums because of higher international and PCPP student enrolment.

Ancillary Operations:

- The Ancillary Operations overall original budget surplus of \$554,938 has increased by \$392,892 to a mid-year budget surplus of \$937,830.
- This can be primarily attributed to adjustments to the revenue forecasts for the St. Clair College Centre for the Arts take out operation and the College's parking operation.

Statement of Financial Position:

- There are no cash flow concerns and the balance sheet continues to be strong.
- Other current assets consist largely of GICs.
- Capital assets reflect the College's capital plan for 2023-2024, including the Board approved \$9.9 million being spent from Unrestricted Reserves, \$15.9 million in Deferred Maintenance projects and \$4.8 million from Ministry funded capital projects.
- Liabilities total \$325 million which includes Deferred Revenue of \$114 million which reflects the College's lower international student tuition payments for future semesters.

- Debt levels are low relative to total assets at a total of \$21 million and reflects the College's required debt payment obligations for the fiscal year.
- Net Assets are forecasted to be in a surplus position at \$270 million with an Unrestricted Reserves balance of \$8 million and Internally Restricted Reserves of \$138 million.

Non-Committed Cash Projection

- The College's ending projection is relatively in-line with the original budget.
- The College's Unrestricted Balance as included in the 2022-2023 Financial Statements was \$32.4 million.
- The operating surplus of \$59.5 million reflects the \$52.1 million surplus combined with the non-cash impact of amortization expense and revenue of \$7.4 million.
- The College's capital outlay of \$9.9 million reflects \$9.9 million funded from Unrestricted Reserves, an increase of \$900,000 from the original budget.
- The Long-Term Debt (LTD) of \$2.1 million reflects the estimated principal payments towards existing loans.
- The Internally Restricted allocation of \$71.8 million reflects:
 - A net contribution to the Internally Restricted Reserves of \$48.8 million.
 - A net contribution to the Foundation of \$23 million, which includes the Board approved \$3 million allocation for annual scholarships and \$7 million to the Foundation in an endowment. The additional \$13 million is being brought forward as a recommendation by College Administration for annual scholarships with the Foundation.
- Adjustments of \$3.2 million reflect the College's conservative estimate on uncollectable receivables.
- Overall, there is a Non-Committed Cash Projection of \$4.9 million for this fiscal year.

Financial Sustainability Metrics

- As projected with the original budget, the mid-year budget projections continue to show strong financial results.
- The College's metrics are all well above the Ministry benchmarks and zero flags are expected.

Capital

- The original capital budget was at \$9 million, funded through Unrestricted Reserves. College Administration is seeking approval for an additional \$900,000 to be funded through Unrestricted Reserves to support the following:
 - Additional Pickleball Court.
 - Space retrofits that can proceed during the remainder of the 2023-2024 fiscal year.
 - Campus beautification at the exterior façade cladding from the cladding from the Zekelman Centre and Welcome Centre, on the cement staircase located near Eatery 101 and the main lobby entrance.
 - Engineer drawings to potentially transform the prior cafeteria server space to a culinary lab.
 - Engineer drawings to expand the President's Board Room outwards to the balcony.
- Administration expects that some capital projects will not be completed during the 2023-2024 fiscal year as a result of supply chain challenges and is forecasting that approximately \$2.5 million will not be utilized by the end of the fiscal year.
- The remaining capital budget from 2023-2024 will need to be transferred to the 2024-2025 capital budget to complete any outstanding projects.

Internally Restricted Reserves

- At March 31, 2023, the Internally Restricted Reserves were at \$123.1 million.
- The Internally Restricted Reserves is forecasted to be at \$138.4 million at fiscal year-end.

After a brief discussion it was,

RESOLVED THAT the Board of
Governors approve the 2023-2024
Mid-Year Budget Report.

6.2 Business Plan Budget Accrual Template (MCU Format)

The Board Chair called upon Mr. Jones to report on this item. Mr. Jones reviewed the information contained in the Business Plan Budget Accrual Template and noted that this is a requirement of the Ministry of Colleges and Universities (MCU) each January, with the intent to provide an indication of the College's projected financial position at March 31, 2024 based on information known to the College. Because of

the timing of the mid-year budget review process, this information is utilized to complete the template.

RESOLVED THAT the Board of Governors approve the Business Plan – Accrual Budget Template (MCU Format) for the period ending March 31, 2024 for submission to the Ministry.

7.0 By-law and Policy Review

7.1 By-law and Policy Review Schedule

The Board Chair spoke to this item noting that the review of Board By-laws and Policies has been suspended. A schedule has been developed that includes mandatory dates for review for all by-laws and policies and was attached to the Full Board agenda for the Board's review.

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the By-law and Policy Review Schedule, as presented.

7.2 Policy 2003-1: Board Job Description – 2nd Reading

A Governor recommended amending the words “job description” to role.

After a brief discussion, it was,

RESOLVED THAT Policy 2003-1: Board Job Description be reviewed and brought forward to the Board for approval.

7.3 Policy 2003-2: Chair's Role – 2nd Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of Policy 2003-2: Chair's Role, as presented.

7.4 Policy TBD: Board of Governors Risk Management – 1st Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 1st reading of Policy TBD: Board of Governors Risk Management, as presented.

8.0 Other Business

8.1 St. Clair College Spitfire Jersey Auction

St. Clair College Night with the Spitfires was held on Thursday, November 2, 2023. Mr. Fairley noted that the College sold 700 tickets to St. Clair College staff and students. Mr. Michael Silvaggi dropped the ceremonial puck to kick-off the game.

Mr. Fairley presented President France, Ms. Piccinato, Board Chair and Mr. Sovran, Chair, St. Clair College Foundation, with St. Clair College Game Night Spitfire jerseys.

Mr. Fairley announced that the jerseys worn on St. Clair Night with the Spitfires will be auctioned off, with all proceeds going to the SRC Foodbank. The auction will begin on December 7, 2023 and close on December 14, 2023.

9.0 Date of the Next Meeting

9.1 The next Board meeting is scheduled for Tuesday, February 27, 2024.

The Full Board meeting adjourned at 8:25 p.m.

MISSION STATEMENT

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

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

513th FULL BOARD MEETING

of the

BOARD OF GOVERNORS

NOTICE OF MEETING

- DATE:** Tuesday, November 28, 2023
- TIME:** Immediately Following the In-Camera Meeting
- PLACE:** President's Board Room #A3315E
- NOTE:** Dinner will be available for SOG and Constituents at 5:00 p.m. in the Staff Lounge.

AGENDA

- 1.0 ADOPTION OF THE AGENDA AND DECLARATION OF CONFLICT OF INTEREST
- 2.0 APPROVAL OF THE MINUTES OF THE FULL BOARD MEETING HELD ON OCTOBER 26, 2023, IN WINDSOR, ON
- 3.0 CONSTITUENT REPORTS
- 4.0 PRESIDENT'S REPORT
(Policy – Executive Limitations Communication & Counsel #2003-21)

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

- 5.0 CONSENT AGENDA
 - 5.1 Academic – Student Pathways, Continue to Create Academic Pathways (College to College, College to University, University to College)

Information Item – Administration has provided a report on Strategic Direction #1 – Academic Excellence:

- Continue to increase the current number of student pathways year over year.
- Promote student pathways for heightened awareness, attached as Item #5.1.

5.2 Increase/Monitor Community Local Impact

Information Item – Administration has provided a report on Strategic Direction #3 – Community Engagement (Leadership, Communication and Partnership) – Monitor and increase economic impact on local community, attached as Item #5.2.

5.3 Development of Human Resources – Staff Wellness

Information Item – Administration has provided a report on Strategic Direction #4 – Human Resources (Staff Development, Efficiency, Effectiveness and Wellness) – Monitor institutional WSIB lost sick time, attached as Item #5.3.

6.0 MONITORING REPORTS

6.1 Mid-Year Review 2023-2024

Approval Item – Administration has provided the Board with the 2023-2024 Mid-Year Budget Review, attached as Item #6.1.

6.2 Business Plan Budget Accrual Template (MCU Format)

Approval Item – Administration has provided the rationale for Board approval, attached as Item #6.2.

7.0 BY-LAW AND POLICY REVIEW

7.1 By-law and Policy Review Schedule

Information Item – The Board will review the By-law and Policy Review Schedule, attached as Item #7.1.

7.2 Policy 2003-1: Board Job Description

Approval Item – The Board will review Policy 2003-1: Board Job Description for 2nd reading, attached as Item #7.2.

7.3 Policy 2003-2: Chair's Role

Approval Item – The Board will review Policy 2003-2: Chair's Role for 2nd reading, attached as Item #7.3.

7.4 Policy TBD: Board of Governors Risk Management

Approval Item – The Board will review Policy TBD: Board of Governors Risk Management, for 1st reading, attached as Item #7.4.

8.0 NEW BUSINESS

9.0 DATE OF THE NEXT MEETING

9.1 The next meeting is scheduled for Tuesday, February 27, 2024, at the Windsor Campus.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: NOVEMBER 28, 2023

RE: STRATEGIC DIRECTIONS UPDATE (2023-2024) – ACADEMIC EXCELLENCE – STUDENT PATHWAYS

SECTOR: MICHAEL SILVAGGI, VICE PRESIDENT, ACADEMIC AND REGISTRAR

AIM:

To provide the Board with an update on the Strategic Directions (2023-2024). This update pertains to Strategic Direction – #1 – Academic Excellence – Continue to create academic pathways (college to college, college to university, university to college) and promote student pathways for heightened awareness. Specific details include the following:

Goal	Objective	Measure	Target
Student Pathways	Continue to create academic pathways for students (college to college, college to university, and university to college).	Continue to increase the current number of student pathways year over year. Promote student pathways for heightened awareness.	Annually

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. Honours Bachelor of Business Administration (Information Communication Technology)

A letter of intent has been signed with Campbellsville University for graduates of the Honours Bachelor of Business Administration (Information Communication Technology) degree, to pursue the Master of Science in Information Technology Management (MSITM) at their Windsor Campus.

2. Cybersecurity – Automobility

A letter of intent has been signed with Campbellsville University for graduates of the Ontario College Graduate Certificate in Cybersecurity-Automobility, to pursue the Master of Science in Information Technology Management (MSITM) at their Windsor Campus.

3. Data Analytics for Business

A letter of intent has been signed with Campbellsville University for graduates of the Ontario College Graduate Certificate in Data Analytics for Business, to pursue the Master of Science in Information Technology Management (MSITM) at their Windsor Campus.

4. Esports Administration and Entrepreneurship

Graduates of the Ontario College Diploma in Esports Administration and Entrepreneurship program with an overall average of at least 70 percent or higher, may be eligible for admission to the Nipissing University Bachelor of Commerce degree. The three-year degree is comprised of 90 credits in total with transfer credit equivalency to a maximum of 30 credits.

Graduates of the Ontario College Diploma in Esports Administration & Entrepreneurship program with an overall average of at least 70 percent or higher, may be eligible for admission to the Nipissing University Honours Bachelor of Commerce degree. The four-year Honours degree program is comprised of 120 credits in total with transfer credit equivalency to a maximum of 45 credits.

Graduates of the Ontario College Diploma in Esports Administration and Entrepreneurship program with a minimum cumulative GPA of 2.0, or higher, may be eligible for admission to the Northwood University Bachelor of Business Administration or Bachelor of Science degree. The three-year degree is comprised of 63 credits in total with transfer credit equivalency to a maximum of 32 credits.

5. Mechanical Engineering Technology – Automotive Product Design

Graduates of the Ontario College Advanced Diploma in Mechanical Engineering Technology – Automotive Products Design with a cumulative GPA of 2.5 or above, will be considered for the Honours Bachelor of Science in General Engineering-Mechanical Engineering Concentration at Wayne State University and will receive up to 81 credits. The Honours degree can be completed with an additional 41 credits. Our students receive a special tuition rate of a Michigan resident plus 10 percent.

6. Respiratory Therapy

Graduates of the Ontario College Advanced Diploma in Respiratory Therapy will be considered for the Bachelor of Science in Respiratory Therapy (BSRT) at the University of Michigan-Flint College of Health Sciences, Public Health and Health Sciences. The degree can be completed with an additional thirty credits.

St. Clair College renewed the following agreements this year:

1. Business, Marketing and Accounting

Graduates of the Ontario College Diploma in Business, Marketing and Accounting with an overall GPA of 4.0 may be considered for admission to the Honours Bachelor of Commerce program with up to a maximum of sixty transfer credits.

Graduates of the Ontario College Diploma in Business, Marketing and Accounting with an overall GPA of 3.0 may be considered for admission to the Honours Bachelor of Commerce program with up to a maximum of forty-five transfer credits.

The in-class portion of these Nipissing University programs will be delivered at St. Clair College Main Campus. Other courses are delivered online.

2. Architectural Technology

Graduates of the Ontario College Advanced Diploma in Architectural Technology will be considered for admission to the Master of Architecture program at Boston Architectural College.

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

- Several advantages have been identified and will come to the forefront of ad messaging for billboards, print ads and digital ad versions where suited.
- The new Degree Pathways billboards will be posted the week of November 20, 2023, following our Open House on November 18, 2023.

- 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.
 - Blog posts for <https://discoverstclaircollege.ca/>.
 - 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 and the province.
- 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 \(stclaircollege.ca\)](https://stclaircollege.ca/Credit-Transfer-Pathway-Agreements)
- Targeted messaging has been implemented for the 2024-2025 recruitment campaign. The focus of targeted messaging will be on three core value propositions: affordability, real world, and relevant experience, and learning from faculty who work for future employers.



RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update as it pertains to Strategic Direction #1 – Academic Excellence – Continue to create academic pathways (college to college, college to university, university to college) and promote student pathways for heightened awareness, for information.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: NOVEMBER 28, 2023

RE: STRATEGIC DIRECTION UPDATE: COMMUNITY ENGAGEMENT (LEADERSHIP, COMMUNICATION AND PARTNERSHIP) – INCREASE/MONITOR COMMUNITY LOCAL IMPACT

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

AIM:

To provide the Board with an update on Strategic Directions (2023 – 2024). This update pertains to Strategic Direction #3 – Community Engagement (Leadership, Communication and Partnership), as it pertains to monitoring and increasing the College’s economic impact on its local community. Specific details include the following:

Goal	Objective	Measure	Target
Increase / Monitor Community Local Impact	Monitor and increase economic impact on local community.	Conduct annual research of community spending and impact.	Annually

BACKGROUND:

The College first engaged EMSI in 2018 to perform an economic value study. The study assessed the impact of the College on the regional economy and the benefits generated by the College for its main stakeholders: students, taxpayers, and society. The study reports on two main measures: economic impact and return on investment. The results of the 2018 study showed that the College has a significant positive impact on the business community in the regional economy and generates benefits in return for the investments made by students, taxpayers, and society.

The College had EMSI refresh the economic value study in 2019. This was done in response to the initial parameters outlined in the SMA3, as one of the ten metrics that would be included in performance/outcome-based funding envelope. As the SMA3 process progressed, the College determined that using the economic value study as a metric could present challenges when trying to minimize the risk of reduced performance/outcome-based funding. This is due to the lack of economic value data beyond two years, external data changes (i.e. census) that make year over year comparisons difficult and leads to a problematic allowable performance target set by the Ministry. That being said, the EMSI report provided supporting documentation for our Economic Impact of International Students metric.

The 2019 economic value study was presented to the Board of Governors on January 25, 2020. It showed strong improvement from the 2018 study on the economic impact and return on investment metrics. The College indicated it was committed to continuing with the study on an annual basis for the next five years (2024-25). An additional benefit of the study is that it allows the College to utilize the data when collaborating with community partners, as it assesses the College’s impact on the regional economy and the benefits generated by our main stakeholder groups.

In following through with its five-year commitment, the College had EMSI refresh the economic value study annually from 2020 to 2023. The 2020 to 2022 studies were given to the Board of Governors. Appendix A is attached that includes the 2023 study’s Executive Summary and Fact Sheet. While this report is useful in demonstrating the current value of St. Clair College, it is not intended for comparison with previous studies conducted by EMSI. Differences between study results year over year do not necessarily indicate comparative changes in the value of the College. It only reflects that there were changes in external data or the College’s data.

The College’s 2023 study showed the following results on the report’s metrics:

Measure	2023	2022	2021	2020
Operations Spending Impact	151.1	145.2	123.0	133.1
Student Spending Impact	22.3	18.7	8.2	25.6
Alumni Spending Impact	718.6	705.7	653.2	647.9
Total Jobs Supported	11,282	10,922	8,859	9,381
Investment – Students Gain	2.0	1.9	2.2	2.1
Investment – Taxpayers Gain	7.1	8.0	8.6	7.6
Investment – Society Gain	7.4	7.4	8.7	7.2

The improvement from 2022 to 2023 is due to the following:

- Operations Spending: The College’s operating budget increased as we continue our excellence in student service and support, enhance facilities and invest in staffing resources.

- Student Spending: The student headcount at the College increased over the prior year which inherently increased the level of student spending.
- Total Jobs Supported: Due to the increase in the operations and student spending, the College's total economic impact to the region improved which inherently increased the number of jobs supported.

The College continues to promote economic growth and impact to the Windsor-Essex and Chatham-Kent regions. The results of these studies were shared with our local municipal leaders and with the Ministry through the College's Annual Report.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #3 – Community Engagement (Leadership, Communication and Partnership), as it pertains to monitoring and increasing the College's economic impact on its local community, as information.



The Economic Value of St. Clair College of Applied Arts and Technology



S T. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY (SCC) creates value in many ways. The college plays a key role in helping students increase their employability and achieve their individual potential. It draws students to the region, generating new dollars and opportunities for Windsor & Chatham-Kent. SCC provides students with the education, training, and skills they need to have fulfilling and prosperous careers. Furthermore, SCC is a place for students to meet new people, increase their self-confidence, and promote their overall health and well-being.

SCC influences both the lives of its students and the regional economy. The college supports a variety of industries in Windsor & Chatham-Kent, serves regional businesses, and benefits the provincial government through increased tax revenues and public sector savings. The benefits created by SCC even extend to society as a whole in Ontario, which benefits from an expanded economy and improved quality of life.

This study measures the economic impacts created by SCC on the business community and the benefits the college generates in return for the investments made by its key stakeholder groups—students, taxpayers, and society. The following two analyses are presented:

 **Economic impact analysis**

 **Investment analysis**

All results reflect employee, student, and financial data, provided by the college, for fiscal year (FY) 2022-23. Impacts on the Windsor & Chatham-Kent economy are reported under the economic impact analysis and are measured in terms of added income. The returns on investment to students, taxpayers, and society in Ontario are reported under the investment analysis.



SCC influences both the lives of its students and the regional economy.

Economic impact analysis



SCC promotes economic growth in Windsor & Chatham-Kent through its direct expenditures and the resulting expenditures of students and regional businesses. The college serves as an employer and buyer of goods and services for its day-to-day operations. The college's activities attract students from outside Windsor & Chatham-Kent, whose expenditures benefit regional vendors. In addition, SCC is a primary source of post-secondary education to Windsor & Chatham-Kent residents and a supplier of trained workers to regional industries, enhancing overall productivity in the regional workforce.

Operations spending impact



SCC adds economic value to Windsor & Chatham-Kent as an employer of regional residents and a large-scale buyer of goods and services. In FY 2022-23, the college employed faculty and staff equivalent to 895 full-time employees, all of whom lived in Windsor & Chatham-Kent. Total payroll at SCC was \$98.2 million, much of which was spent in the region for groceries, mortgage and rent payments, dining out, and other household expenses. In addition, the college spent \$144.2 million on day-to-day expenses related to facilities, supplies, and professional services.

SCC's day-to-day operations spending added \$151.1 million in income to the region during the analysis year. This figure represents the college's payroll, the multiplier effects generated by the in-region spending of the college and its employees, and a downward adjustment to account for funding that the college received from regional sources. The \$151.1 million in added income is equivalent to supporting 1,658 jobs in the region.

Student spending impact



Around 44% of credit students, including international students, attending SCC originated from outside the region in FY 2022-23, and many of these students relocated to Windsor & Chatham-Kent to attend SCC. These students may not have come to the region if the college did not exist. In addition, some in-region students, referred to as retained students, would have left Windsor & Chatham-Kent if not for the existence of SCC. While attending the college, these relocated and retained students spent money on groceries, accommodation, transportation, and other household expenses. This spending generated \$22.3 million in added income for the regional economy in FY 2022-23, which supported 495 jobs in Windsor & Chatham-Kent.

Impacts created by SCC in FY 2022-23



Operations spending impact

\$151.1 million

+



Student spending impact

\$22.3 million

+



Alumni impact

\$718.6 million



Total economic impact

\$891.9 million

OR

Jobs supported

11,282

Impact of international students

International students are an important part of the SCC community. In FY 2022-23, SCC served 4,587 international students, the majority of whom relocated to Windsor & Chatham-Kent. These students brought new money to the regional economy through their spending on housing, food, and other living expenses. International student spending in FY 2022-23 generated \$16.2 million in added income for the regional economy.

It is estimated that 50% of international students remain in the region after finishing their time at SCC. Today, thousands of these students are employed in Windsor & Chatham-Kent, receiving higher earnings and increasing the productivity of the businesses that employ them. In FY 2022-23, these active alumni generated \$222.3 million in added income for the economy.

Alumni impact



The education and training SCC provides for regional residents has the greatest impact. Since its establishment, students have studied at SCC and entered the regional workforce with greater knowledge and new skills. Today, thousands of former SCC students are employed in Windsor & Chatham-Kent. As a result of their SCC educations, the students receive higher earnings and increase the productivity of the businesses that employ them. In FY 2022-23, SCC alumni generated \$718.6 million in added income for the regional economy, which is equivalent to supporting 9,129 jobs.

Total impact

SCC added \$891.9 million in income to the Windsor & Chatham-Kent economy during the analysis year, equal to the sum of the operations spending impact, the student spending impact, and the alumni impact. For context, the \$891.9 million impact was equal to approximately 3.0% of the total gross regional product (GRP) of Windsor & Chatham-Kent. This contribution that the college provided on its own is nearly as large as the entire wholesale trade industry in the region.

SCC's total impact can also be expressed in terms of jobs supported. The \$891.9 million impact supported 11,282 regional jobs, using the jobs-to-sales ratios specific to each industry in the region. This means that one out of every 26 jobs in Windsor & Chatham-Kent is supported by the activities of SCC and its students. In addition, the \$891.9 million, or 11,282 supported jobs, stemmed from different industry sectors. Among non-education industry sectors, SCC's activity and alumni in the healthcare & social assistance sector supported 2,044 jobs in FY 2022-23. These are impacts that would not have been generated without the college's presence in Windsor & Chatham-Kent.

Top industry impacts (jobs supported)



One out of every 26 jobs in Windsor & Chatham-Kent is supported by the activities of SCC and its students.



An investment analysis evaluates the costs associated with a proposed venture against its expected benefits. If the benefits outweigh the costs, then the investment is financially worthwhile. The analysis presented here considers SCC as an investment from the perspectives of students, taxpayers, and society in Ontario.

Student perspective



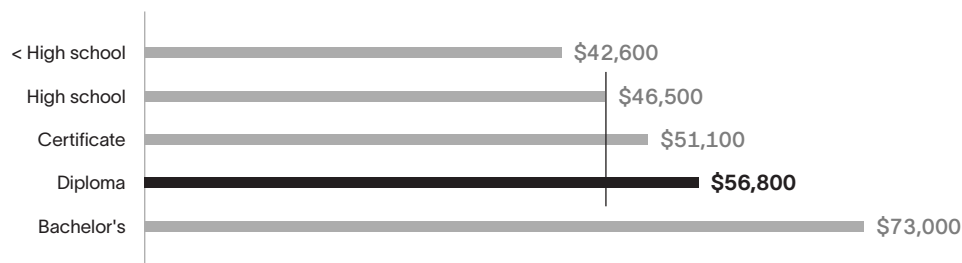
In FY 2022-23, SCC served 12,571 credit and 999 non-credit students. In order to attend the college, the students paid for tuition, fees, books, and supplies. Additionally, students gave up money they would have otherwise earned had they been working instead of attending college. The total investment made by SCC's students in FY 2022-23 amounted to a present value of \$329.9 million, equal to \$173.5 million in out-of-pocket expenses and \$156.4 million in forgone time and money.

In return for their investment, SCC's students will receive a stream of higher future earnings that will continue to grow throughout their working lives. For example, the average SCC diploma graduate from FY 2022-23 will see an increase in earnings of \$10,300 each year compared to a person with a high school diploma or equivalent working in Ontario. Over a working lifetime, the benefits of the diploma over a high school diploma will amount to an undiscounted value of \$432.6 thousand in higher earnings per graduate. Altogether, SCC's FY 2022-23 students will receive \$643.7 million in higher future earnings over their working lives, as a result of their education and training at SCC.

The students' benefit-cost ratio is 2.0. In other words, for every dollar students invest in SCC, in the form of out-of-pocket expenses and forgone time and money, they will receive a cumulative value of \$2.00 in higher future earnings. Annually, the students' investment in SCC has an average annual internal rate of return of 13.9%.



The average diploma graduate from SCC will see an increase in earnings of **\$10,300** each year compared to a person with a high school diploma or equivalent working in Ontario.



Source: Derived from data supplied by Statistics Canada and the Lightcast CRIO model.

Taxpayer perspective



SCC generates more in tax revenue than it takes. These benefits to taxpayers consist primarily of taxes that the provincial government will collect from the added revenue created in the province. As SCC students earn more, they will make higher tax payments throughout their working lives. Students' employers will also make higher tax payments as they increase their output and purchases of goods and services. By the end of the FY 2022-23 students' working lives, the provincial government will have collected a present value of \$380.5 million in added tax revenue.

Benefits to taxpayers also consist of savings generated by the improved lifestyles of SCC students and the corresponding reduced government services. Education is statistically correlated with a variety of lifestyle changes. Students' SCC educations will generate savings in three main categories: 1) health-care, 2) crime, and 3) income assistance. Improved health will lower students' demand for health care services. In addition, students will be less likely to interact with the criminal justice system, resulting in a reduced demand for law enforcement and reduced victim costs. SCC students will be more employable, so their reduced demand for income assistance such as welfare and unemployment benefits will benefit taxpayers. For a list of study references, contact the college for a copy of the main report. Altogether, the present value of the benefits associated with a SCC education will generate \$14.6 million in savings to provincial taxpayers.

Total taxpayer benefits amount to \$395.1 million, the present value sum of the added taxes and public sector savings. Taxpayer costs are \$55.6 million, equal to the amount of provincial government funding SCC received in FY 2022-23. These benefits and costs yield a benefit-cost ratio of 7.1. This means that for every dollar of public money invested in SCC in FY 2022-23, taxpayers will receive a cumulative value of \$7.10 over the course of the students' working lives. The average annual internal rate of return for taxpayers is 51.6%, which compares favorably to other long-term investments in the public and private sectors.

For every dollar of public money invested in SCC, taxpayers will receive a cumulative value of **\$7.10** over the course of the students' working lives.

Social perspective



Society as a whole in Ontario benefits from the presence of SCC in two major ways. Primarily, society benefits from an increased economic base in the province. This is attributed to higher student earnings and increased business output, which raise economic prosperity in Ontario.

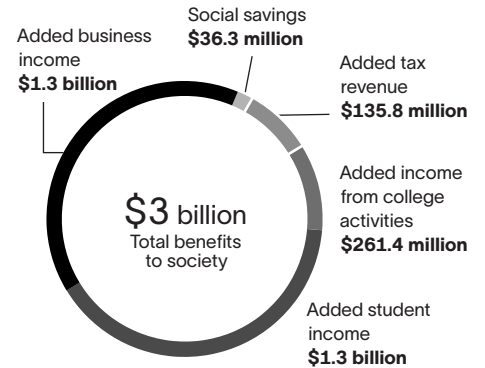
Benefits to society also consist of the savings generated by the improved lifestyles of SCC students. As discussed in the previous section, education is statistically correlated with a variety of lifestyle changes that generate social savings. Note that these costs are avoided by the consumers but are distinct from the costs avoided by the taxpayers outlined above. Healthcare savings include avoided medical costs associated with

smoking, alcohol dependence, obesity, and mental illness. Crime savings include reduced criminal justice system expenditures, lower victim costs, and increased productivity of individuals who are working rather than spending time in custody. Income assistance savings include the reduced demand for employment insurance benefits and employment-related social assistance. For a list of study references, contact the college for a copy of the main report.

Altogether, the social benefits of SCC equal a present value of \$3 billion. These benefits include \$3 billion in added income through students' increased lifetime earnings and increased business output, as well as \$36.3 million in social savings related to health, crime, and income assistance in Ontario. People in Ontario invested a present value total of \$409.6 million in SCC in FY 2022-23. These costs include all college and student costs.

The benefit-cost ratio for society is 7.4, equal to the \$3 billion in benefits divided by the \$409.6 million in costs. In other words, for every dollar invested in SCC, people in Ontario will receive a cumulative value of \$7.40 in benefits. The benefits of this investment will occur for as long as SCC's FY 2022-23 students remain employed in the provincial workforce.

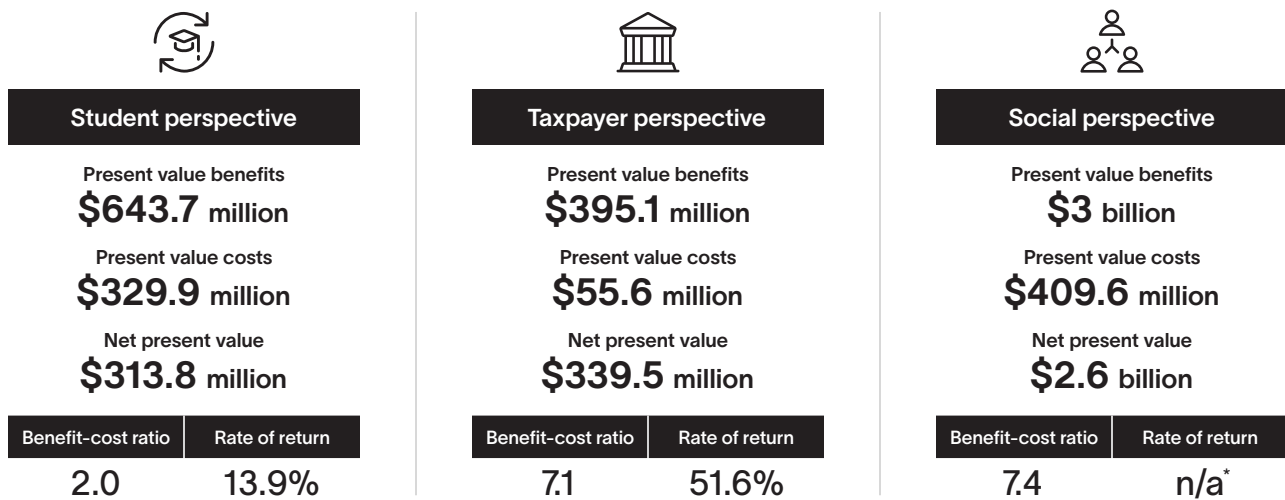
Social benefits in Ontario from SCC



Source: Lightcast impact model.

Summary of investment analysis results

The results of the analysis demonstrate that SCC is a strong investment for all three major stakeholder groups—students, taxpayers, and society. As shown, students receive a great return for their investments in a SCC education. At the same time, taxpayers' investment in SCC returns more to government budgets than it costs and creates a wide range of social benefits throughout Ontario.



* The rate of return is not reported for the social perspective because the beneficiaries are not necessarily the same as the original investors.

Conclusion

The results of this study demonstrate that SCC creates value from multiple perspectives. The college benefits regional businesses by increasing consumer spending in the region and supplying a steady flow of qualified, trained workers to the workforce. SCC enriches the lives of students by raising their lifetime earnings and helping them achieve their individual potential. The college benefits provincial taxpayers through increased tax receipts and a reduced demand for government-supported social services. Finally, SCC benefits society as a whole in Ontario by creating a more prosperous economy and generating a variety of savings through the improved lifestyles of students.



About the study

Data and assumptions used in the study are based on several sources, including the FY 2022-23 academic and financial reports from SCC, industry and employment data from Statistics Canada, outputs of Lightcast's Canadian Regional Input-Output model, and a variety of studies and surveys relating education to social behaviour. The study applies a conservative methodology and follows standard practice using only the most recognized indicators of investment effectiveness and economic impact. For a full description of the data and approach used in the study, please contact SCC for a copy of the main report.

The results of this study demonstrate that SCC creates value from **multiple perspectives.**



Lightcast is a labour market analytics firm that integrates data from a wide variety of sources to serve professionals in postsecondary education, economic development, workforce development, talent acquisition, and site selection. Lightcast is a leading provider of economic impact studies and labour market data to educational institutions in Canada, the U.S. and internationally. Since 2000, Lightcast has completed over 2,800 economic impact studies for institutions across three countries. For more information about Lightcast's products and services, visit lightcast.io/solutions/education.

The Economic Value of St. Clair College of Applied Arts and Technology



St. Clair College of Applied Arts and Technology (SCC) creates a significant positive impact on the business community and generates a return on investment to its major stakeholder groups—students, taxpayers, and society. Using a two-pronged approach that involves an economic impact analysis and an investment analysis, this study calculates the benefits received by each of these groups. Results of the analysis reflect fiscal year (FY) 2022-23.



Economic impact analysis

In FY 2022-23, SCC added **\$891.9 million** in income to the Windsor & Chatham-Kent economy, a value approximately equal to **3.0%** of the region's total gross regional product (GRP). Expressed in terms of jobs, SCC's impact supported **11,282** regional jobs. For perspective, the activities of SCC and its students support **one out of every 26 jobs** in Windsor & Chatham-Kent.

Operations spending impact

- SCC employed 895 full-time equivalent (FTE) employees in FY 2022-23. Payroll amounted to \$98.2 million, much of which was spent in the region for groceries, mortgage and rent payments, dining out, and other household expenses. The college spent another \$144.2 million on day-to-day expenses related to facilities, supplies, and professional services.

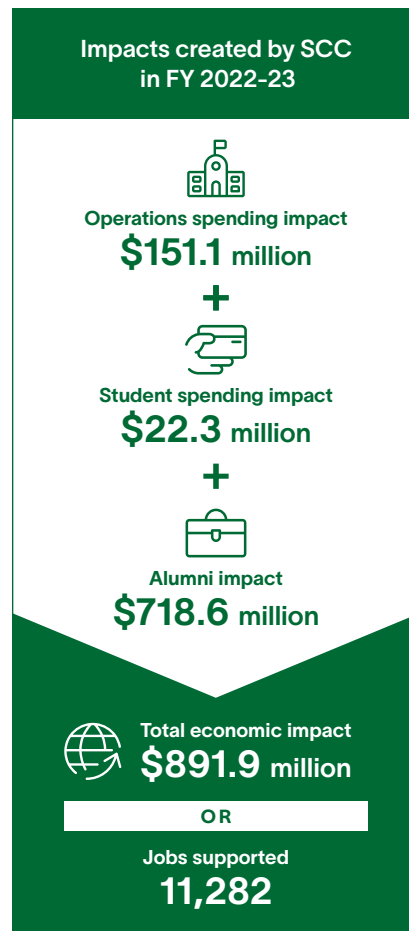
- The net impact of the college's operations spending added **\$151.1 million** in income to the regional economy.

Student spending impact

- Around 44% of credit students attending SCC originated from either outside the region or outside Canada in FY 2022-23, and many of these students relocated to Windsor & Chatham-Kent to attend SCC. In addition, a number of local students would have left the region if not for SCC.
- These students spent money on groceries, mortgage and rent payments, and so on at regional businesses. This spending in FY 2022-23 added **\$22.3 million** in income to the Windsor & Chatham-Kent economy. Of this impact, **\$16.2 million** is attributable to international students who relocated to Windsor & Chatham-Kent to attend SCC.

Alumni impact

- Over the years, students have studied at SCC and entered or re-entered the workforce with newly-acquired knowledge and skills. Today, thousands of these former students are employed in Windsor & Chatham-Kent.
- The net impact of SCC's former students currently employed in the regional workforce amounted to **\$718.6 million** in added income in FY 2022-23. Of this impact, **\$222.3 million** is attributable to former international students working in Windsor & Chatham-Kent.



Investment analysis

Student perspective

- SCC's FY 2022-23 students paid a present value of **\$173.5 million** to cover the cost of tuition, fees, and supplies. They also forwent **\$156.4 million** in money that they would have earned had they been working instead of attending college.
- In return for their investment, students will receive **\$643.7 million** in increased earnings over their working lives. This translates to a return of **\$2.00** in higher future earnings for every dollar students invest in their education. Students' average annual rate of return is **13.9%**.

Taxpayer perspective

- Provincial taxpayers provided SCC with **\$55.6 million** of funding in FY 2022-23. In return, they will benefit from added tax revenue, stemming from students' higher lifetime earnings and increased business output, amounting to **\$380.5 million**. A reduced demand for government-funded services in Ontario will add another **\$14.6 million** in benefits to taxpayers.



- For every dollar of public money invested in SCC, taxpayers will receive **\$7.10** in return, over the course of students' working lives. The average annual rate of return for taxpayers is **51.6%**.

Social perspective

- In FY 2022-23, society in Ontario invested **\$409.6 million** to support SCC, including all student and all college costs. In turn, the Ontario economy will grow by **\$3 billion**, over the course of students' working lives. Society will also benefit from **\$36.3 million** in present value social savings related to reduced crime, reduced demand for income assistance, and increased health and well-being across the province.
- For every dollar invested in SCC in FY 2022-23, people in Ontario will receive **\$7.40** in return, for as long as SCC's FY 2022-23 students remain active in the provincial workforce.





TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: NOVEMBER 28, 2023

RE: STRATEGIC DIRECTIONS UPDATE – HUMAN RESOURCES (STAFF DEVELOPMENT, EFFICIENCY, EFFECTIVENESS AND WELLNESS) – DEVELOPMENT OF HUMAN RESOURCES – STAFF WELLNESS

SECTOR: HUMAN RESOURCES, SAFETY, SECURITY AND FACILITIES MANAGEMENT – JOE SIRIANNI, VICE PRESIDENT

AIM:

To provide the Board of Governors with an update on the Strategic Directions (2023 – 2024). This update is related to Strategic Direction #4 – Human Resources (Staff Development, Efficiency, Effectiveness and Wellness) regarding monitoring institutional WSIB lost sick time.

Goal	Objective	Measure	Target
Development of Human Resources.	Staff wellness.	Monitoring institutional WSIB lost sick time.	November 2023

BACKGROUND:

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

Date	Total WSIB Claims
Aug 1, 2020 to July 31, 2021	16 Claims
Aug 1, 2021 to July 31, 2022	9 Claims
Aug 1, 2022 to July 31, 2023	7 Claims

In the academic year 2023 (Aug 1, 2022 to July 31, 2023) St. Clair College realized a reduction in WSIB claims of 2 claims from last year. These 7 WSIB claims resulted in 4 lost time days which is a decrease of 95 lost time days year over year.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction # 4 – Human Resources (Staff Development, Efficiency, Effectiveness and Wellness) as it pertains to staff wellness by monitoring institutional WSIB to reduce claims, for information.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: NOVEMBER 28, 2023

**RE: FINANCIAL MONITORING REPORT:
2023-24 MID-YEAR BUDGET REPORT**

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

AIM:

To obtain Board approval for the 2023-24 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.

The attached proposed 2023-24 Mid-Year Budget Report incorporates the following:

1. Statement of Operations Budget.
2. Statement of Financial Position Projection.
3. Non-Committed Cash Projection.
4. Financial Sustainability Metrics.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve the 2023-24 Mid-Year Budget Report.

STATEMENT OF OPERATIONS BUDGET

EXECUTIVE SUMMARY (Schedule I)

The purpose of the mid-year budget is to review our financial plan based on six months activity and to project whether the planned year-end results will be achieved without significant adjustments to operations. If adjustments are required, appropriate action steps are developed as part of the review process.

The 2023-24 budget approved by the Board on March 28, 2023 provided for a surplus position of \$37,924,022. At that meeting, Administration provided the Board with an update on the ongoing budget pressures and risks.

Administration continues to move forward with capital expenditures and operational requirements within the framework of the current Strategic Directions. Based on the mid-year review analysis, the College is projecting a surplus position of \$52,113,848 at March 31, 2024, which is \$14,189,826 higher than the original budget surplus position.

The revised projection for total operating and ancillary revenue for 2023-24 is \$336,774,926, representing an increase of \$34,759,105 or 12% over the original budget of \$302,015,821.

The revised projection for total operating and ancillary expenditures for 2023-24 is \$284,661,078 representing an increase of \$20,569,278 or 8% over the original budget of \$264,091,799.

CHANGES TO REVENUE (Schedule II)

Overall, revenues increased by \$34,759,105 or 12% over the original budget. The following highlights compare the original budget approved by the Board to some of the major changes in revenue:

- Total MCU Operating Grants decreased by \$935,765 or 2% over the original budget, primarily due to an increase in the Ministry's International Student Recovery program because of higher international student enrolment than planned.
- Total Contract Income increased by \$2,076,036 or 26% over the original budget due to the following:
 - Increase in the Apprenticeship Grant of \$1,032,217 due to higher participation relative to the funded seat plan.
 - Increase in Other due to \$596,500 of additional wrap-up funding related to the accelerated Personal Support Worker program.

- Total Tuition revenue increased by \$19,585,873 or 11% over the original budget due to the following:
 - Increase in the Domestic Tuition revenue budget of \$1,503,042 due to higher enrolment. The current year's Fall semester Day 10 enrolment totaled 6,966 full-time domestic students compared to a budget assumption of 6,594 students. Domestic Tuition revenue is subject to adjustments for dismissals, withdrawals, and new students enrolling in the Winter semester.
 - Increase in the International Tuition revenue budget of \$9,898,561 due to higher enrolment. The current year's Fall semester Day 10 enrolment totaled 5,269 full-time international students compared to a budget assumption of 4,279. International Tuition revenue is subject to adjustments for dismissals, withdrawals, student VISA denials, immigration matters, and new students enrolling in the Winter semester.
 - Increase in the PCPP Tuition revenue budget of \$7,785,472 due to higher enrolment. The current year's Fall semester Day 10 enrolment totaled 3,903 full-time PCPP international students compared to a budget assumption of 3,500. PCPP Tuition revenue is subject to adjustments for dismissals, withdrawals, student VISA denials, immigration matters, and new students enrolling in the Winter semester.
- Total "Other" income increased by \$12,880,581 or 20% over the original budget due to the following:
 - Increase in Interest Income of \$5,224,659 due to significant increases in the Bank of Canada's policy interest rate.
 - Increase in PCPP Fee-for-Service of \$3,219,212 due to higher enrolment.
 - Increase in Divisional Income of \$4,030,729 primarily due to higher fees collected relating to PCPP ancillary fees and international student health and dental benefit fees due to higher enrolment.

CHANGES IN EXPENDITURES (Schedule III)

Overall, expenditures increased by \$20,569,278 or 8% over the original budget. The following highlights compare the original budget approved by the Board to some of the major changes in expenditures:

- Total Salaries & Benefits increased by \$4,497,539 or 5%. The increase is primarily due to the retroactive and in-year payments related to the Bill 124 November 2022 ruling by the Ontario Superior Court.

- Total Non-Salary Expenditures increased by \$15,312,251 or 10%. The increase is primarily due to the following:
 - Increase in Contracted Educational Services of \$8,693,971 due to higher enrolment than planned at the Toronto Campuses, and flowing the applicable funds to Ace Acumen.
 - Increase in Contracted Services Other of \$3,024,959 due to higher agent commissions because of higher international student enrolment.
 - Increase in Insurance of \$1,076,913 due to higher health and dental benefit premiums as a result of higher international and PCPP student enrolment.

Administration continues its on-going efforts of managing expenditures to achieve the overall expenditures budget.

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

The Ancillary Operations overall original budget surplus of \$544,938 has increased by \$392,892 to a mid-year budget surplus of \$937,830. This is due to adjustments to the revenue forecasts for the St. Clair College Centre for the Arts take out operation and the College's Parking operation.

PLANNING FOR 2024-25

The results of this mid-year review will be incorporated into our planning for 2024-25. We will continue to inform the Board as new information is available and our plans are developed.

SCHEDULE I

St. Clair College of Applied Arts and Technology Statement of Operations Summary: 2023-24				
	A Original Budget \$	B Mid-Year Review \$	B - A Variance \$	
<u>REVENUE</u>				
MCU Operating Grants	41,744,021	40,808,256	(935,765)	
Contract Income	7,848,953	9,924,989	2,076,036	
Tuition	176,005,698	195,591,571	19,585,873	
Other	64,460,876	77,341,457	12,880,581	
Total Operating Revenue	290,059,548	323,666,273	33,606,725	
Total Ancillary Revenue	11,956,273	13,108,653	1,152,380	
TOTAL REVENUE	302,015,821	336,774,926	34,759,105	12%
<u>EXPENDITURES</u>				
Salaries & Benefits	96,954,094	101,451,633	4,497,539	
Non-Salary	155,726,371	171,038,622	15,312,251	
Total Operating Expenditures	252,680,464	272,490,255	19,809,790	
Total Ancillary Expenditures	11,411,335	12,170,823	759,488	
TOTAL EXPENDITURES	264,091,799	284,661,078	20,569,278	8%
TOTAL SURPLUS / (DEFICIT)	37,924,022	52,113,848	14,189,826	37%

SCHEDULE II

St. Clair College of Applied Arts and Technology				
Statement of Revenue: 2023-24				
	A	B	B - A	
	Original	Mid-Year	Variance	
REVENUE	Budget	Review		
	\$	\$	\$	
Enrolment Based Envelope: see note 1	19,937,255	14,608,346	(5,328,909)	
Differentiation Envelope: see note 2	24,696,435	30,122,995	5,426,560	
Special Purpose / Other Grants: see note 3	(2,889,669)	(3,923,085)	(1,033,416)	
Total MCU Operating Grants	41,744,021	40,808,256	(935,765)	-2%
Apprenticeship	4,110,920	5,143,137	1,032,217	
Literacy & Basic Skills	1,376,172	1,380,172	4,000	
School College Work Initiative	1,713,876	2,060,033	346,157	
Second Career	95,541	122,795	27,254	
Other: see note 4	552,445	1,218,852	666,407	
Total Contract Income	7,848,953	9,924,989	2,076,036	26%
Post Secondary - Domestic	22,627,719	24,130,761	1,503,042	
Post Secondary - International	82,322,062	92,220,623	9,898,561	
Post Secondary - PCPP	69,674,417	77,459,889	7,785,472	
Continuing Education	1,381,500	1,780,298	398,798	
Total Tuition	176,005,698	195,591,571	19,585,873	11%
Interest Income	13,217,400	18,442,059	5,224,659	
Contract Training	493,783	493,783	-	
International Projects	210,000	305,544	95,544	
PCPP Fee-for-Service	23,868,110	27,087,322	3,219,212	
Other: see note 5	2,982,013	3,362,039	380,026	
Divisional Income	17,432,737	21,463,466	4,030,729	
Amortization of DCC	6,256,833	6,187,244	(69,589)	
Total Other	64,460,876	77,341,457	12,880,581	20%
Total Revenue Before Ancillary	290,059,548	323,666,273	33,606,725	
Ancillary Revenue	11,956,273	13,108,653	1,152,380	10%
TOTAL REVENUE	302,015,821	336,774,926	34,759,105	12%

SCHEDULE III

St. Clair College of Applied Arts and Technology Statement of Expenditures: 2023-24				
	A Original Budget \$	B Mid-Year Review \$	B - A Variance \$	
EXPENDITURES				
Administrative: Full-Time	8,618,405	8,724,413	106,008	
Administrative: Part-Time	2,597,587	2,976,273	378,686	
Faculty: Full-Time	34,227,675	35,901,287	1,673,612	
Faculty: Part-Time	13,799,549	14,214,779	415,230	
Support: Full-Time	15,272,530	15,352,472	79,942	
Support: Part-Time	5,413,874	6,336,820	922,946	
Fringe Benefits	17,024,474	17,945,589	921,115	
Total Salaries & Benefits	96,954,094	101,451,633	4,497,539	5%
Advertising	2,885,989	3,157,828	271,839	
Contracted Cleaning Service	3,655,136	3,780,490	125,354	
Contracted Educational Services	73,620,296	82,314,267	8,693,971	
Contracted Services Other	19,464,644	22,489,603	3,024,959	
Equipment Maintenance & Repairs	4,474,848	4,298,771	(176,077)	
Equipment Rentals	2,971,236	3,013,093	41,857	
Instructional Supplies	5,763,425	6,641,896	878,471	
Insurance	6,517,536	7,594,449	1,076,913	
Janitorial & Maintenance Supplies	613,100	721,328	108,228	
Memberships & Dues	771,901	837,394	65,493	
Municipal Taxes	705,804	733,629	27,825	
Office Supplies	703,648	957,008	253,360	
Premise Rental	2,713,562	2,692,667	(20,895)	
Professional Development	577,700	599,415	21,715	
Security Services	2,711,500	2,830,200	118,700	
Stipends & Allowances & Scholarships	567,500	1,029,217	461,717	
Student Assistance: 30% Tuition	1,750,000	1,550,000	(200,000)	
Travel	1,026,820	935,224	(91,596)	
Utilities	4,546,500	4,671,614	125,114	
Other: see note 6	6,216,777	6,519,861	303,084	
Amortization	13,468,449	13,670,668	202,219	
Total Non-Salary Expenditures	155,726,371	171,038,622	15,312,251	10%
Total Operating Expenditures	252,680,464	272,490,255	19,809,790	8%
Ancillary Expenditures	11,411,335	12,170,823	759,488	7%
TOTAL EXPENDITURES	264,091,799	284,661,078	20,569,278	8%

SCHEDULE IV A

St. Clair College of Applied Arts and Technology				
Statement of Ancillary Operations: 2023-24				
	A	B	B - A	
	Original	Mid-Year	Variance	
	Budget	Review		
	\$	\$	\$	
<u>Ancillary: Revenue</u>				
Beverage Supplier	62,000	62,000	-	
Bookstore - Windsor & Chatham	190,000	190,000	-	
IRCDSS Special Events & Projects	144,000	144,000	-	
Lockers Administration	34,700	41,000	6,300	
Parking Lots	1,600,000	2,086,000	486,000	
Residence - Windsor	3,568,908	3,543,250	(25,658)	
St. Clair College Centre for the Arts	4,086,665	4,722,403	635,738	
Varsity Sports	1,645,000	1,645,000	-	
Sports Park	200,000	200,000	-	
Woodland Hills Golf Course	425,000	475,000	50,000	
Total Revenue	11,956,273	13,108,653	1,152,380	10%
<u>Ancillary: Expense</u>				
Green Giants	-	-	-	
IRCDSS Special Events & Projects	125,000	125,000	-	
Parking Lots	1,779,316	1,863,834	(84,518)	
Residence - Windsor	2,411,897	2,409,361	2,536	
Residence - Chatham	132,695	152,695	(20,000)	
Residence - GEM	-	63,500	(63,500)	
St. Clair College Centre for the Arts	4,039,325	4,424,954	(385,629)	
Varsity Sports	2,360,101	2,483,479	(123,378)	
Sports Park	200,000	285,000	(85,000)	
Woodland Hills Golf Course	363,000	363,000	-	
Total Expenditures	11,411,335	12,170,823	(759,488)	-7%

SCHEDULE IV B

St. Clair College of Applied Arts and Technology			
Statement of Ancillary Operations Surplus/(Deficit): 2023-24			
	A	B	B - A
	Original	Mid-Year	Variance
	Budget	Review	
	\$	\$	\$
Beverage Supplier: Revenue	62,000	62,000	-
Bookstore - Windsor & Chatham: Revenue	190,000	190,000	-
Lockers Administration: Revenue	34,700	41,000	6,300
IRCDSS Special Events & Projects: Revenue	144,000	144,000	-
IRCDSS Special Events & Projects: Expenditures	125,000	125,000	-
	19,000	19,000	-
Parking Lots: Revenue	1,600,000	2,086,000	486,000
Parking Lots: Expenditures	1,779,316	1,863,834	84,518
	(179,316)	222,166	401,482
Residence - Windsor: Revenue	3,568,908	3,543,250	(25,658)
Residence - Windsor: Expenditures	2,411,897	2,409,361	(2,536)
	1,157,011	1,133,889	(23,122)
Residence - Chatham: Expenditures	132,695	152,695	20,000
Residence - GEM: Expenditures	-	63,500	63,500
St. Clair College Centre for the Arts: Revenue	4,086,665	4,722,403	635,738
St. Clair College Centre for the Arts: Expenditures	4,039,325	4,424,954	385,629
	47,340	297,449	250,109
Varsity Sports: Revenue	1,645,000	1,645,000	-
Varsity Sports: Expenditures	2,360,101	2,483,479	123,378
	(715,101)	(838,479)	(123,378)
Sports Park: Revenue	200,000	200,000	-
Sports Park: Expenditures	200,000	285,000	85,000
	-	(85,000)	(85,000)
Woodland Hills Golf Course: Revenue	425,000	475,000	50,000
Woodland Hills Golf Course: Expenditures	363,000	363,000	-
	62,000	112,000	50,000
Total Revenue	11,956,273	13,108,653	1,152,380
Total Expenditures	11,411,335	12,170,823	759,488
Surplus/(Deficit)	544,938	937,830	392,892

Notes: Revenues & Expenditures

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

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

Note 3 **REVENUE: Other MCU Grants**
Accessibility Funding
Child and Youth Mental Health
Clinical Education / Nursing Expansion
Collaborative Nursing
International Student Recovery
Mental Health Worker and Services
Municipal Taxes

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

Note 5 **REVENUE: Other**
Administration Fees
Apprenticeship Classroom Fees
Credit Transfer Fees
In-Service Teacher Training
Gain/Loss on Sale of Assets
Graduation Fees
Miscellaneous Income
Termination Gratuities
Unrestricted Donations

Note 6 **EXPENDITURES: Other**

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

STATEMENT OF FINANCIAL POSITION PROJECTION

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

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

	3/31/2023	6/27/2023	11/28/2023
	Actuals	Original Budget	Mid-Year Review
	2022-23	2023-24	2023-24
1 Assets	576,436	605,341	594,881
11 Cash and Cash Equivalents	83,321	61,882	84,484
12 Accounts Receivable	10,156	10,156	10,156
14 Other Current Assets	245,635	261,885	227,333
15 CIP	2,514	12,180	12,695
16 Tangible Capital Assets	414,940	444,314	447,191
161 Land	6,075	6,075	6,075
162 Site Improvements	24,643	27,892	30,914
163 Building	278,180	295,658	295,530
164 Furniture and Equipment	100,376	109,023	109,006
169 Other TCA	5,667	5,667	5,667
17 Tangible Capital Asset Accumulated Amortization	(196,690)	(210,158)	(210,361)
172 AA Site Improvements	(11,827)	(13,345)	(13,733)
173 AA Building	(93,460)	(100,435)	(100,235)
174 AA Furniture and Equipment	(86,566)	(91,047)	(91,061)
179 AA Other TCA	(4,837)	(5,332)	(5,332)
18 Long-Term Receivable	-	-	-
19 Investments and Other Long-Term Assets	16,559	25,082	23,382
2 Liabilities	337,029	337,373	325,034
21 Bank Indebtedness	-	-	-
22 Accounts Payable and Accrued Liabilities	41,337	41,337	41,448
221 Accounts Payable and Accrued Liabilities	39,300	39,300	39,300
222 Accrued Interest	-	-	-
223 Current Portion of Long-Term Liabilities	2,037	2,037	2,148
23 Deferred Revenue	138,994	138,994	113,741
231 Deferred Revenue	7,204	7,204	7,204
232 Deferred Tuition Revenue	131,790	131,790	106,537
24 Restricted Contribution	1,881	6,404	17,881
25 Deferred Capital Contributions	128,857	126,715	128,152
26 Capital Lease	-	-	-
27 Debt	21,385	19,347	19,236
29 Other Long Term Liabilities	4,576	4,576	4,576
3 Net Assets	239,407	267,968	269,847
31 Unrestricted Net Assets	32,410	23,495	8,191
32 Internally Restricted Net Assets	123,141	129,418	138,439
33 Investment in Capital Assets	68,486	92,686	100,630
36 Restricted Contributions	-	-	-
37 Endowments	15,370	22,370	22,587
38 Accumulated Re-measurement Gain & Losses	-	-	-
Assets - Liabilities - Net Assets	-	-	-

NON-COMMITTED CASH PROJECTION

The intent of this report is to provide the Board with an indication of our 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 funds being allocated towards internally restricted reserves and the St. Clair College Foundation.

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

	Orig. Budget 2023-24 \$	MYR 2023-24 \$	Variance \$
Unrestricted Net Assets, Prior Year ⁽¹⁾	6,669	32,410	25,741
Operating			
Budget Surplus	37,924	52,114	14,190
Amortization (net)	7,212	7,483	272
Adjusted Budget Surplus	45,136	59,597	14,462
Capital			
Grant Revenues	4,115	4,760	645
Grant Expenditures	(4,115)	(4,760)	(645)
Funded by Unrestricted Reserves	(9,000)	(9,900)	(900)
Asset Retirement Obligation Adjustment	-	-	-
Net Outlay for Capital	(9,000)	(9,900)	(900)
Debt			
Repayment of Long-Term Debt	(2,037)	(2,148)	(111)
Proceeds from Long-Term Debt	-	-	-
Net Change in Long-Term Debt	(2,037)	(2,148)	(111)
iii. Other:			
Internally Restricted Reserves (net)	(13,973)	(48,768)	(34,795)
Contribution to Foundation	(7,000)	(23,000)	(16,000)
Net Change in Other	(20,973)	(71,768)	(50,795)
Unrestricted Net Assets, End of Year	19,794	8,191	(11,603)
Unrestricted Net Assets Adjustment⁽¹⁾	(4,711)	(3,198)	1,513
Non-Committed Cash Projection	15,083	4,993	(10,090)

⁽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

The intent of this report is to provide the Board with an estimate of the 2023-24 Ministry of Colleges and Universities Financial Health Indicators, based on information known when the Mid-Year Budget was developed.

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

		Actual	3/28/2023 Orig. Budget	11/28/2023 MYR
		<u>3/31/2023</u>	<u>3/31/2024</u>	<u>3/31/2024</u>
Annual Surplus / Deficit	greater than \$0	\$ 37,618,486	\$ 37,924,022	\$ 52,113,848
Accumulated Surplus / Deficit	greater than \$0	\$ 224,036,791	\$ 244,030,725	\$ 247,260,402
Quick Ratio	greater than 1	8.19	6.16	7.77
Debt to Asset Ratio	less than 35%	12.01%	13.23%	11.40%
Debt Servicing Ratio	less than 3%	0.78%	0.67%	0.64%
Net Assets to Expense Ratio	greater than 60%	138.18%	139.93%	131.88%
Net Income to Revenue Ratio	greater than 1.5%	12.84%	12.56%	15.47%
Number of Flags		0	0	0

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: NOVEMBER 28, 2023

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

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

AIM:

To provide the Board with a “Business Plan Accrual Budget Template – Ministry of Colleges and Universities Format” (Pro-Forma Financial Statements) for the period ending March 31, 2024.

BACKGROUND:

The intent is to provide the readers of the submission with an indication of our projected financial position as at March 31, 2024 based on information known to the College as at November 28, 2023.

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 (MCU Format).

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

	6/27/2023	11/28/2023
	Original Budget	Mid-Year Review
	2023-24	2023-24
4 Revenue	302,016	336,775
41 Grant Revenue	52,700	53,770
411 Grant Revenue	46,443	47,583
414 Amortization of Deferred Capital Contributions	6,257	6,187
43 Tuition Fees	110,483	122,351
431 Tuition Fee - Domestic	25,778	27,281
433 Tuition Fee - International	83,704	94,001
434 Apprenticeship Classroom Fee	402	419
439 Student Ancillary Fees	600	650
45 Educational and Other Fees for Services	94,246	105,347
451 Educational Services - Contractual	704	799
452 Other Fee-for-Services	-	-
453 Private Partnerships Revenue	93,543	104,547
46 Ancillary Revenue	11,956	13,109
49 Other Revenue	32,630	42,199
5 Expenses	264,091	284,661
51 Salaries & Wages	79,929	83,506
511 Salaries - Full Time & Partial Load Academic	38,173	39,846
512 Salaries - Part Time & Sessional Academic	9,854	10,269
513 Salaries - Support Staff	20,686	21,689
514 Salaries - Administrative Staff	11,216	11,701
52 Employee Benefits	17,024	17,946
521 Benefits - Full Time & Partial Load Academic	3,725	4,045
522 Benefits - Part Time & Sessional Academic	1,468	1,555
523 Benefits - Support Staff	2,946	3,120
524 Benefits - Administrative Staff	1,118	1,217
525 Pension Plans	7,717	8,009
526 Postemployment Benefits & Compensated Absences	50	0
53 Transportation & Communication	1,720	1,625
54 Services	121,826	134,456
541 Services	31,746	36,309
542 Utilities & Maintenance	14,721	14,981
543 Rental Expenditures	5,685	5,706
544 Private Partnerships Expense	69,674	77,460
55 Supplies & Minor Equipment	6,879	8,011
56 Ancillary Services - Expenditures	11,411	12,171
57 Amortization Expense	13,468	13,671
59 Other Expenditures	11,833	13,276
591 Interest & Insurance Expenses	7,737	8,827
599 Other Expenses	4,096	4,449
SURPLUS/(DEFICIT)	37,924	52,114

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

	3/31/2023	6/27/2023	11/28/2023
	Actuals	Original Budget	Mid-Year Review
	2022-23	2023-24	2023-24
1 Assets	576,436	605,341	594,881
11 Cash and Cash Equivalents	83,321	61,882	84,484
12 Accounts Receivable	10,156	10,156	10,156
14 Other Current Assets	245,635	261,885	227,333
15 CIP	2,514	12,180	12,695
16 Tangible Capital Assets	414,940	444,314	447,191
161 Land	6,075	6,075	6,075
162 Site Improvements	24,643	27,892	30,914
163 Building	278,180	295,658	295,530
164 Furniture and Equipment	100,376	109,023	109,006
169 Other TCA	5,667	5,667	5,667
17 Tangible Capital Asset Accumulated Amortization	(196,690)	(210,158)	(210,361)
172 AA Site Improvements	(11,827)	(13,345)	(13,733)
173 AA Building	(93,460)	(100,435)	(100,235)
174 AA Furniture and Equipment	(86,566)	(91,047)	(91,061)
179 AA Other TCA	(4,837)	(5,332)	(5,332)
18 Long-Term Receivable	-	-	-
19 Investments and Other Long-Term Assets	16,559	25,082	23,382
2 Liabilities	337,029	337,373	325,034
21 Bank Indebtedness	-	-	-
22 Accounts Payable and Accrued Liabilities	41,337	41,337	41,448
221 Accounts Payable and Accrued Liabilities	39,300	39,300	39,300
222 Accrued Interest	-	-	-
223 Current Portion of Long-Term Liabilities	2,037	2,037	2,148
23 Deferred Revenue	138,994	138,994	113,741
231 Deferred Revenue	7,204	7,204	7,204
232 Deferred Tuition Revenue	131,790	131,790	106,537
24 Restricted Contribution	1,881	6,404	17,881
25 Deferred Capital Contributions	128,857	126,715	128,152
26 Capital Lease	-	-	-
27 Debt	21,385	19,347	19,236
29 Other Long Term Liabilities	4,576	4,576	4,576
3 Net Assets	239,407	267,968	269,847
31 Unrestricted Net Assets	32,410	23,495	8,191
32 Internally Restricted Net Assets	123,141	129,418	138,439
33 Investment in Capital Assets	68,486	92,686	100,630
36 Restricted Contributions	-	-	-
37 Endowments	15,370	22,370	22,587
38 Accumulated Re-measurement Gain & Losses	-	-	-
Assets - Liabilities - Net Assets	-	-	-



By-Law #	Policy Type	Policy Title	Mandatory Review Date	Schedule for Review
			(5 years from last review date -- date may vary up to 2 days due to leap year)	
1	BOARD OF GOVERNORS BY-LAW	NAME	2/23/2027	TBD
2	BOARD OF GOVERNORS BY-LAW	HEAD OFFICE	2/23/2027	TBD
3	BOARD OF GOVERNORS BY-LAW	SEAL	2/23/2027	TBD
4	BOARD OF GOVERNORS BY-LAW	DEFINITIONS	11/24/2026	TBD
5	BOARD OF GOVERNORS BY-LAW	GOVERNANCE	4/27/2027	TBD
6	BOARD OF GOVERNORS BY-LAW	TERM OF OFFICE	2/23/2027	TBD
7	BOARD OF GOVERNORS BY-LAW	ELIGIBILITY FOR MEMBERSHIP	4/27/2027	TBD
8	BOARD OF GOVERNORS BY-LAW	VACANCIES	4/27/2027	TBD
9	BOARD OF GOVERNORS BY-LAW	BOARD OFFICERS	6/22/2027	TBD
10	BOARD OF GOVERNORS BY-LAW	ELECTION OF CHAIR AND VICE CHAIR	6/22/2027	TBD
11	BOARD OF GOVERNORS BY-LAW	DUTIES OF THE CHAIR	6/22/2027	TBD
12	BOARD OF GOVERNORS BY-LAW	DUTIES OF THE VICE CHAIR	6/22/2027	TBD
13	BOARD OF GOVERNORS BY-LAW	THE PRESIDENT	10/26/2027	TBD
14	BOARD OF GOVERNORS BY-LAW	TREASURER	10/26/2027	TBD
15	BOARD OF GOVERNORS BY-LAW	CORPORATE SECRETARY	10/26/2027	TBD
16	BOARD OF GOVERNORS BY-LAW	SECRETARY TO THE BOARD	10/26/2027	TBD
17	BOARD OF GOVERNORS BY-LAW	BOARD OFFICE VACANCIES	2/22/2028	TBD
18	BOARD OF GOVERNORS BY-LAW	DELEGATION OF DUTIES OF BOARD OFFICERS	2/22/2028	TBD
19	BOARD OF GOVERNORS BY-LAW	REMOVAL OF A BOARD MEMBER	5/23/2028	TBD
20	BOARD OF GOVERNORS BY-LAW	REMUNERATION OF GOVERNORS	2/22/2028	TBD
21	BOARD OF GOVERNORS BY-LAW	BOARD MEETINGS	3/28/2028	TBD
22	BOARD OF GOVERNORS BY-LAW	QUORUM	3/28/2028	TBD
23	BOARD OF GOVERNORS BY-LAW	NOTICE OF MEETING	3/28/2028	TBD
24	BOARD OF GOVERNORS BY-LAW	VOTING	4/25/2028	TBD
25	BOARD OF GOVERNORS BY-LAW	POWERS	4/25/2028	TBD
26	BOARD OF GOVERNORS BY-LAW	POLICIES	4/25/2028	TBD
27	BOARD OF GOVERNORS BY-LAW	INDEMNITIES TO GOVERNORS	5/23/2028	TBD
28	BOARD OF GOVERNORS BY-LAW	PROTECTION OF GOVERNORS, OFFICERS AND EMPLOYEES	5/23/2028	TBD
29	BOARD OF GOVERNORS BY-LAW	CONFLICT OF INTEREST	5/23/2028	TBD
30	BOARD OF GOVERNORS BY-LAW	DICLOSURE OF INTERESTS IN CONTRACTS	5/23/2028	TBD
31	BOARD OF GOVERNORS BY-LAW	EXECUTION OF DOCUMENTS	5/23/2028	TBD
32	BOARD OF GOVERNORS BY-LAW	CHEQUES	5/23/2028	TBD
33	BOARD OF GOVERNORS BY-LAW	DEPOSIT OF SECURITIES FOR SAFEKEEPING	5/23/2028	TBD
34	BOARD OF GOVERNORS BY-LAW	BORROWING	6/27/2028	TBD
35	BOARD OF GOVERNORS BY-LAW	BOOKS AND RECORDS	6/27/2028	TBD
36	BOARD OF GOVERNORS BY-LAW	AUDITORS	6/27/2028	TBD
37	BOARD OF GOVERNORS BY-LAW	FINANCIAL YEAR	6/27/2028	TBD
38	BOARD OF GOVERNORS BY-LAW	COMMITTEES	6/27/2028	TBD
39	BOARD OF GOVERNORS BY-LAW	OTHER COMMITTEES OF THE BOARD	6/27/2028	TBD
40	BOARD OF GOVERNORS BY-LAW	ADJOURNMENT	6/27/2028	TBD
41	BOARD OF GOVERNORS BY-LAW	AMENDMENTS	6/27/2028	TBD
42	BOARD OF GOVERNORS BY-LAW	SIGNATURE PAGE	6/27/2028	TBD
APPENDIX A	ONTARIO COLLEGES OF APPLIED	ONTARIO REGULATION 34/03	N/A	
APPENDIX B		FINANCIAL ADMINISTRATION ACT	N/A	
APPENDIX	ADVISORY COLLEGE COUNCIL	TERMS OF REFERENCE	N/A	
APPENDIX D	ACADEMIC	COLLEGE PROGRAM ADVISORY COMMITTEE	N/A	



By-Law #	Policy Type	Policy Title	Mandatory Review Date	Schedule for Review
			(5 years from last review date -- date may vary up to 2 days due to leap year)	
APPENDIX E	BOARD OF GOVERNORS BY-LAW	ELECTION PROCEDURES FOR INTERNAL BOARD MEMBERS	N/A	
APPENDIX F	BOARD OF GOVERNORS BY-LAW	CONFLICT OF INTEREST DISCLOSURE FORM	N/A	
APPENDIX G	BOARD OF GOVERNORS BY-LAW	END OF TERM SELF-REFLECTION	N/A	

Policy #	Policy Type	Policy Title	Mandatory Review Date	Schedule for Review
			(5 years from last review date -- date may vary up to 2 days due to leap year)	
2003-1	GOVERNANCE PROCESS	BOARD JOB DESCRIPTION	1/23/2024	11/28/2023 - 2nd Reading
2003-2	GOVERNANCE PROCESS	CHAIR'S ROLE	1/23/2024	11/28/2023 - 2nd Reading
2003-2.1	GOVERNANCE PROCESS	PAST CHAIR'S ROLE	6/28/2027	TBD
2003-3	GOVERNANCE PROCESS	CORPORATE SECRETARY'S JOB DESCRIPTION	3/26/2024	2/27/2024 - 1st Reading 03/26/2024 - 2nd Reading
2003-4	GOVERNANCE PROCESS	COMMITTEE PRINCIPLES	4/22/2025	TBD
2003-4.1	GOVERNANCE PROCESS	AUDIT AND FINANCE COMMITTEE - TERMS OF REFERENCE	6/27/2028	TBD
2003-5	GOVERNANCE PROCESS	CODE OF CONDUCT	5/25/2027	TBD
2003-6	GOVERNANCE PROCESS	COST OF GOVERNANCE	1/26/2027	TBD
2003-7	GOVERNANCE PROCESS	GOVERNING STYLE	9/24/2024	06/27/2024 - 1st Reading 9/24/2024 - 2nd Reading
2003-8	GOVERNANCE PROCESS	ANNUAL BOARD PLANNING CYCLE	10/24/2028	09/24/2024 - 1st Reading 10/22/2024 - 2nd Reading
2003-9	GOVERNANCE PROCESS	BOARD STANDARDS, PROCEDURES AND SELF-POLICING	6/22/2027	TBD
2003-10	GOVERNANCE PROCESS	ADVOCACY	2/25/2025	TBD
2003-11	GOVERNANCE PROCESS	RELATIONSHIP TO THE FOUNDATION	3/25/2025	TBD
2003-12	EXECUTIVE LIMITATIONS	GENERAL EXECUTIVE CONSTRAINT	4/29/2025	TBD
2003-13	EXECUTIVE LIMITATIONS	EMERGENCY EXECUTIVE SESSION	5/27/2025	TBD
2003-14	EXECUTIVE LIMITATIONS	ASSET PROTECTION	6/24/2025	TBD
2003-15	EXECUTIVE LIMITATIONS	COMMUNICATION TO THE BOARD	9/23/2025	TBD
2003-16	EXECUTIVE LIMITATIONS	WORKING CONDITIONS	10/28/2025	TBD
2003-17	EXECUTIVE LIMITATIONS	COMPENSATION AND BENEFITS	11/25/2025	TBD
2003-18	EXECUTIVE LIMITATIONS	BUDGET DEVELOPMENTS	4/27/2027	TBD
2003-19	EXECUTIVE LIMITATIONS	FISCAL CONDITION	6/27/2028	TBD
2003-20	EXECUTIVE LIMITATIONS	RESOURCE DEVELOPMENT	2/24/2026	TBD
2003-21	EXECUTIVE LIMITATIONS	COMMUNICATIONS AND COUNCIL	3/24/2026	TBD
2003-22	EXECUTIVE LIMITATIONS	PROGRAMS AND SERVICES	4/28/2026	TBD
2003-23	EXECUTIVE LIMITATIONS	PUBLIC IMAGE	4/28/2026	TBD
2003-24	EXECUTIVE LIMITATIONS	PARTNERSHIPS	5/26/2026	TBD
2003-25	BOARD-STAFF RELATIONSHIP	DELEGATION TO THE PRESIDENT	6/23/2026	TBD
2003-26	BOARD-STAFF RELATIONSHIP	PRESIDENT'S JOB DESCRIPTION	6/23/2026	TBD
2003-27	BOARD-STAFF RELATIONSHIP	MONITORING PRESIDENT'S PERFORMANCE	6/27/2028	TBD
2003-28	BOARD-STUDENT/ALUMNI RELATIONSHIP	STUDENT/ALUMNI ORGANIZATIONS	10/27/2026	TBD
2003-29	BOARD-STAFF RELATIONSHIP	PRESIDENT EMERITUS	10/26/2026	TBD
2003-30	GOVERNANCE PROCESS	WHISTLEBLOWER POLICY	6/27/2028	TBD
2003-31	GOVERNANCE PROCESS	WHISTLEBLOWER PROCEDURE	6/27/2028	TBD

POLICY AND PROCEDURE MANUAL

Policy Title:	Board Job Description	Area of Responsibility: Board of Governors
Policy Section:	Governance Process	Policy No: 2003-1
Effective Date:	June 22, 2010	Page: 1 of 1
Supersedes:	May 31, 2003	Last Review Date: January 22, 2019
Mandatory Review Date:	January 23, 2024	

The Board, in its role as a trustee, shall respond to community needs through its policies. To distinguish the Board’s own unique job from the jobs of its staff, the Board will concentrate its efforts on the following job “projects” or outputs:

1. Ensuring that appropriate linkages exist between the organization and the community at large.
2. Writing governing policies which, at the broadest levels, address:
 - (a) Ends: Organizational products, services, impacts, benefits, outcomes (what product for which need at what cost).
 - (b) Governance Process: Specification of how the Board conceives, conducts and monitors its own tasks.
 - (c) Board-President Relationship: How power is delegated and its proper use monitored.
 - (d) Executive Limitations: Constraints on President’s authority that establish the prudence, ethical and legal boundaries within which lies the acceptable level of Presidential activity.
3. Assuring College and Presidential performance as measured against Ends and Executive Limitations Policies.
4. Providing leadership in advocating for changes in the St. Clair College community and in Government legislation related to education on and training to contribute to the social and economic well-being of the Windsor-Essex and Chatham-Kent community.
5. Endeavoring to maximize resources available to the College in order to achieve its Mission.

**POLICY AND
PROCEDURE MANUAL**

Policy Title:	Chair’s Role	Area of Responsibility: Board of Governors
Policy Section:	Governance Process	Policy No: 2003-2
Effective Date:	May 31, 2003	Page: 1 of 1
Supersedes:	N/A	Last Review Date: January 22, 2019
Mandatory Review Date:	January 23, 2024	

The role of the Chair is to ensure that the Board functions according to its policies and to represent the Board to outside parties. The Chair is the only official spokesperson for the Board of Governors, other than in specifically authorized instances.

1. The responsibility of the Chair is to ensure that the Board operates in a manner consistent with its own policies and those requirements legitimately imposed upon it from outside the organization.
 - (a) Meeting discussion content will only be those issues which, according to Board policy, clearly belong to the Board to decide, not the President.
 - (b) Deliberation will be fair, open and thorough, but also efficient, timely, orderly and kept to the point.
2. The Chair has the authority to make decisions on behalf of the Board which fall within Board policies. He/she shall not:
 - (a) Commit the Board to any new policies.
 - (b) Authorize expenditures that require Board approval. It is expected that normal incidental expenses of the President would be approved by the Chair.
3. The Chair is the Board’s formal contact with the President.
4. The Chair is to ensure the Vice Chair is informed of current and pending Board issues and processes. The Vice Chair will act as Chair when the Chair is unable to fulfill his/her duties, in accordance with the By-laws.

**POLICY AND PROCEDURE
MANUAL**

Policy Title:	Risk Management	Area of Responsibility: Board of Governors
Policy Section:	Executive Limitations	Policy No: TBD
Effective Date:	New NEW	Page: 1 of 1
Supersedes:	TBD	Last Review Date: New
Mandatory Review Date:		

It is the expectation of the Board that the College have a Risk Management strategy that provides a structured, coherent approach to analyzing, managing, and mitigating risk.

It is further expected that the strategy incorporate the assessment of the probability and impact associated with each identified risk with the summary to be used to prioritize the potential risks, possible outcomes and mitigating plans which is reviewed regularly based on new development or actions taken.

The President is responsible for ensuring that a comprehensive Risk Management framework is in place and implemented and that appropriate accountability reports are provided to the Board.

The Board of Governors' role in Risk Management is to ensure that the College has a framework in place, that the College identifies and manages its risk effectively and that the Governors are informed of the key risks facing the College as a whole on an annual basis.

PRESIDENT'S REPORT

Meeting of the Board of Governors
Tuesday, November 28, 2023

1. Consul General of India Visit

The College, in conjunction with the Student Representative Council, were pleased to host the Consul General of India – Toronto, Siddhartha Nath on Wednesday, October 25, 2023. The Consul General met with the President, the SRC's Student Leaders, R. Peebles (SRC General Manager), S. Sharma (SRC Student Success Coordinator), R. Seguin (Vice President, International Relations, Campus Development & Student Services), J. Fairley (Vice President, College Communications & Community Relations) and R. Susannah (Chair, Zekelman School of Information Technology). The Consul General wanted to visit St. Clair College based on the positive feedback received from St. Clair students. After their meeting, the Consul General met with several new students from India and then participated in a tour of the campus.

St. Clair College thanks the Consul General for visiting our campus and look forward to hosting him again in the future.



RISE

ABOVE THE ORDINARY

2. PCPP Policy Framework

On March 16, 2023, the ministry released the updated PCPP Minister’s Binding Policy Directive (the Directive) to strengthen accountability as well as support student success and a responsible, sustainable approach to growth. Changes to the Directive included:

- A PCPP enrolment ceiling of 7,500 students per college that replaced the 1:2 PCPP enrolment ratio.
- Implementation of compliance measures, including financial penalties to enforce the enrolment ceiling starting in fall 2023.
- Requirement for colleges to be responsible for all recruitment, admission, and enrolment decisions, and not to delegate responsibility for these decisions to their third-party partners.
- Requirement for colleges to establish procedures to conduct regular reviews to ensure ethical international student recruitment practices.
- Requirement for colleges to report issues or complaints received in relation to its PCPP that have the potential to have significant negative impact on PCPP students as well as the actions being taken to address any issues and/or complaints.
- Requirement for colleges to consult every two years with local communities in which PCPPs are operated.
- Requirement for colleges to publish Key Performance Indicators (KPIs) in relation to all students enrolled in PCPP programs.
- Colleges may no longer enter into public college-private partnerships for the delivery of programs in another province or territory of Canada.

At the time of the issuance, the Ministry was aware that colleges would require time to align their existing partnership agreements with the new Directive requirements. The Ministry has requested that colleges provide them with a status update by November 20, 2023. The College’s status update was submitted to the Ministry on Wednesday, November 15, 2023.

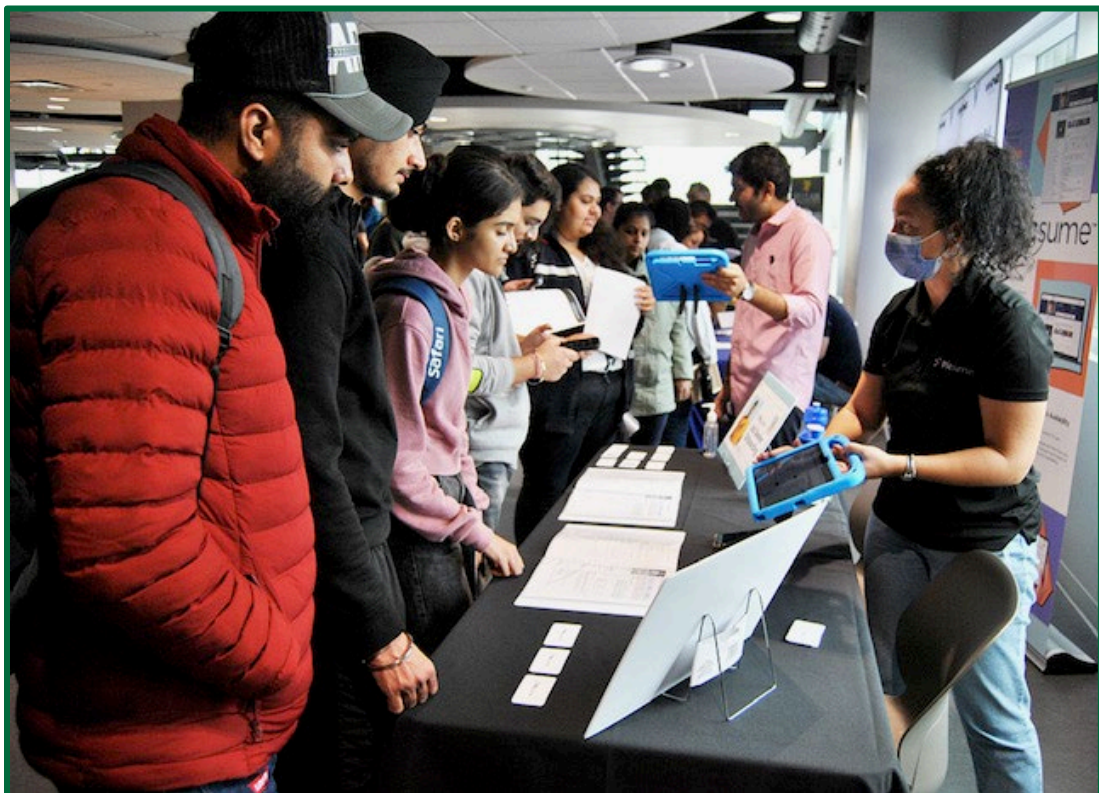
3. Third Year Interior Design Student Presentations

On Thursday, October 26, 2026, third year students from the College’s Interior Design Program, as part of a class project, presented their ideas for a redesign of the College’s Library Resource Centre. The students, working in groups of 3 to 4, pitched their ideas to an audience of faculty, administrators and Library staff. The students presented their ideas for the redesign, prepared video walk-throughs of their ideas and prepared booklets containing detailed information on the selected building materials, furniture fabrics and lighting fixtures. The students were appreciative of the great turnout and expressed their appreciation for the realistic experience and feedback they received. *Good job, Saints!*



4. Career Fair

Employers seeking students from the Zekeleman Schools of Business and Information Technology visited the St. Clair College main campus last week. The Alumni Hall Lounge was abuzz with discussions about available positions, required skills and qualifications, and graduation dates. Students came prepared, resumes in hand, to network and gain valuable insights about hiring needs from local employers. This Career Fair, hosted by the Career Services Department, was the second in a series of career events planned for the 2023-24 academic year. A part-time job fair for students was held in September.



5. Haunted Morgue Event

The SRC Paramedic Club “resurrected” the “Haunted Morgue Event” in the Paramedic Garage on October 27 and 28, 2023 in an effort to raise money for a Spring field trip and to donate to charity. The Club has approximately 20 members who staged the entire area each of the two days. Fake blood, black lights, strobe lights, Halloween music, make-up, fog machines and scary props were be utilized throughout the venue. Waivers were signed and secured by all participants and supporters who attended the event.

The SRC Paramedic Club charged \$5.00 for people to go through the “Haunted Morgue” and made an astounding \$2,205 over both nights. That equates to over 400 people who attended. Congratulations to John Lassaline, Ryan Cloutier and all of the Paramedic students for a job well done!



6. Windsor International Film Festival

St. Clair College was once again proud to be the Opening Night Sponsor of the 2023 Windsor International Film Festival (WIFF). This year's event, which ran from October 26 to November 5, 2023, featured 186 films with feature films from 46 countries, 38 short films, 19 films in local programming and 107 films from world-leading film festivals.



7. Brentwood Horticultural Student Project

President France and students from the College’s Horticulture program attended a project briefing at the Brentwood Recovery Home on Thursday, November 2, 2023. Our students, under the leadership of John Lein and Jason Milling, will be assisting the Brentwood Recovery Home in refurbishing a portion of their front to support a leisure area for female participants. St. Clair Horticulture students will come up the landscape design and also install the new garden. The College will purchase the materials for the project. Another shining example of St. Clair College’s engagement in our community...*way to go, Saints!*



8. Saints Nation Night

Thursday, November 2, 2023 was the first ever Saints Nation Night at the WFCU Centre. Between the big win, the St. Clair Jerseys and the loud crowd, this night was one for the books. Thanks to the Windsor Spitfires Organization and the students, staff and alumni of St. Clair College for making this night possible.



9. EMS Chief Bruce Krauter Retirement Reception

A retirement reception was held for EMS Chief Bruce Krauter on Friday, November 3, 2023 at the St. Clair College Centre For The Arts. President France was in attendance to bid the Chief a fond farewell. St. Clair College thanks Chief Krauter for his service and for his support of the College during his 10 years as Chief and his participation and support on our Program Advisory Committee. We wish you all the best in your future endeavours!

St. Clair College graduate and Alumni of Distinction, Justin Lammers, is the new EMS Chief who officially assumed the role on October 9, 2023. We look forward to working with Chief Lammers moving forward.



10. Youth Mentorship Hub

On Tuesday, November 7, 2023, Habitat for Humanity Windsor-Essex (HFHWE) proudly announced the dedication of the St. Clair College Youth Mentorship Hub. This event marked a pivotal moment in community collaboration, aimed at empowering the next generation. The new Hub, made possible through the generous support of St. Clair College and the St. Clair College Alumni Association, offers a vital space for skills training, youth mentorship, and community partnership. The agenda included an opportunity to network, opening remarks by distinguished speakers, the unveiling of sponsorship signage, a showcase of the Youth Mentorship Program and insights into the community impact, featuring testimonials from Robert Catherine and youth participants present to share experiences. President France highlighted the significant ties between St. Clair College and Habitat, stating, *"St. Clair and Habitat have been officially and unofficially connected for decades, with our faculty, staff, students, and alumni serving as both volunteers on project sites and on the organization's board. This event stands as a remarkable commitment to youth mentorship and education, symbolizing the strength found in collaboration and shared goals."*



11. Men's Soccer Win First Ever National Medal Making History

Congratulations to our Men's Soccer Team for winning our first ever National Medal! Our Saints played the Keyano Huskies (Fort Murray, AB) in a rematch game for the bronze medal on Saturday, November 11, 2023 in our very own Acumen Stadium. The Saints won the match 3-1.

Congratulations to the team and coaches for making history...your St. Clair family is proud of you!



12. Saints Esports Celebrates Four (4) Championships

On Monday, November 13, 2023, St. Clair College's Esports team was awarded with their National Championship rings by President Dr. Patti France during a luncheon to celebrate their success. The rings celebrated the victories of the Saints Overwatch, Call of Duty and Rocket League teams in the 2022 Canadian Esports Nationals along with the iRacing team's North American Championship victory in the Collegiate iRacing League. The Saints will look to defend their National Championships next week in the 2023 Canadian Esports Nationals beginning on November 20.



13. Patrick Thibert Artwork

Sculpture artist, Patrick Thibert, visited St. Clair College on Tuesday, November 21, 2023, to tour the grounds of the Main Campus for potential locations of art installations on campus. St. Clair College will be purchasing several pieces of sculpture from his collection, with two signature pieces slated for installation in the new Welcome Centre. More details will be forthcoming on these impressive works of art and their locations on campus!



14. Blue Ribbon Panel Report

On Wednesday, November 15, 2023, the Blue-Ribbon Panel report on Postsecondary Financial Sustainability was released. In March 2023, the government created the Blue-Ribbon Panel to provide advice and recommendations for keeping the postsecondary sector financially stable and focused on providing the best student experience possible. The Blue-Ribbon Panel's report is a major milestone on the path to supporting the quality, accessibility and sustainability of the postsecondary sector, now and for years to come. The Ministry is carefully reviewing the panel's recommendations, which will help them determine next steps in supporting postsecondary financial sustainability in the province and ensuring students across Ontario receive the best experience possible.



15. Random Acts of Kindness

Students from the College's Police Foundations and Protection, Security and Investigation (PF/PSI) programs committed random acts of kindness and raked leaves at three (3) homes in South Windsor on Wednesday, November 15, 2023. These homes were selected as the homeowners are unable to care for their yards themselves and do not have anyone to assist them. The residents were very grateful and appreciative. This is yet just another example of our amazing community-minded Saints...*we are Saints strong!*



16. Dan MacDonald Show

On Thursday, November 16, 2023, AM 800 CKLW radio host and St. Clair College alumni, Dan MacDonald, was onsite broadcasting live from the Main Lobby. Dan was onsite to promote the Open House that was held on Saturday, November 18, 2023. Our thanks, as always, to Dan MacDonald for his commitment to and promotion of St. Clair College.



17. Housing Roundtable

To be a part of the local housing solution, the College hosted a Housing Round Table with local community stakeholders on Friday, November 17, 2023 at the St. Clair College Centre For The Arts. Amongst those in attendance were City Counsellors Fred Francis and Renaldo Agostino, County Warden Hilda MacDonald, Ace Acumen Academy, the University of Windsor, the Student Representative Council, Thames Students Incorporated, along with several property developers. It is the hope that the Roundtable will serve as a start to exploring solutions to some of our area's most pressing housing problems. Our sincere thanks and gratitude to everyone who participated.



18. Fall 2023 Open House

Open Houses took place at our Main and Chatham Campuses on Saturday, November 18, 2023 from 10:00 a.m. to 1:00 p.m. The Open Houses were an overwhelming success with many in attendance at both events.



19. 2023 Ontario College's Marketing Competition

On November 16 and 17, 2023, twenty-one of our Business – Marketing students travelled to the Blue Mountain Village Conference Centre in Collingwood to compete in the 2023 Ontario College's Marketing Competition (OCMC). OCMC is a student-focused learning experience that provides participants with the ability to demonstrate their essential, vocational and employability skills before industry professionals. OCMC serves as a stepping-stone from academia to industry by creating real-world experiences and networking opportunities.

Our students and their faculty coaches had been preparing for this event for eight weeks. Our students put out an impressive performance against marketing students from twelve colleges across Ontario in the eleven events over the 2-day competition. Our Quiz Bowl team won the Gold award, our Marketing Research team won a Silver award and, in the Sales Presentation event, our students earned a Bronze award.

Congratulations to the St. Clair College OCMC Team and their faculty coaches on a job well done!

St. Clair College looks forward to welcoming this group next year as the official hosts for OCMC 2024.



20. St. Clair Culinary Students Triumph at Pastabilities Luncheon

St. Clair College Culinary Students, under the guidance of Chef Michael Jimmerfield, won the Best Pasta Dish Title at the Unemployed Help Centre’s (UHC) first-ever Pastabilities Luncheon fundraiser. The luncheon was held on October 17, 2023 at the Ciociaro Club and patrons voted on the finest pasta creation among the twenty-five (25) participating restaurants. The luncheon, which was put on by The Culinary Federation of Windsor in partnership with UHC – Hub of Opportunities, supports the Plentiful Harvest Food Rescue Program, which has rescued over 30 million pounds of produce, helping those in need in Windsor-Essex County. The event showcased a diverse array of pasta dishes, with the St. Clair College Culinary Students winning with their Asian-inspired pasta creation. UHC’s Pastabilities Fundraiser surpassed expectations, raising \$50,000. These funds will go directly to help support initiatives combating hunger and food insecurity in our community.

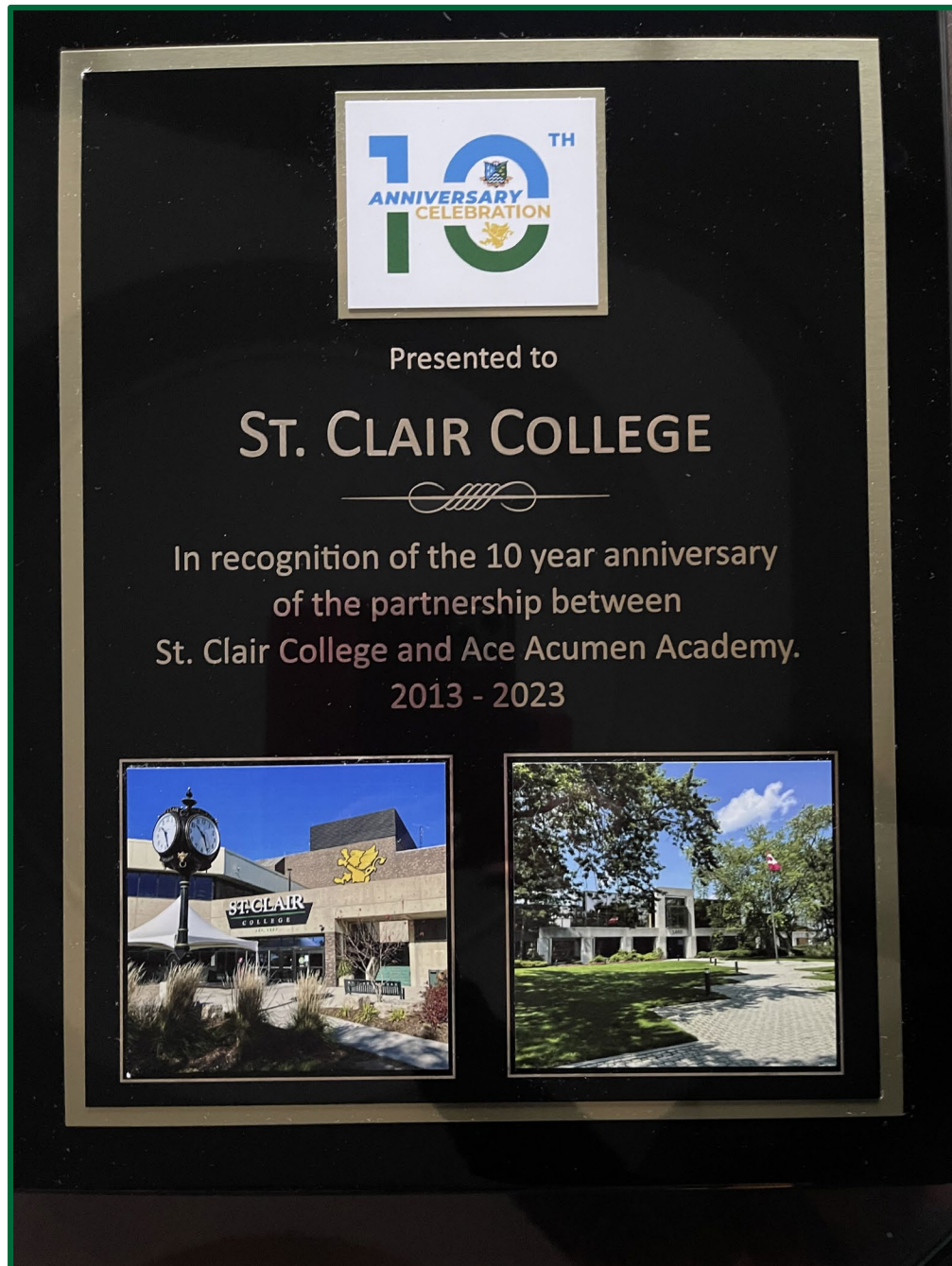
“We extend a heartfelt congratulations to the students at St. Clair College. Not only does this showcase their culinary talent and dedication but also establish them as the very first winners, leaving behind a legacy for St. Clair College,” said June Muir, CEO of the UHC – Hub of Opportunities.

The triumph of the St. Clair College Culinary Students and their victory is celebrated, while equal commendation is extended to the community for making a substantial difference in the pursuit of alleviating hunger in our local area. The success of this event serves as a testament to what can be accomplished when a community comes together with a shared passion and purpose. *Way to go, Saints!*



21. 10-Year Anniversary with Ace Acumen Academy

On Tuesday, November 21, 2023, President France, along with Michael Silvaggi, Ron Seguin and Ruth Susannah, travelled to Toronto to visit the Ace Acumen Academy to celebrate the 10-year anniversary of our partnership. The relationship between our institutions has truly become a provincial model for public-private postsecondary education. St. Clair College thanks the Ace Acumen Academy for ten wonderful years and we look forward to many more years of friendship, partnership and exceptional services to our shared students.



22. Ambulance Donation

Essex-Windsor EMS Chief Justin Lammers was onsite on Thursday, November 23, 2023 to officially recognize their donation of an ambulance to the St. Clair College Paramedic program. With their help, our students are well equipped to take on future challenges. Our sincere thanks to the Essex-Windsor EMS for their continued support of the College and our students.



23. Goodfellows Paper Drive

Under the direction of Professor Pete Soulliere, students from the PSI/Police Foundations Society, Border Services Club, and Community and Justice Services Club, kicked off the holiday season by hitting the streets around the South and Downtown Campuses on Thursday, November 23 and Friday, November 24, 2023 in support of the Goodfellows Paper Drive. All funds raised go towards the Goodfellows' annual Christmas Food Box Program. The program provides food boxes and food vouchers for thousands of families throughout Windsor and Essex County. The demand for these boxes has increased by 40% over the past two years.

Once again, students and staff from St. Clair College showed their great support of the event with both campuses combining to collect \$13,168.01. This amount will be matched by St. Clair College, for a total combined submission of \$26,336.02. An official cheque presentation is being scheduled for Friday, December 1, 2023.



24. Fill The Ambulance Food Drive

The Paramedic Club, in collaboration with the Pharmacy Tech Club, unveiled their massive haul from the "Fill the Ambulance" campaign, where they solicited donations of canned and non-perishable goods for the SRC food bank. Yet another example of our Saints taking care of our



25. S'Aints Holiday Celebration

The S'Aints will be performing their annual Sleighing Hunger Concert at the Colosseum at Caesar's Windsor on Friday, December 22, 2023 at 8:00 p.m. If you would like to attend, please contact Kristen Adams (Ext. 2704 or kadams@stclaircollege.ca) and she will arrange for tickets on your behalf.



THE S'AINTS

A HOLIDAY CELEBRATION CHARITY CONCERT

ALL AGES • DECEMBER 22

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St. Clair College In The News

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St. Clair College Women's Softball Win Second Consecutive OCAA Gold

[windsoriteDOTca News Staff](#) - Sunday October 22nd, 2023



The St. Clair College Women's Softball team had to sweep three games on Saturday at Connorvale Park in Etobicoke to earn their second consecutive OCAA Championship Gold Medal hosted by Humber College.

The Saints started with an 11-0 mercy shortened win over Humber before dropping Durham College (Oshawa) twice by scores of 17-3 and 8-3.

St. Clair took a 1-0 lead in the second inning of the Humber win before adding two runs in the third. Four runs in each of the next two innings secured the mercy shortened verdict and a trip to the gold medal round. Bryanna Kressler (Kitchener, ON) held Humber to just one hit and walk while striking out eight in the pitching win. The long ball propelled the offense as the Saints clubbed three homeruns courtesy of a solo shot from Player of the Game Julia Brusseau (Lakeshore, ON/St. Anne), a 2-run dinger from Sierra Baltzer (LaSalle, ON/Sandwich) and a 3-run whack from Amy Claydon (Cambridge, ON). Baltzer finished five RBI and two hits while Claydon had three hits and 3 RBI. Jacklyn Yewchyn (Windsor, ON/Kennedy) and Brusseau each had with two hits in the game that served Humber with the Bronze Medal.

In game one of the gold medal round with Durham, the Saints' bats were unstoppable and led to 18 hits as a team led by Shae-Lyn Murphy (Windsor, ON/Holy Names) and Judy Lafleur (Essex, ON/Essex) who each had three apiece. Power hitting was displayed again with Claydon, Kressler, Yewchyn and Alivia Peterson (Windsor, ON/St. Anne) all clearing the fence for St. Clair. Claydon and Yewchyn each drove in three runs to top the Saints in run production. Kressler pitched the first four innings for the win striking out seven Lords while giving up three hits and three walks which led to a pair of earned runs. Mckenna Copley (Dover Centre) threw the final three innings in relief to help force the if necessary game.

In the deciding game St. Clair put a quick run on the board in the first inning thanks to another Claydon homerun but she outdid herself in the third inning with a 3-run clout to give her team a commanding lead. The advantage grew to 6-0 in the fifth inning when Kressler hit a 2-run homer of her own, but Durham cut the lead in half with a 3-run poke in the bottom half. The Saints added two more runs in the seventh inning and starting pitcher Kressler began the celebration after setting down the Lords in order to end the game. She finished the game with 14 strikeouts while giving up just three hits and a walk with only one earned run against which resulted in her recognition as the Player of the Game. All told she pitched 16 innings on the day in the three victories for St. Clair.

Murphy was named to the Championship All-Star team after batting .316 adding two RBI as was Kressler who batted .368 with nine RBI to go with three homeruns. Due to their impact on the weekend Claydon and Kressler were named Co-MVP's for the Championship. Kressler added four pitching wins to her hitting prowess while Claydon was nearly perfect at the plate batting .800 and her five homeruns left an indelible impression not to mention 13 RBI.

Saints take hard road to OCAA softball title while baseball squad rolls to gold

Windsor Star - Oct 22, 2023



WINDSOR, ONT.: SEPT. 25, 2022 - St.Clair's Shae-Lyn Murphy gets a hit in the first inning of OCAA women's softball against the Durham Lords at the St. Clair College Sports Park, on Sunday, Sept. 25, 2022.

The St. Clair Saints' softball team reversed roles with the baseball team this year at the OCAA championships.

A year ago, the Saints softball team capped an unbeaten season while cruising to a gold-medal finish while the baseball team became the first squad in OCAA history to win three games on the final day to take the title.

On Saturday, the top-seeded baseball team cruised to its third-straight OCAA title and eighth in 10 years by rolling to the gold medal in Aurora without a loss and outscoring the opposition 33-6 in the process in three games.

"I feel like everyone just came together. and playing well," Saints' outfielder Hunter Appleyard said.

Meanwhile, the second-seeded Saints split two games to start the tournament, but repeated the baseball team's performance a year ago and won three games on Saturday in Etobicoke to defend the team's title.

"That was one of the things the girls talked about," Saints' shortstop Shae-Lyn Murphy said. "It's the exact opposite, but if they can do it, we can do it."

The Saints opened the tournament with a 5-3 win over Humber, but then fell 7-4 to Durham late Friday.

"Friday, we didn't play well, even in the win," Saints' manager Doug Wiseman said. "The message was sent, 'Embrace the moment, you never know you get this chance again.' Our backs were against the wall and we were focused in on every game."

An 11-0 mercy win over Humber started play on Saturday and St. Clair then faced unbeaten Durham in need of back-to-back wins. The Saints took the first game 17-3 before clinching it with an 8-3 win in the deciding game.

“It was pretty awesome to pull through,” said Murphy, who was named to the championship all-star team after batting .316. “Of course, you’d love to have an undefeated season, but pushing through was much more satisfying.”

St. Clair’s Kressler was named to the all-star team and co-MVP with Claydon. Bryanna Kressler had four pitching wins and batted .368 with three home runs and nine runs driven in for the tournament. Amy Claydon hit .800 for the tournament with five homers and drove in 13 runs.

The baseball team got rolling early with a 14-2 win over Durham and then went straight to the gold-medal game with a 7-2 win over Durham. Humber needed to beat the Saints twice to take gold, but St. Clair left no doubt with a 12-2 mercy win to claim the title.

“Im happy with how things went this year,” Saints’ manager Roberto Duncan said. “This one was sweeter. Last year was fun because it was the first time someone came from the losers side. Last year was more challenging and it was tough, but this year, we went into season more prepared and ready to go for it all.”

Sam McKinlay and Mitch McCosh were named to the championship all-star team while Appleyard won his second consecutive championship MVP award after batting .545 and with 10 runs driven in.

“I like playing in the big games,” the 20-year-old Appleyard said. “We knew we were going to win. We’re so much deeper than everyone else and hopefully there’s another next year.”

St. Clair Men's Baseball Win OCAA Gold For Third Consecutive Crown

[windsoriteDOTca News Staff](#) - Sunday October 22nd, 2023



The St. Clair College Men's Baseball team put an exclamation mark on their 2023 season winning their third consecutive Provincial Gold Medal Saturday at the OCAA Championship being hosted by Seneca College at Stewart Burnett Park in Aurora. After rain pushed their Friday game against Durham College (Oshawa) until Saturday morning the Saints upended the tournament's second seed with a 7-2 result and used a 12-2 mercy shortened victory over Humber College (Etobicoke) to take home the banner.

In the Durham win the Saints scored a run in the first inning but dropped three more in the second to take control early. Another single in the third and a pair in the fifth put the game out of reach. Durham managed two runs in seventh but four errors by the Lords were their undoing in the loss. St. Clair starting pitcher Sam McKinlay (Tilbury, ON) was named Player of the Game after throwing six innings and gave up only an earned run on six hits and four walks but struck out six batters. Hunter Appleyard (LaSalle, ON/St. Thomas of Villanova) provided the offensive punch for the Saints with a triple and a single that drove in four runs.

Catcher Henry Real (Panama City, Panama) was named the Player of the Game for the Saints after a triple and a single that drove in three runs but also scored three times.

McKinlay joined Mitch McCosh (Belle River, ON/Belle River) as Championship All-Star team selections. Appleyard won his second consecutive Championship MVP Award leading the Saints with a .545 average and 10 RBI.

The Gold Medal for St. Clair marks the eighth title in just ten years of OCAA Baseball.

S'Aints Sleighting Hunger fundraising concert returning Dec. 22

AM800 CKLW – October 23, 2023



(Photo Credit: Courtesy of Caesars Windsor)

The S'Aints band is joining forces with St. Clair College and Caesars Windsor Cares to sleigh hunger and raise funds for local food banks with an all ages fundraising concert on The Colosseum stage, on Friday, Dec 22 at 8 p.m.

The S'Aints Sleighting Hunger concert has become a holiday tradition for the whole family to enjoy, with the festive concert showcasing The S'Aints band in all their rock glory, featuring the lineup of Jody Raffoul, Jeff Burrows, Wes Buckley, Kelly "Mr. Chill" Hoppe, David Cyrenne, Kelly Howell, Marty Bak, Liz Robinson, Stephanie Baker, and Jim O'Neil.

To celebrate the holidays, the S'Aints will perform traditional holiday tunes with an electrifying, upbeat rock edge, including those from their current album Epic Christmas.

Additionally, the band says they're ecstatic to include the Windsor Optimist Youth Band drumline and the brilliant choir, The Sinners, to the show.

100 per cent of ticket proceeds proudly stay within the local community, benefiting those in need in Windsor-Essex and Chatham.

"The success of this concert is truly a community effort," Jeff Burrows continued. "For every seat we fill in The Colosseum, we know it means more people are being fed and shelves are being filled. This is a collective effort and one that is very close to our hearts."

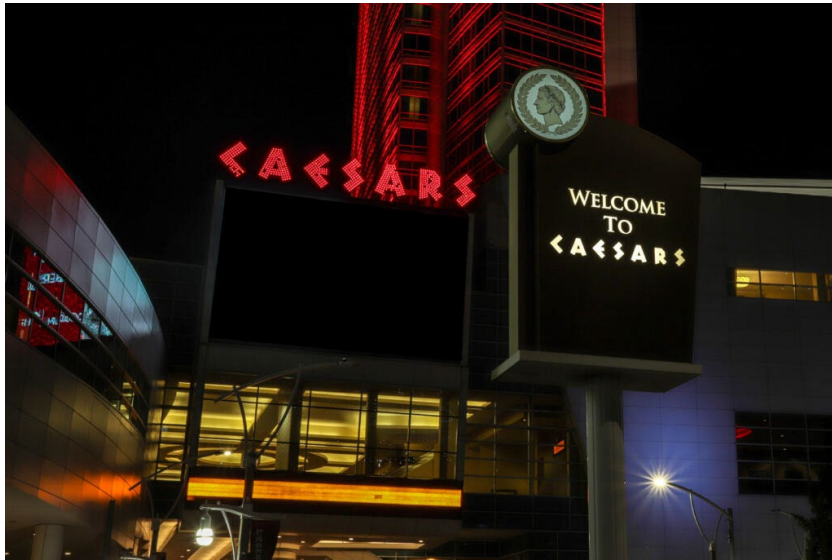
Proceeds from this year's Sleighting Hunger concert and an accompanying holiday CD will go towards the Windsor Essex Food Bank Association and Chatham Outreach for Hunger.

Tickets go on sale at 10 a.m. on Friday, October 27.

Ticket purchases can be made online at caesarswindsor.com.

The S’Aints Sleighing Hunger Fundraising Concert Returns In December

[windsoriteDOTca News Staff](#) - Monday October 23rd, 2023



The S’Aints will join forces with St. Clair College and Caesars Windsor Cares to sleigh hunger with an all ages fundraising concert on The Colosseum stage, on Friday, December 22nd at 8:00pm.

Showcasing incredible local talent, The S’Aints Sleighing Hunger concert has become a holiday tradition for the whole family to enjoy. This festive concert will showcase The S’Aints band in all their rock glory, featuring the immensely talented lineup of Jody Raffoul, Jeff Burrows, Wes Buckley, Kelly “Mr. Chill” Hoppe, David Cyrenne, Kelly Howell, Marty Bak, Liz Robinson, Stephanie Baker, and Jim O’Neil.

To celebrate the holidays, The S’Aints will perform traditional holiday tunes with an electrifying, upbeat rock edge, including those from their current album Epic Christmas. Additionally, the band will include the Windsor Optimist Youth Band drumline and the brilliant choir, The Sinners, to the show – adding to this year’s excitement and epic atmosphere.

100% of ticket proceeds proudly stay within the local community, benefiting those in need in Windsor-Essex and Chatham. “The success of this concert is truly a community effort,” said Jeff Burrows. “For every seat we fill in The Colosseum, we know it means more people are being fed and shelves are being filled. This is a collective effort and one that is very close to our hearts.”

Proceeds from this year’s Sleighing Hunger concert and an accompanying holiday CD will go towards the Windsor Essex Food Bank Association and Chatham Outreach for Hunger. A brief sneak peek acoustic set will be performed by The S’Aints on Friday, December 1 at the Unemployed Help Centre. The S’Aints holiday album Epic Christmas will be available for purchase mid-November at sleighinghunger.com, St. Clair College campuses, and throughout Windsor and Essex County locations for \$10 each.

Tickets go on sale at 10:00am EST on Friday, October 27th.

The S'Aints Sleighing Hunger concert returns to Caesars Windsor



The S'Aints offer a sneak peek for upcoming Sleighing Hunger charity concert.

CTV Windsor - Oct. 23, 2023

A philanthropic super-group is returning to Caesars Windsor with an all-ages fundraising concert.

The S'Aints is joining forces with St. Clair College and Caesars Windsor Cares for a show on Friday, Dec. 22 at 8 p.m.

The S'Aints Sleighing Hunger concert has become a holiday tradition for the whole family to enjoy. This festive concert will showcase The S'Aints band in all their rock glory, featuring the immensely talented lineup of Jody Raffoul, Jeff Burrows, Wes Buckley, Kelly "Mr. Chill" Hoppe, David Cyrenne, Kelly Howell, Marty Bak, Liz Robinson, Stephanie Baker, and Jim O'Neil.

To celebrate the holidays, The S'Aints will perform traditional holiday tunes with an electrifying, upbeat rock edge, including those from their current album Epic Christmas. Additionally, the band is ecstatic to include the Windsor Optimist Youth Band drumline and the brilliant choir, The Sinners, to the show - adding to this year's excitement and epic atmosphere.

All of the ticket proceeds stay within the local community, benefiting those in need in Windsor-Essex and Chatham.

"The success of this concert is truly a community effort," said Burrows. "For every seat we fill in The Colosseum, we know it means more people are being fed and shelves are being filled. This is a collective effort and one that is very close to our hearts."

Proceeds from this year's Sleighing Hunger concert and an accompanying holiday CD will go towards the Windsor Essex Food Bank Association and Chatham Outreach for Hunger.

A brief sneak peek acoustic set will be performed by The S'Aints on Friday, December 1 at the Unemployed Help Centre. The S'Aints holiday album Epic Christmas will be available for purchase mid-November at sleighinghunger.com, St. Clair College campuses, and throughout Windsor and Essex County locations for \$10 each.

Tickets go on sale at 10 a.m. on Friday, Oct. 27. Ticket purchases can be made through caesarswindsor.com or ticketmaster.ca. The Box Office is open Saturday and Sunday from Noon to 8pm and on Show Days from Noon to 10pm.

For more information, visit caesarswindsor.com and stay tuned for further details. Guests must be 19 years of age or older to enter the casino and all other outlets.

Caesars Rewards members receive exclusive ticket presale benefits! Purchase your presale tickets, available at 10am on Wednesday, October 25 to be the first to buy tickets before the public for The S'Aints. To learn more, visit the Caesars Rewards Centre.

On show nights, The Colosseum Bag Policy is in effect. For more information and details on The Colosseum policies, please visit caesarswindsor.com/shows.



The S'Aints return to Caesars Windsor to 'sleigh' hunger

CKNX News - October 23, 2023

Caesars Windsor has set the date for another long-running Windsor holiday tradition.

The S'Aints will hit the Colosseum stage on Friday, December 22, for another edition of the "Sleighbing Hunger" concert. The all-ages show will be presented in partnership with Caesars Windsor Cares and St. Clair College.

The group performs holiday favourites with a rock edge, and this time will perform songs from their album "Epic Christmas". The S'Aints will be joined by the Windsor Youth Optimist Band and the choir The Sinners.

"The success of this concert is truly a community effort," said band member Jeff Burrows. "For every seat we fill in The Colosseum, we know it means more people are being fed, and shelves are being filled. This is a collective effort and one that is very close to our hearts."

All of the proceeds from the show will support the Windsor Essex Food Bank Association and the Chatham Outreach for Hunger.

Tickets to the "Sleighbing Hunger" concert go on sale for Caesars Rewards members at 10 a.m. Wednesday. The general public can get their tickets starting at 10 a.m. Friday online at the Caesars website or Ticketmaster. The box office is open Saturday and Sunday from noon to 8 p.m. and on show days from noon to 10 p.m.

An acoustic "sneak preview" will be presented on Friday, December 1, at the UHC Hub of Opportunities in Windsor.

Build more student housing to increase supply for residents, urges Windsor homeless shelter

CTV News Windsor - Oct. 24, 2023

The head of a Windsor homeless shelter is calling on upper levels of government and post-secondary institutions to assume greater responsibility for providing housing to students as a means of addressing the housing crisis in the region.

Street Help recently posted a photo on social media, showing the living conditions of one of its residents. A black tarp hangs over a chain that is wrapped around two tree trunks in west Windsor, forming a makeshift tent.

The person who sleeps in it is on a six-year-long waiting list for affordable housing, according to the photo caption.

Shelter administrator Christine Wilson-Furlonger says living conditions like the one seen in the photo are becoming more common in Windsor — and she attributes much of the blame on upper levels of government and post-secondary institutions.

"People used to try and camp out in public areas because they wanted people to see that they were safe. But then [the city] started destroying the encampments pretty quickly," she explained.

The current state of housing in Windsor-Essex is pushing many people into dire living conditions, according to Wilson-Furlonger.

"What really aggravates me is when I see I sign for student housing ... You will see people advertise housing only for students. That's discriminatory. You can't call that by any other word. It's discrimination to say we will only rent to a select group of people."

While she understands the need for students to have a place to stay during their studies, Wilson-Furlonger said the responsibility falls on the federal government, the University of Windsor and St. Clair College to ensure students are provided with housing accommodations before they reach Windsor.

"They pay their tuition. But when they're looking for a place to live, they can't find it ... and if you're a senior, disabled, on welfare, on unemployment, whatever your situation is, you can't find housing either," said Wilson-Furlonger, adding upper levels of government should mandate post-secondary institutions to build more housing units now.

"It's absolute mismanagement to allow so many people come in when you don't have a place to house them."

The University of Windsor and the federal government did not provide comment on this story.

In a statement to CTV News, a spokesperson for the Ministry of Municipal Affairs and Housing said Ontario's colleges and universities are "autonomous institutions."

"[They] are responsible for developing policies and procedures to govern their institutions, including decisions related to the admissions and enrolment of domestic and international students and the delivery of specific student supports (like tuition fees and housing initiatives)," the statement reads.

"While the Federal government is responsible for Canadian immigration policy and directives associated with international students' study and work permits, all levels of government have a role to play in supporting the

welcoming of international students, from their arrival in Ontario to creating conditions that make it easier for them to access postsecondary education."

The ministry added it is had invested \$4.4 billion in the past three years to grow and enhance "community and supportive housing for vulnerable Ontarians and Indigenous people."

In 2021, St. Clair College opened a third residence building exclusively for international students. Residents are expected to use that time to get acclimated to life in Canada and must vacate after four months — the duration of their first semester.

"A lot of it has to do with choice. You can't make people have to stay at the college or university," said John Fairley, vice president of communications for St. Clair College.

"In some cases, they want to get a good deal. They don't want to pay the rate of just living at a college."

When asked about concerns over a shortage of housing provided by the college — leading to a decline in Windsor's housing availability — Fairley said the school is working on plans to build more residence units across Windsor and Chatham.

Lacasse Baseball Park to see addition of dugouts thanks to St. Clair College donation

AM800 CKLW – October 25, 2023



Lacasse Baseball Park to see addition of dugouts thanks to St. Clair College donation.
(Photo Credit: Courtesy of the Town of Tecumseh)

Bert Lacasse Baseball Park will be seeing further upgrades thanks to a donation by St. Clair College.

During Tuesday's meeting, Tecumseh council was presented with a report for the Lacasse Baseball Park Upgrades capital project budget to be increased by \$375,000 to accommodate the addition of in-ground dugouts.

\$250,000 of the \$375,000 project cost will be paid for by St. Clair, with the remaining \$125,000 to be paid for through a budget increase funded through the Infrastructure Reserve.

Council approved the report.

Construction on Phase 1 of the Lacasse Ball Diamond began in early February this year, with improvements such as a new grandstand, increased seating capacity, team locker rooms, a training facility, and improved public amenities, including washrooms and concessions.

Phase 1 renovation didn't include construction of dugouts built into the ground.

Gary McNamara, Tecumseh mayor, says this will be a great addition for the 2024 Canadian National Seniors Baseball Championships.

"And to have that project completed, it bodes well because we're going to be showcasing, and those games are going to be televised across the nation. So, they're coming from B.C., to Newfoundland, to represent each province into the community, and when they see this park completed, it's going to be a major attraction."

Alicia Full Board Minutes, Tecumseh councillor, says it's going to be well loved by the community. Media Report
November 28, 2023 12 of 38

"To know what the neighbourhood feels like when games are being played there, when those lights go up and you can hear everything. And watching kids play in that park, walk around that park, and look at that place, this is a minor investment to what it feels like to live in the community that invests in things like this."

Rick Tonial, Tecumseh councillor, says it's a beautiful park.

"This park has always been a beacon for Tecumseh for people to know you go to Lacasse Park, that's the main thing. And now I believe it's going to be the next beacon for another 50 years. It looks so beautiful. It's just accenting the history of Tecumseh for the last 80-90 years that that park has been there."

A design for the new dugouts has been developed by the project architect, SFERA Architectural Associates and the Town's partners, the Tecumseh Thunder Baseball Club and St. Clair College.

Lacasse Park has been home to the St. Clair College Saints Baseball program since 2012.

The project is set to be completed by early 2024.

Devil in the detail: Star-studded Saints need to be 'on point' to challenge Hilltops

A berth in the 2023 Canadian Bowl is on the line when the two teams battle in the Canadian Junior Football League national semifinal Sunday afternoon (1 p.m.) at SMF Field.

Saskatoon Star Phoenix - Oct 28, 2023



WINDSOR, ONT: OCTOBER 21, 2023. MJ Doyle-Marshall, right, of the St. Clair College Saints rushes for a touchdown on Saturday, October 21, 2023 at the Acumen Stadium in Windsor during a game against the London Beefeaters. Photo by Dan Janisse /Windsor Star

The devil is in the detail for the St. Clair Saints, who take on the Saskatoon Hilltops on Sunday.

A berth in the 2023 Canadian Bowl is on the line when the two teams battle in the Canadian Junior Football League national semifinal Sunday afternoon (1 p.m.) at SMF Field.

“I don’t see any glaring weaknesses. They’re well coached. They’re disciplined. They’re big. They’re athletic. It’s going to be a challenge, for sure. We don’t see anything kind of glaring that’s, like, ‘yeah, we’re going to attack this.’ If anything, our athleticism’s has to show if we have a chance to win. Our athletes have to be really good, on point. We’re not going to be able to play bully football.

“They (Hilltops) showed that against Regina.”

The teams last met in the 2017 Canadian Bowl back when the Saints were still known as the Windsor AKO Fratmen. The Toppers topped the Fratmen 56-11.

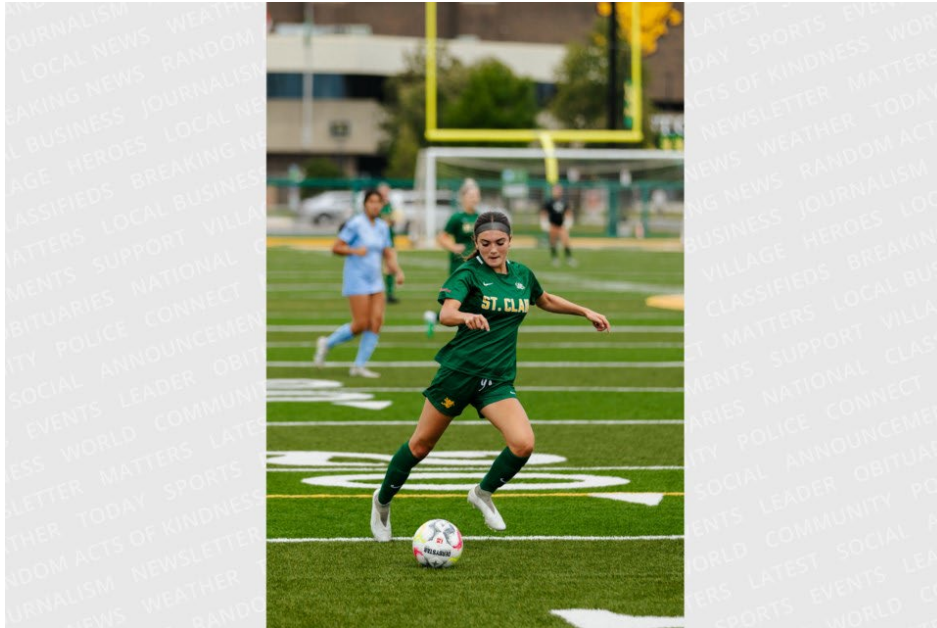
The Fratmen changed names, becoming the Saints three years ago.

“They (Hilltops) beat us in Windsor pretty handily,” recalled LaChance. “It wasn’t much of a contest. They kind of showed right from the start that they weren’t going to make any mistakes. They’re a very disciplined team. They’re kind of like an army coming down the field. Hopefully we do better this time.

“Coaching-wise, we know how good they are. Talking to guys in Ontario who have played against them, different coaches, [every year he \(Hilltop head coach Tom Sargeant\) is going to have a great team because he’s a great coach and does a great job with what he’s got.](#) The names change, but kind of the philosophy stays the same.”

Georgetown rookies lead St. Clair College soccer turnaround

Halton Hills News – October 30, 2023



Victoria Walsh was named the OCAA West Division women’s soccer rookie of the year after leading the St. Clair Saints with 11 goals, fifth most in the league. St. Clair Athletics photo

Watching the OFSAA girls’ soccer final in the spring, Steve Vagnini couldn’t help but smile.

Between Georgetown’s Christ the King Jaguars and Windsor’s Holy Names Knights, the St. Clair Saints coach had commitments from six players in the provincial high school championship game.

Coming off a season in which his team went 2-7-1, Vagnini knew the Saints needed a complete reset. So, with only his captain returning, he set about rebuilding the team from scratch. St. Clair entered the Ontario Colleges Athletic Association season with 16 rookies on its 20-player roster.

Among Vagnini’s prized recruits was Georgetown’s Victoria Walsh.

“We expected big things from her, and she came through,” the Saints coach said.

Walsh finished fifth in the OCAA in goals and fourth in points. But to get a true sense of her impact on the Saints, she scored more goals (11) than the Saints did in the entire 2022 season (seven). That contributed to a complete turnaround as St. Clair’s posted its best-ever record, 7-1-2. Walsh scored the winning goal in four of those victories.

The social justice and legal studies student’s season earned her the OCAA West Division rookie of the year award and a place on the West Division first all-star team.

The Saints have certainly benefited from a decision Walsh made early in her sporting career. She used to compete in both soccer and gymnastics, but chose to focus her efforts on the soccer pitch.

“I feel like I’m more competitive,” Walsh said. “I can go out on and show aggression on the field and that’s way more fun.”

Vagnini said along with her work ethic, that aggression is one of the striker’s strengths.

“She’s an in-your-face player,” he said. “She’s not dirty, but she’s a shoulder-to-shoulder contact player. She’s a small girl, but she’ll do anything to win the ball.”

In the final game of the regular season, Walsh scored five times and had two assists in a 10-0 win over Lambton.

“She wants to score goals,” Vagnini said. “You take her off for rest and she’s not happy about it. As a coach, you like that.”

Walsh said having Christ the King teammate Brianna Kinsley-Clough join her at St. Clair helped make the transition to college soccer easier. And Kinsley-Clough was another big contributor in St. Clair’s turnaround. The midfielder finished second to Walsh with seven goals.



Brianna Kinsley-Clough was named to the OCAA West Division women’s soccer all-star team. She was part of a rookie-laden team that helped St. Clair improve from 2-7-1 to 7-1-2. . St. Clair Athletics photo

“She’s been committed since Day 1,” Vagnini said. “With Bri, you tell her something and she gives you the thumbs up and says, ‘I’ll do it.’”

Kinsley-Clough was recognized with a spot on the OCAA West Division’s second all-star team.

Another rookie out of Christ the King also found success in the OCAA. Hailey Greco, a defender/midfielder, scored four goals in six games and won the OCAA championship with the Seneca Sting.

Seneca eliminated St. Clair with a 4-0 win in Friday’s semifinal before beating Humber 3-1 in Saturday’s championship game.

With its two Georgetown players leading the Saints’ offence, St. Clair hopes to bring home the title next year.

And though Walsh and some of her teammates were on opposing sides the last time they played for a provincial title, she said team unity is what has made them successful this year.

“Without having each other’s back, I don’t think we would have moved on as far as we have,” she said. “Winning it would be a mind-blowing experience.”

WIFF film *Planted*, about search for purpose, helps director face his own 'destiny'

Windsor Star - Oct 30, 2023



Rebecca Wright, Christian Pinard, centre, and Rawad Kansoun are shown in the WIFF Alley in downtown Windsor on Tuesday, October 24, 2023. Wright wrote a short film called *Planted* in which Pinard acted and Kansoun directed and co-produced. Photo by Dan Janisse /Windsor Star

It's a story of destiny and redemption — and that's just what happened behind the camera.

The film *Planted*, about a man on a desperate search for the meaning in life, is one of 17 local shorts that will screen over several nights at the Windsor International Film Festival.

It's directed by Rawad Kansoun, who swore on a dark and devastating day in 2020 that he would never make another movie. He gave up on a 20-year career as a filmmaker after losing his life's work in the 2020 Beirut explosion.

“When you feel like you lose everything, you have this anger inside you,” said Kansoun, who moved to Windsor in 2022. “Then I had the feeling, I think it's a message that this is the end of your career as a filmmaker. I don't want to experience this pain one more time, so I had the feeling this is the end of the career and maybe you have to do something else.”

WIFF, which opened Thursday, will showcase 186 features and 38 short films over 11 days. [Planted](#) screens with three other short films Nov. 1 starting at 6 p.m.

Kansoun also co-produced the film with script writer Rebecca Wright. The story follows a man in his mid-30s, played by Christian Pinard, who “pushes all limits” to find significance.



Rebecca Wright is shown in the WIFF Alley in downtown Windsor on Tuesday, October 24, 2023. Wright wrote a short film called Planted for WIFF. Photo by Dan Janisse /Windsor Star

“He has a family, he has a job, he has hobbies and friends,” said Wright, who teaches public relations and journalism at St. Clair College. “But he is just not fulfilled. He is not really happy and he’s not sure why. So he’s questioning things. What’s my purpose? What’s my purpose for being here?”

That search took the filmmakers to some interesting shooting locations.

“It was pretty epic,” said Wright. “For one of the scenes, the main character is being buried in an actual grave. That was at Windsor Grove Cemetery. They partnered with us. They were so supportive of our idea and the film in general. They had us pick out a site and they dug it for us.”

Kansoun said the film took about 10 days to produce, including a couple of 16-hour shooting days.

It was the first time he stood behind a camera since Aug. 4, 2020, when 2,750 tonnes of ammonium nitrate exploded at the Port of Beirut and destroyed much of the city.

“Being in a city full of your memories, and everything was destroyed, it was hectic for not only me,” said Kansoun, whose home was demolished. “We lost our safety, our lives, our memories. For most of the Lebanese. But for me, losing all your work, all your archives is something very painful, very disappointing. I took a decision at that moment not to do film again.”

He moved to Windsor two years later and started teaching at St. Clair College, where he met Wright.

Eventually, Wright told him about her script idea. After taking the hint three years ago that it might be time to call it a wrap on his film career, Kansoun saw this as another sign.

“I’m a filmmaker, this is my love,” he said. “So when the idea came up and Rebecca wrote the script, I said okay, maybe this is a message. A good start. A new start. I planned to have a new start in Canada. Even if it wasn’t in my mind to do films, sometimes destiny calls you. So we did the film. And it was a good start in Canada.”

Local roundup: Horrobin, Stanford win gold; Jordan, Bacik-Hadden spark Laurier

Wallaceburg's Victoria Horrobin led the St. Clair Saints to the women's team title at the OCAA cross-country championship Saturday in Cambridge.

Chatham Daily News - Oct 30, 2023



Victoria Horrobin of the St. Clair College women's cross-country team. (Supplied Photo)

Wallaceburg's Victoria Horrobin led the St. Clair Saints to the women's team title at the Ontario Colleges Athletic Association cross-country championship in Cambridge Saturday.

Horrobin was the fastest Saint with a fourth-place time of 24:02.6 in the six-kilometre race.

She earned an all-Ontario first-team selection.

In the men's eight-km race, Wallaceburg's Michael Horrobin and Nicholas Horrobin of the sixth-place Saints were 28th and 33rd, respectively.

The St. Clair women qualified for the Canadian Collegiate Athletic Association championship Nov. 11 in Truro, N.S.

Crandall and Mount Allison tied for first with 18 points apiece. The tiebreaker favours the team with the fastest No. 4 runner, so Crandall captured the banner because Mount Allison's fourth-best runner was one spot behind Stanford in eighth.

Visitation set for fallen junior hockey player

Blackburn News - November 1, 2023

A Lakeshore Canadiens player killed in a crash last week will be remembered on Thursday.

Public visitation for Sylvain "Sly" Lessard will take place on Thursday at the Banwell Road location of Windsor Chapel Funeral Home.

Visitation will take place in three sessions, from 11 a.m. to 1 p.m., from 3 p.m. to 5 p.m., and from 6 p.m. to 9 p.m. Cremation will follow.

Lessard, 20, died on the evening of October 24, when the SUV he was driving collided with a semi-truck on County Road 42 west of Patillo Road in Lakeshore. Lessard was returning home from hockey practice.

"Over the years he played for many teams but most recently was a player of the Leamington Flyers, Wheatley Omstead Sharks, and the Lakeshore Canadiens," [read the obituary](#) provided by the funeral home. "He was known for his hard work ethic, cooking skills, and kind heart. He also enjoyed spending time outdoors fishing, kayaking, and playing golf."

Lessard was a graduate of L'Essor Secondary School in Tecumseh, and graduated from the Powerline Technician program at St. Clair College's Chatham campus. He was working for Windsor Power and Light.

He is survived by his parents and stepmother, a brother and step-sister, his girlfriend, and numerous relatives, friends, and teammates.

The family has asked that in lieu of flowers, contributions be made in Lessard's memory to [Knobby's Kids](#), a program that helps kids play hockey who otherwise can't afford to join a league.

The truck driver involved in the crash, 46-year-old Muhammad Asif Khan, remains in critical condition at a local hospital.

A [GoFundMe](#) page was set up for Lessard's family to cover funeral expenses. As of Tuesday afternoon, it raised over \$31,000, surpassing its goal. A page [was also set up](#) for Khan's family, and it has raised over \$39,000 so far.

Help available for Windsor international students struggling to find work

Chamber of commerce says international students should be eligible for summer jobs program

CBC News · Nov 06, 2023



Dozens of people waited at a downtown Windsor LCBO recently for a job interview. A few who spoke to CBC News said they are international students looking for jobs while in school. (Michael Evans/CBC)

About 40 people stood in line near an LCBO in downtown Windsor, Ont., last month. They were all waiting for the same thing: A job interview.

Among those in line were some international students who said they were new to Canada.

"It's very important for me [to have a job], actually, because I have to save some money for my next semester," said Karandeep Singh, who is in the hospitality program at St. Clair College.

He says he's put out more than 60 resumes and has also applied to security jobs and jobs as a cook.

Dhruvi Kharadi also waited for a job interview. She says she's been applying in-person as well as online — but had received just one call back before that day's interview. She's studying for a master's degree in applied computing.

"It is very important [to have a job]," she said. "In my course, half of the students ... took a loan and then they came here. Paying their rents and for food, also for the fees, it is very important to get a job otherwise you're not gonna have enough money to pay the bills."



A line up of people waited for a job interview recently at a downtown LCBO, including some who are international students. (Michael Evans/CBC)

It isn't the first time a similar scene has happened in Windsor.

Last month more than 400 students waited for hours outside the Namaste Indian Supermarket on Walker Road hoping for a shot at one of the seven jobs advertised.

"They started crying and started explaining their financial crisis and what they were facing in Windsor," owner Parimal Parikh said at the time.

"They started crying when they didn't know the answers to the questions we were asking. And we tried our best to listen to them and try to comfort them."

The long lines, the many resumes passed out, the online applications completed: It all points to students having difficulty getting a job. But, there are resources available to help.

Soft skills training, job fairs available for students

Pat Papdeas, the director of academic operations at St. Clair College — under which the college's career services office is administered — says the school offers domestic and international students support in finding a job.

"I think what might be particular about international students is when they arrive, the orientation that we have has so much information, they may not actually really know what services and supports there are at that early time," she said.

Papadeas says the support they offer falls under career services, which can help students both as they near graduation, but also as they look for part-time work while in school.

To help combat that new student information overload, Papadeas said they recently held a part-time job fair that was well-attended by students and employers.

Career services, she says, can help students apply to targeted jobs and avoid blanket applying with hundreds of resumes. They also have workshops to help with soft skills, like resume building and interview prep.

"Our career service officers do workshops, soft skill development in entering the workforce at any time," she said.

Another barrier that is present in the student job hunt, and maybe especially with international students, is now they convey their experience.

"For example, an international student may not be able to convey the type of experience that they have had because the what's on that resume is not local and not locally known. So, how do we best present to the employer what the experience of that student is?"

"There are some commonalities between whether the student is domestic or international and in terms of international students, I think it just takes a little bit longer in terms of developing the types of things to orient them to what it's like culturally to apply to a job here."

She says St. Clair has increased its training in those areas and also builds it into the curriculum.

And, she joked, for those that don't know where career services is, the office is conveniently located right across from a favourite student spot: the on-campus Tim Hortons.

"We're here to support those students wherever they are on that job seeking journey and we're prepared to do that again where it's connected to their career," she said.

At the University of Windsor, the career services office offers similar resources, with mentorship, job shadowing and resume and cover letter clinics all available. The university also has an in-house employer database that includes job posting, recruitment and employment events.

Chamber advocates for changes to Canada summer jobs program

Rakesh Naidu is the president of the Windsor-Essex Regional Chamber of Commerce.

He says the region is benefiting from the number of international students here — and with the tech industry and manufacturing growing, Windsor now needs to find a way to keep students and talent here.

Naidu pointed to a resolution the chamber recently brought to the Canadian Chamber of Commerce AGM advocating for changes to the immigration system that would, among other things, see potential immigrants to Canada awarded more points in the points-based immigration system if they plan to live in small cities and rural areas like Windsor-Essex.

The chamber is also advocating to make international students eligible for the Canada Summer Jobs program, which awards wage subsidies to employers hiring youth.

"We know there are employers that we're looking to hire people over summer and they were not able to find enough talent or the talent with the skill set they needed," Naidu said. "Unfortunately, that leaves students without jobs and employers without talent."

"We talk to international students who are eager to apply for those programs, they're not able to just because the rules [don't] allow them to."

St. Clair College Youth Mentorship Hub dedicated at Habitat for Humanity

AM800 CKLW – November 7, 2023



16-year-old Vincent Massey High School student Khaled El-Haj working a volunteer shift at the Habitat for Humanity Re-Store on Edinborough Street in Windsor. Nov. 7, 2023. (Photo: Rusty Thomson)

A space designed to help young people learn valuable skills and receive training has been dedicated at Habitat for Humanity Windsor-Essex.

The St. Clair College Youth Mentorship Hub, located at the Habitat for Humanity Re-Store on Edinborough Street, is being supported by the college and the St. Clair College Alumni Association.

The hub allows co-op students and volunteers a space to work along side officials with Habitat for Humanity to learn about everything from administrative business, marketing, communications and fundraising.

16-year-old Vincent Massey High School student Khaled El-Haj has been moving through the mentorship hub and highly recommends the experience.

"A lot of people go into co-op thinking it's free labour, when you're actually learn a skill that will benefit you in the future," he says. "The program is very good experience. I never knew how to do trim or lining at the house. I'm learning many things like flooring, I'm learning a bunch of stuff. I love the experience so far and I highly recommend it for people."



The St. Clair College Youth Mentorship Hub has been dedicated at the Habitat for Humanity Re-Store on Edinborough Street in Windsor. Nov. 7, 2023. (Photo: Rusty Thomson)

Community Engagement Manager with Habitat for Humanity, Hope Lovell, says the support is important to provide the space to train more people doing different things.

"Safety, PPE, it's costly. So if we want to keep these programs going, we do need that type of funding so we can them here at the store, on the build site, on the repair program," she says. "Funding is essential, we don't do it without the community behind us. St. Clair College is integral to our ability to have these many youth working with us and this much training offered."

President of St. Clair College, Dr. Patti France, says they have a long history with Habitat for Humanity.

"Making sure we can continue that lifelong learning, that opportunity, that experience for students and volunteers, we thought was a great connection for St. Clair," she says.

Between 150 to 200 high school and St. Clair College students will move through the hub each year, either in a co-op, job placement, volunteer opportunity or to earn their community service hours.

Habitat for Humanity dedicates new youth mentorship hub

Windsor Star - Nov 08, 2023



Habitat for Humanity Windsor-Essex held a dedication ceremony on Tuesday, November 7, 2023 for the St. Clair College Youth Mentorship Hub. Lindsay Lovecky, left, chair, Habitat for Humanity Windsor-Essex board of directors and Patti France, St. Clair College president unveil signage during the ceremony.

Habitat for Humanity Windsor-Essex has dedicated a new youth mentorship hub in honour of the hub's post-secondary school sponsor.

The St. Clair College Youth Mentorship Hub will offer a space for skills training, youth mentorship, and community partnership.

During a dedication event at habitat's Windsor office on Tuesday, St. Clair College president Patti France highlighted long-standing ties between the school and the non-profit organization.

"St. Clair and habitat have been officially and unofficially connected for decades, with our faculty, staff, students, and alumni serving as both volunteers on project sites and on the organization's board," France said. "With the sponsorship of this mentorship hub, we're now elated to have our name tied formally to Habitat — an organization which, literally, is building a better community."

Founded in 1994, Habitat for Humanity Windsor-Essex mobilizes volunteers and community partners to build affordable housing and promote homeownership to break the cycle of poverty.



Habitat for Humanity Windsor-Essex held a dedication ceremony on Tuesday, November 7, 2023 for the St. Clair College Youth Mentorship Hub. Tristan Charette, left, 17, a student from Kennedy Collegiate works with Brian McGann, ReStore Manager at the organization. Charette participates in the mentorship program.

Saints earn first CCAA national medal in men's soccer by taking bronze

Windsor Star - Nov 13, 2023



St. Clair College Saints' Jonathan Rondinelli dives to make a save during the CCAA men's soccer championship. Photo by Dan Janisse /Windsor Star

The host St. Clair Saints men's soccer team made the most of a second chance.

Bowing out in the second round of the OCAA playoffs, the Saints hosted the CCAA championship and made school history by earning St. Clair's first-ever medal in the sport at the national level.

"I think to other teams, just because we were hosting, I don't they they thought we deserved to be there," Saints' midfielder and captain Massimo Pollard said. "So, I think we put ourselves on the map."

St. Clair won three-of-four games at the eight-team tournament and narrowly missed a spot in the gold-medal final after falling to the eventual champion Douglas Royals, New Westminster, B.C., 1-0 in the semifinals on Friday.

"We had the scoring opportunities, but we couldn't find that one or two goals," Saints' head coach Mike Baraslievski said of Douglas, which beat Conestoga in the final. "They have two great central defenders and a good goalie."

But the Saints did not sulk after the loss. The team regrouped to beat Vancouver Island University 2-1 to earn a spot in the bronze-medal game against the Keyano Huskies from Ft. McMurray, Alta.

The Alberta champs, Keyano lost 3-1 to St. Clair to open the tournament and had no better luck in a rematch with the Saints claiming the bronze medal with a 4-1 victory on Saturday at Acumen Stadium.

“The start of the season, a medal was the goal and, even though it wasn’t the right colour, we knew the assignment going into the last game,” said the 22-year-old Pollard, who is a Holy Names high school product. “Right going into that final, we knew we could do something special for the school.”

Off a free kick, Riley Drkulec drilled a shot home from just outside the 18-yard box to open the scoring and Ezra Fogal extended the Saints’ lead to 2-0 before the half.

“We have players that are capable of creating and finishing on offence,” Baraslievski said. “If you rely on just one guy, one guy can get marked out of the game and, if you’re not prepared to go to second and third options, you’re going to be frustrated the whole game. It was a group of five or six guys for us.”

Tanner Page added a pair of second-hand goals for the Saints with the only disappointment being goalie Jonathan Rondinelli losing his shutout in the 89th minute.

“The week leading up to nationals, everyone put their head down and it was time to get serious,” said the 22-year-old Pollard, who won the tournament’s exemplary leadership award and was named to the all-star team. “We still had a chance to make history and I asked the guys before the tournament that we only one guarantee one thing and that was that we gave 100 per cent with however many games we played and everyone did. That’s all you can ask for.”

Athena scholarship recognizes four young women for outstanding achievement

Windsor Star - Nov 14, 2023



The 2023 Athena Scholarship Fund recipients, from left, Hannah Wagner, Maegan Miklas, Gabrielle Gibbs and Annalise Gignac are shown on Friday, Nov. 10, 2023 at the St. Clair Centre for the Arts.

Four shining female scholars received recognition at the 24th annual Athena Scholarship luncheon on Friday, honouring their outstanding achievements to inspire young women.

Post-secondary students Gabrielle Gibbs, Annalise Gignac, Maegan Miklas, and Hannah Wagner each received \$5,000 scholarships during the event at the St. Clair Centre for the Arts.

“Every year these girls blow us away,” said Loretta Stoyka, president and founder of the Athena Scholarship Fund. “They are amazing individuals who give back to the community. We are so fortunate they are going to be our future leaders.”

The program began in 1999 and selects scholars based on their outstanding academic achievement, extensive community service, and exceptional leadership skills — especially their work to help other girls and women achieve their full potential.

“We need to raise these young women up and make them role models for others,” said Stoyka. “That’s what we’re trying to do.”

Maegan Miklas completed a bachelor in immunology and human biology at the University of Toronto and is now onto her third year at Western University’s Schulich School of Medicine Windsor campus. She currently serves as president of student council and vice president of the Windsor Schulich Hippocratic Council. Her community involvement includes working with young girls at Girl Guides of Canada.

Annalise Gignac is completing her fourth year of mechanical engineering at the University of Windsor. She is passionate about empowering women through her role as president of the University of Windsor Engineering Society and co-president of Women in Engineering. She received the Ontario Youth Service Award for her volunteer work as a tutor at Windsor-Essex Children's Aid Society.

Hannah Wagner is a fourth-year social justice and legal studies student at St. Clair College. During her time in the program, she has held leadership roles as president of the social justice club, program ambassador, and student representative. She also actively participates in outreach initiatives with Parkwood Gospel Church and Heritage Park Alliance Group's Young Adult Street Church.

Gabrielle Gibbs is in her final year of the University of Windsor's juris doctor program. Prior to that, she completed a bachelor of arts in public policy and international business. She advocates for equality and change locally and globally through her work as president of Windsor's chapter of Woman and the Law and as the representative for the University of Windsor's Immigration, Refugee and Citizenship Law Moot. She also volunteers with Probono Students Canada to help refugee claimants.

"My goal in life is to leave every place I go better than I found it," said Gibbs. "It means a lot that I've had so much support in that mission."

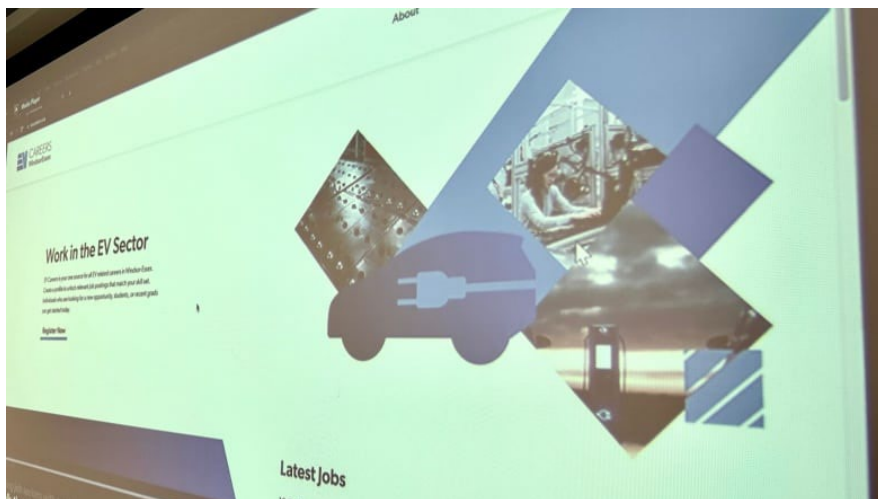
The program awards four scholarships annually: one student from St. Clair College, one from the University of Windsor, one from the University of Windsor's faculty of law, and one from any college or university attended by a student who has spent a significant period of time in Windsor-Essex.

Applications for the 2024 scholarship open in January. Those interested can visit athenascholarshipwindsor.com.

Website devoted to EV careers in southwestern Ontario is live

Feds are funding the portal and 'talent attraction' position to support it

CBC News · Nov 15, 2023



New website is supposed to be one stop shopping for people who'd like to work in the electric vehicle manufacturing sector. (Dalson Chen/CBC)

A new website and worker registry tool is now online for the electric vehicle (EV) manufacturing sector.

It's meant to connect job seekers with employers.

EVCareers.ca is funded by the federal government as part of its \$7.7 million accelerator to support long-term growth in the EV industry in and around Windsor-Essex. The strategy includes a dedicated "talent attraction" specialist.

Both senior levels of government have gone all in for the EV sector this year, pledging \$28.2 billion in production subsidies to battery plants in Windsor and St. Thomas, according to the Parliamentary Budget Officer.

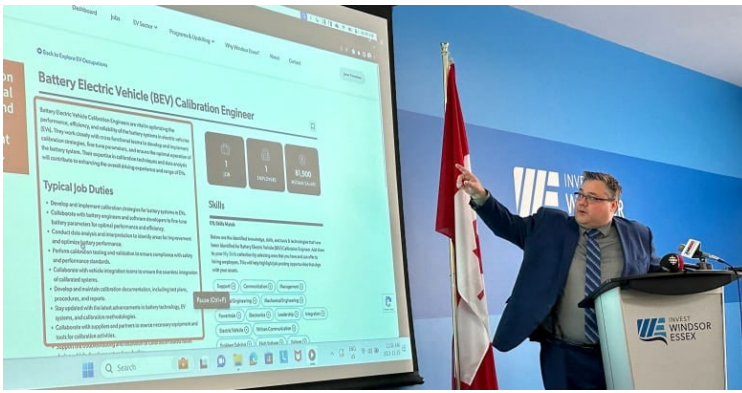
The online tool is a collaboration between Invest WindsorEssex, Workforce WindsorEssex, St. Clair College, the University of Windsor and WEtech Alliance.

Why the web portal approach?

The CEO of Workforce WindsorEssex says the website allows people to research a career, understand what training, education and upskilling programs are available — as well as funding resources and how to access them.

Justin Falconer calls it a proactive approach by building an inventory of skills and worker leads, no matter if they're local or abroad.

"We've been working on this for a while and really eager to get our community involved and also to tell more people about our community and sort of the exciting workforce opportunities ahead," he said.



Justin Falconer is the CEO for Workforce WindsorEssex. (Dalson Chen/CBC)

Falconer says the portal also allows industry players to push information to the job seekers about things such as career fairs.

"I think we'd be way too late if we sat back and waited for the job postings to go up and just, you know, pray and hope that we get everyone we need and all the skills filled."

Falconer is unaware of this kind of specific information for this sector being assembled in one place in Canada before.

Filomena Tassi says the career portal is a one-stop shop for people who want to work in the specialized manufacturing field.

The minister of the federal economic development agency for Southern Ontario says it's about investing in people, their potential and in possibilities.

"We are bringing together technology, data workers and post-secondary to position Canada's electric vehicle industry for success," said Tassi.



Filomena Tassi is the minister of the Federal Economic Development Agency for Southern Ontario. (Dalson Chen/CBC)

She said one of the program's highlights is that job seekers can look for work with the skills they want to use, not only the ones that they are good at.

"For example, if someone has high leadership skills, but wants a job that uses problem-solving skills, then she can look for the jobs that require problem-solving skills. So all her abilities and her passions can be put to use."

PHOTOS: Future St. Clair Students Crowd College For Open House

WindsoriteDOTca - Saturday November 18th, 2023



St. Clair College was with students, parents, and interested pupils for their fall Open House event Saturday.

The event gives interested students an opportunity to get to know more about various programs across all of the St. Clair College campuses. Not only do attendees get to see the campus, labs and classrooms, but they have opportunity to speak with faculty and students of all programs offered on campus to make their next steps.







COLLEGES ASK ONTARIO FOR 5 PER CENT TUITION HIKE AND FUNDING BOOST

Canadian Press/AM800 CKLW - Monday, November 20th 2023



(AM800 file photo)

Ontario's colleges want the province to immediately end its five-year-long tuition freeze.

Colleges Ontario says it would like the province to allow for a five per cent tuition increase for next September.

It is also calling for a 10 per cent increase in operating grants and the lifting of a cap on "high-demand" programs to allow for more student enrolment.

Last week, an independent panel found that colleges and universities across the province were struggling financially.

It recommended the province lift its tuition freeze that it implemented in 2019 and increase per-student funding to the post-secondary institutions.

Colleges and Universities Minister Jill Dunlop says the government is reviewing the report and asking the institutions to be as efficient as possible.

St. Clair College calling on province to invest in students

AM800 CKLW- November 21, 2023



The entrance to St. Clair College's main campus in Windsor. Photo taken August 22, 2019.

Ontario's colleges are calling on the province to immediately lift the five-year-long tuition freeze that was implemented in 2019.

Colleges Ontario says it would like the province to allow for a five per cent tuition increase for next September, including a 10 per cent increase in operating grants and the lifting of a cap on "high-demand" programs to allow for more student enrolment.

Speaking on AM800's The Morning Drive, John Fairley, Vice President, College Communications & Community Relations at St. Clair College says the colleges funding levels have been frozen with both tuition and what they get from the province.

He says there's a gap in funding from what colleges receive over universities.

"So it's a difficult conversation because no one wants any increases to go up. Everyone's trying to pay more in their daily budgets and their households, but when you hear about a college or university getting increases, they think 'oh what are you going to do with the increases?' And I think we're just trying to keep up and make sure it's the best education we can for students."

He says when it comes to cutting costs at the request of the province, he says the college is fairly lean in its budget.

"We have a full review that we do and what we're spending our money on. And again we're not doing this in isolation because everything in budget's go to the province. They know what we're doing, what we're spending money on. Whether it's parking, whether it's roads. And those things aren't really popular but you have to talk about."

Fairley says the college wants to be able to introduce new programs and this is a matter of being state of the art.

"When you look at how many of the apprentices come out of the Ontario colleges, they have to learn on the best equipment and it's the investment. And every year, budget, which we'll be doing in a little while, will have from every department in the college saying look 'we need this, we'd love this, we need this equipment to be state of the art.'"

Last week, a government-commissioned report completed by an independent panel recommended ending the tuition freeze and increasing per-student funding to Ontario's universities and colleges.

Memorandum Of Understanding Signed Between St. Clair College And Fairmount Properties For Student Housing

[windsoriteDOTca News Staff](#) - Tuesday November 21st, 2023



St. Clair College recently entered into a Memorandum of Understanding (MOU) with Fairmount Properties to accommodate up to 400 students annually within “Global Village Windsor” on the site of the former Salvation Army Grace Hospital in downtown Windsor.

“This proposed partnership with Fairmount Properties will, we think, help to alleviate some of the pressures on that element of the housing marketplace, by automatically providing a substantial portion of our first-year enrollees with affordable housing, and a host of on-site services and amenities, noted St. Clair College President Patti France.

The College says that almost all of the 400 St. Clair students who will be accommodated there will be enrolled at the College’s Downtown campuses.

As it is currently doing with its on-campus GEM Residence at its South Windsor campus, the student-tenants of the Global Village will see their tuition and rental fees “bundled” by the College in one lump sum so that the bulk of fees will be easily understandable for prospective international students.

Two years ago, Fairmount was chosen by Windsor’s municipal government to develop the long-vacant Grace Hospital site.

Fairmount Properties expects to complete its “due diligence” research for the Global Village by the end of this year, after which more definitive details about the project (including its scheduling) are expected to be unveiled.

The Global Village will celebrate the international students with restaurants, and retail that will appeal to a variety of tastes including those from their home countries as well as amenities for programming, events, prayer and gathering with the broader community to celebrate Windsor’s rich cultural heritage.



Financial Monitoring Report Mid-Year Budget 2023-24

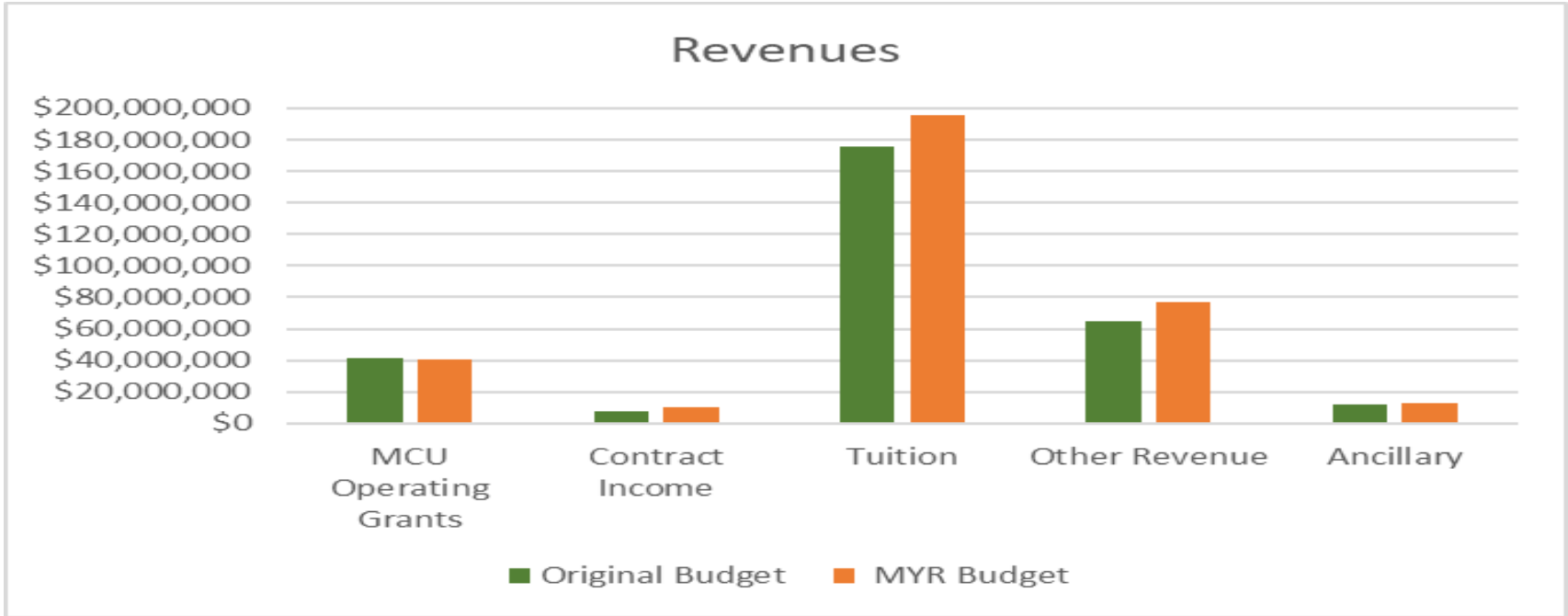
Full Board Presentation to the Board of Governors November 28, 2023



Statement of Operations Budget

Schedule I (in 000s)			
Line Item	2023-24 Original Budget	2023-24 MYR Budget	Variance
Revenue	\$302,016	\$336,775	\$34,759
Expenditures	\$264,092	\$284,661	\$20,569
Surplus	\$37,924	\$52,114	\$14,190

Revenues



Revenues



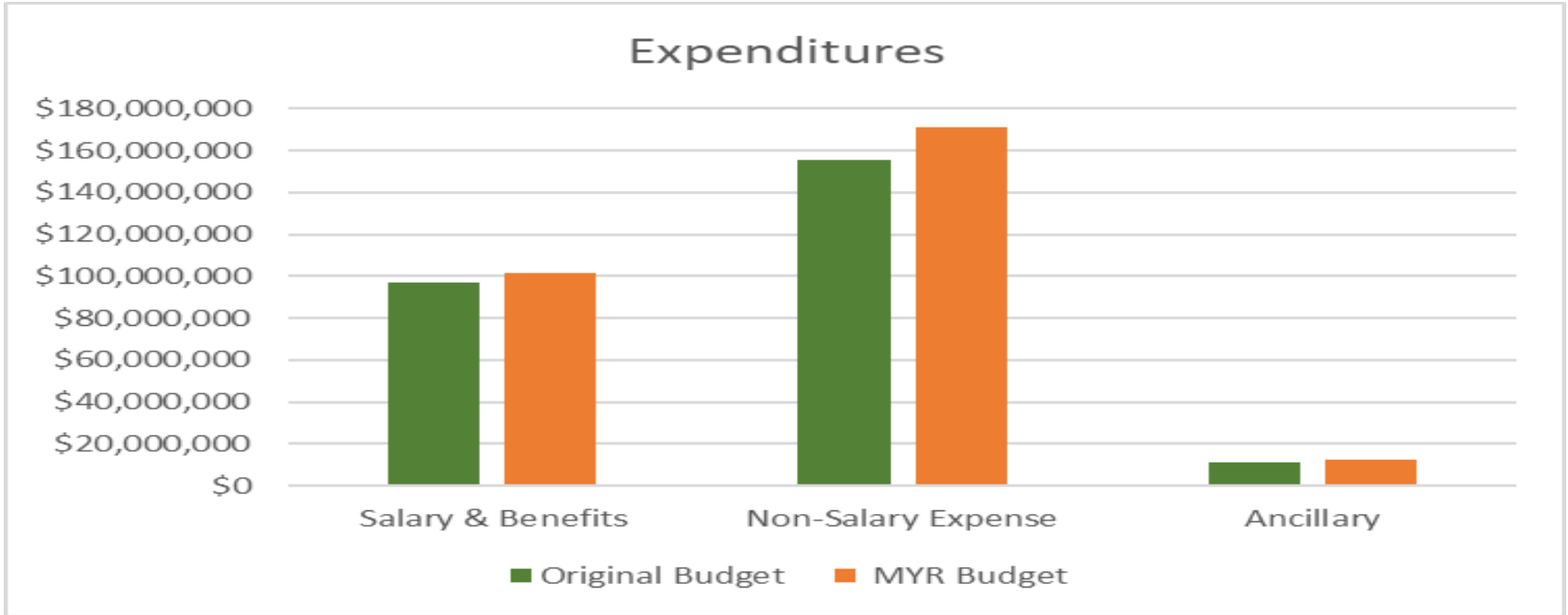
- * Tuition
- * Interest Income
- * PCPP Fee-for-Service
- * Apprenticeship & PSW-A

- * International Student Recovery



Overall, revenues increased \$34,759,105 or 12%.

Expenditures

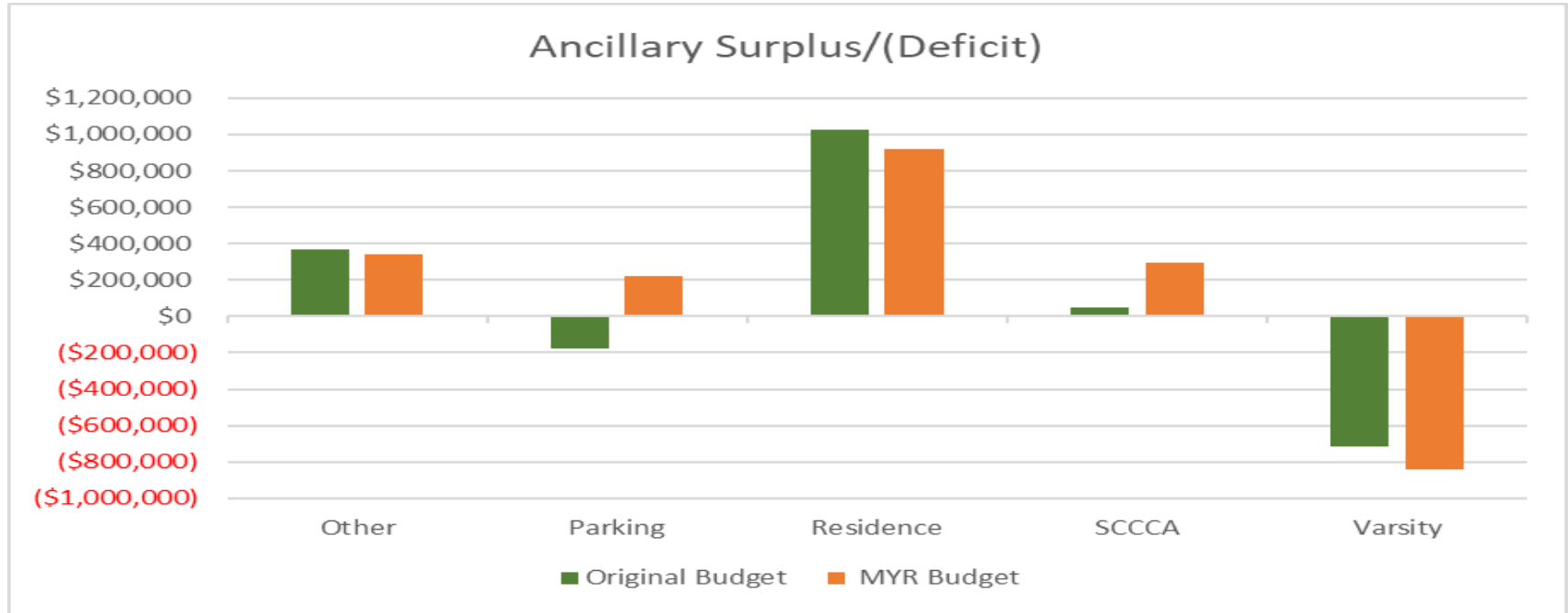


Expenditures



Full Board Minutes:
November 28, 2023 Overall, expenditures increased \$20,569,278 or 8%.

Ancillary





Statement of Financial Position Projection

- Assets \$595M
 - ❖ Cash and Cash Equivalents \$84M
 - ❖ Other Current Assets \$227M
 - ❖ Capital Assets \$236M (net).
- Liabilities \$325M
 - ❖ Deferred Revenue \$114M.
 - ❖ Total Debt \$21M.
- Net Assets \$270M
 - ❖ Unrestricted \$8M.
 - ❖ Internally Restricted \$138M.



Non-Committed Cash Projection (in 000s)

Line Item	Original Budget	MYR Budget	Variance
Prior Year Balance	\$6.6M	\$32.4M	\$25.8M
Operating Surplus	\$45.1M	\$59.5M	\$14.4M
Capital Outlay (net)	(\$9.0M)	(\$9.9M)	(\$0.9M)
Long-Term Debt	(\$2.0M)	(\$2.1M)	(\$0.1M)
Internally Restricted & Foundation	(\$20.9M)	(\$71.8M)	(\$50.8M)
Adjustment	(\$4.7M)	(\$3.2M)	\$1.5M
Non-Committed Cash Projection	\$15.1M	\$4.9M	(\$10.1M)

RISE ABOVE THE ORDINARY



Financial Sustainability Metrics

Metric	Measure	Actual 2022-23	Original Budget	MYR Budget
Annual Surplus / Deficit	> \$0	\$37,618,486	\$37,924,022	\$52,113,848
Accumulated Surplus / Deficit	> \$0	\$224,036,791	\$244,030,725	\$247,260,402
Quick Ratio	> 1	8.19	6.16	7.77
Debt to Asset Ratio	< 35%	12.01%	13.23%	11.40%
Debt Servicing Ratio	< 3%	0.78%	0.67%	0.64%
Net Assets to Expense Ratio	> 60%	138.18%	139.93%	131.88%
Net Income to Revenue Ratio	> 1.5%	12.84%	12.56%	15.47%
Number of Flags	-	-	-	-

Capital

- Original Capital Budget = \$9,000,000. Funded through unrestricted reserves.
- Mid-Year Capital Budget = \$9,900,000. Requesting an additional \$900,000 from unrestricted reserves:
 - Additional pickleball court (BOG Sept. 26, 2023).
 - Space retrofits – move up in the project timeline; create resource capacity in the 2024-25 capital project plan.
 - Campus beautification – exterior façade cladding on two concrete staircases.
- Administration is working within the available contingency remaining within the original \$9M capital budget.



Internally Restricted Reserves: Projection to March 31, 2024

Date	Financial Sustainability	Deferred Maintenance	Strategic Projects	Int'l Scholarships	Risk Mgmt	Total
March 31, 2023*	\$70.1M	\$25.8M	\$22.0M	\$5.0M	\$5.0M	\$123.1M
Contribution	-	\$20.6M	\$13.0M	-	\$5.0M	\$43.7M
Interest	\$3.8M	\$0.9M	-	\$0.3M	-	\$5.1M
Withdrawal	-	(\$15.9M)	(\$14.5M)	(\$3.0M)	-	(\$33.5M)
March 31, 2024*	\$73.9M	\$31.5M	\$20.5M	\$2.3M	\$10.0M	\$138.4M

*indicates estimated balances.

Recommendation

- IT IS RECOMMENDED THAT the Board of Governors approve the 2023-24 Mid-Year Budget Report.



Questions?