Sault College Annual Report 2021-22 FISCAL YEAR

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Message from the BOARD CHAIR

On behalf of the Sault College Board of Governors, I am very pleased to present Sault College's Annual Report for the 2021-22 fiscal year.

Sault College has a strong presence in our community and across Northern Ontario. As the community's fifth largest employer, Sault College's economic impact to the Algoma Region is estimated at greater than \$170 million dollars annually. The College not only provides a topquality education, it is also an economic driver to the communities it serves.

As you read through this report, you will see that we continue to keep Sault College's vision top of mind, as it speaks to what we are all about: to make society a better place by providing a transformative life experience through empowering those who study with us to think and learn in progressive, innovative ways, including those we have not yet imagined.

The past year was once again one of unexpected change and remarkable resilience at Sault College as we continued to face significant challenges brought on by the COVID-19 pandemic. The College rose to the challenge by developing new and creative ways to teach and provide services to students. Everyone came together as a college community to support students and found innovative ways to keep students engaged while ensuring the health and safety of everyone.

I am extremely proud of the achievements of our College over the past year, and want to recognize the hard work of all faculty and staff. I congratulate the college on receiving national recognition as the recipient of the CiCan Gold Award for excellence in Equity, Diversity and Inclusion. This award is a testament to the College's commitment to diversity and ensuring that all students and staff feel welcomed and supported.

I would also like to acknowledge the remarkable leadership of our President, Dr. Ron Common and his team, who demonstrated true commitment to ensure that our College weathered the pandemic all while keeping a focus on the future to further enhance the educational experiences of the College students.

On behalf of the Board of Governors, I would like to thank College staff for everything they do because not only have they been instrumental in moving our College forward throughout the current pandemic, but also have helped us achieve great success once again.

Thom Ambeault Chair, Sault College Board of Governors



Message from the **PRESIDENT**

This annual report outlines our College's many successes during a period of great uncertainty and unprecedented change. This past year was filled with continued innovation, creativity, and leading-edge approaches to both academic delivery and student services. Our faculty and staff found creative ways to deliver excellent academic programming safely while preparing students for the job market and personal success.

We continue to evolve and be proactive and are introducing new methods of delivery as we anticipate the future needs of our learners and employees and meeting new challenges head-on. We remain committed to providing exceptional pedagogical experiences to students and we strive to continue to be the best-in-class in the programs and services the College offers.

As a compliment to our exceptional, ongoing work, Sault College was awarded both the CiCan National Gold Award for Diversity, Equity and Inclusion and the Chamber of Commerce Outstanding Business Achievement Award for Diversity. These awards recognize and attest to the fact that Sault College embraces, celebrates and applies holistic inclusion and participation of a diverse people, making the workplace a better environment in which to work, and the community a better place in which to live, work and raise a family. The College prides itself on creating a campus and workplace that respects, embraces, and values diversity.

Over the past year we have broadened our program offerings for domestic and international students alike. We welcomed students from 35 countries and have benefited from the diversity and vitality these students bring to our College and community.

Our commitment to Indigenous education remains stronger than ever as we continue to foster and encourage an understanding and appreciation of the histories, culture and traditions of Indigenous peoples.

I would like to thank the Board of Governors, the Indigenous Circle on Education and our Program Advisory Committees for their leadership and guidance this past year. Finally, I cannot thank enough the entire team of staff at the College for their commitment to students, both in and out of the classroom. I am so proud of the resiliency, dedication and determination of our staff. It is incredible to see our organization come together in the face of adversity only to get stronger and more focused. Thank you to everyone for their amazing work over the last year.

KW James

Dr. Ron Common President, Sault College

VISION AND MISSION

The Vision of Sault College is to make our society a better place by providing a transformative life experience through empowering those who study with us to think and learn in progressive, innovative ways, including those we have not yet imagined.

Our Mission is to continue to be recognized as the pre-eminent student-centred postsecondary institution in the province. The College's unyielding dedication to empowering students with real-world experiences and the tools to reach their goals will result in meaningful employment. In doing so, will be a cornerstone of the communities we serve.

With this impressive mission and vision, we are driven to provide an increasing number of relevant and impactful learning opportunities that lead to strong career paths. This goal not only supports our learners and their education but also an economy in need of need highly skilled and trained workers. Sault College transforms the lives of students by providing innovative post-secondary education and training, granting Ontario College certificates, diplomas, advanced diplomas, graduate certificates, and degrees to those who study here.

Sault College is pleased to report that it continues to be a leader in delivering a postsecondary education of the highest academic quality, so that students, their families, our partners, employers, and the community know that the people, programs, value and overall experience of Sault College are exemplary. Overall, this leads to a continuing cycle of positive transformation, both of individual lives and the larger society as a whole.





LAND ACKNOWLEDGEMENT

Located in the Robinson Huron Treaty territory, we are grateful to Mother Earth for providing us the land, water, air, and food needed to sustain all life and we acknowledge Indigenous Peoples as the original stewards of this land who have lived in harmony and in respect with all Creation. As we are all relations, it is important to recognize this interconnected relationship with one another and our obligation to respect the land that has nourished, healed, protected, and embraced us. We honour Obadjiwan (Batchewana First Nation) and Ketegaunseebee (Garden River First Nation) as the original caretakers of the land that Sault College is situated on and acknowledge the contributions of the historical Metis Nation of SSM in the stewardship of this territory.

Sault College QUICK FACTS

72 PROGRAMS

15 College Certificates 30 Ontario College Diplomas 6 Ontario College Advanced Diplomas 19 Ontario College Graduate Certificates 2 Bachelor's Degrees

ENROLMENT

More than 3,500 full-time students Approximately 1,500 part-time students

KPI

81% of full-time students have experiential learning in their programs 86.2% Graduate Satisfaction

ECONOMIC IMPACT

\$170.6 - \$355.1 million Economic Impact

AWARDS

This past year Sault College was the recipient of: CiCan's National Gold Award for Equity, Diversity and Inclusion SSM Chamber of Commerce

Business Achievement Award for Diversity





Achievement of 2021-22 GOALS AND OBJECTIVES

In accordance with our Strategic Plan and Strategic Mandate Agreement governance documents, the following measurable operational initiatives were highlighted to be undertaken over the past year. Progress as of March 31, 2022 is captured in this section of the report.

Skills & Job Outcomes

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

- Graduate Employment Rate in a related field
- Institutional Strengths/Focus
- Graduation Rate
- Graduate Employment Earnings
- Experiential Learning
- Skills & Competencies

Graduate Employment in a related field

Overarching Goals	2021-22 Departmental Initiatives	Progress at March 31, 2022
The College will continue to expand efforts to assist all graduates in finding quality employment upon	Employment Placement Advisors will work to connect those with little or no experience in the field of study to work opportunities (job trials).	Achieved. Ongoing efforts to deliver job search supports to any graduates connecting with the Employment Services offices.
graduation.	Continue to build relationships with industry by having relevant industry representation on Advisory Committees	Ongoing. Connecting with Advisory Committee members on an ongoing basis.
	 Alumni, in collaboration with Continuing Education, will transition the Prep for Success program into a series of Virtual Workshops to prepare graduating students for entering the workforce. Digital Badging will be awarded for completion of the Workshop Series. Workshop topics include: Professional networking/building your personal brand Employer/Entrepreneur Panels Job search skills Professional networking Immigration workshop designed specifically for international students 	In progress. Prep for Success is being developed into a free virtual micro-credential with a target launch date of summer 2022. Once the remaining content pieces requiring outside contribution are developed and AODA requirements met, the micro-credential will be published and promoted to recent graduates and upper-year students.
	Sault College Alumni will continue to sponsor the Sault College Communicators chapter of Toastmasters, providing opportunities for interested graduates to participate free of charge	Ongoing.
	Ensure ongoing representation of Indigenous Employment and Training representatives on the Indigenous Circle on Education	Achieved and ongoing.
	Maintain an Indigenous employment job board to assist upcoming and recent graduates in finding suitable employment opportunities, explore career options and highlight employers who are committed to hiring Indigenous peoples as part of their organization	Achieved and ongoing.
	The Student Employment Coordinator and the team in the Student Job Centre will assist Indigenous, international and domestic students in finding employment by connecting them to the labour market, while providing support and mentorship	Ongoing. Student Job Centre posts Indigenous positions and ensures Indigenous employers are present at annual job fair. 52 students have reported they are employed after receiving support from the Job Centre.

	The part-time hiring of Sault College students in various areas of the College provides valuable experience that can assist these students in securing quality employment upon graduation	Ongoing. 45 part-time off-campus 14 part-time on-campus hires in the academic year.
We will provide increased career counselling and mentorship to students as we follow them through their college education and	Employment Solutions staff will outreach virtually to graduating classrooms to provide an overview of services and supports available post-graduation	Completed and ongoing.
into the workforce	Adaptation and expansion of the Alumni Mentorship program model to accommodate the necessity of virtual collaboration and distance connections between mentor and protégé	Deferred due to the pandemic.
	 The Student Job Centre will: Provide a series of workshops, such as: resume building, interview preparation, etc. for graduating classrooms 	Ongoing. The Student Job Centre delivered employment related workshops to 57 classrooms, reaching approximately 1,306 students.
	 Evaluate career development software which will be used for students to create profiles and build resumes Use MS Teams to connect virtually in classrooms, and with students who require assistance with job searching, interview preparation and resume building 	New initiative in progress to recruit students for local part-time positions.
	Counsellors will advise students from the application to graduation time frame about career planning which may involve career testing or referrals to internal career services	Achieved and ongoing.
Increase collaboration with Indigenous communities to support Indigenous graduates in finding employment	In partnership with Indigenous Studies, Employment Solutions will commit to quarterly meetings with Indigenous community partners seeking employment assistance for their members	Paused during pandemic. In-person meetings will resume during the 2022-23 fiscal year.
	Employment Solutions will deliver Indigenous Youth Job Connection which incorporates cultural perspectives within job-readiness workshops and pre-employment training and appropriate placements for youth	Ongoing. On average will deliver two YJC Indigenous focused groups per year.
	Actively engage and work with the Indigenous Circle on Education at Sault College to identify and implement best practices that will effectively support Indigenous graduates of the College	Achieved and ongoing.
	Continue ongoing work with FutureSSM's Indigenous Employment Roundtable to share information and explore potential employment partnerships with local employers	Deferred.

	Work with local and regional Indigenous Employment and Training organizations to improve communications and information sharing regarding upcoming employment opportunities for Indigenous graduates	Achieved and ongoing.
	Human Resources will work with the Indigenous Studies department to highlight and profile internal Indigenous employees to act as mentors and role models to students	In progress.
	Indigenous Studies and Indigenous Friendship Centre (IFC) will strengthen their partnership to provide employment and training services to urban Indigenous graduates	In progress. Indigenous Studies and Employment Solutions partnered with IFC to create a new role to focus Indigenous Employment supports.
	 The Student Job Centre will: Collaborate with internal and external community partners to support Indigenous graduates in finding employment Outreach to Indigenous employers to have them as part of the annual job fair to promote positions specifically for our Indigenous graduates 	Achieved and ongoing. Student Job Centre outreaches and supports Indigenous employers and invites them to the annual job fair. The Centre also receives referrals from Indigenous Counsellors to support students looking for employment.
Increase work integrated learning opportunities and placements for students	Engage with local Indigenous social service organizations to create and expand placement opportunities for students enrolled in the Social Service Worker – Indigenous Specialization program	Achieved and ongoing.
	Support promotion and participation in Level-Up program initiative to promote and create project-based work integrated learning opportunities for Indigenous learners	Deferred.
	Corporate Communications will promote internships for Indigenous graduates	On hold. Review of internship opportunities underway.
	Foster relationships with community agencies to work through COVID-19 with recognized affiliation agreements	Achieved. Affiliation agreements have been updated to reflect covid-19 and strengthen those partnerships.
	 Student Services and Athletics will provide valuable work placement and paid work opportunities for students in all programs This includes paid positions within the Fitness Centre and Waterfront Adventure Centre which align with the program areas in which they are studying. 	Ongoing. Residence, Athletics and the Waterfront Centre continue to find placements for international and domestic students throughout the entire year in the fields of fitness and recreation.

	The Employment Solutions department will sponsor a minimum of 1-2 students from the SSW, CYW or Office Admin programs in an effort to provide students with an opportunity to apply the knowledge learned in programs and to build internal capacity for Sault College.	Achieved and ongoing.
Develop micro-credentials	Continuing Education will:	
(short, flexible, skills-based learning experiences) that align with the Ministry's model.	• Develop six micro-credentials in partnership with the Northern Colleges Collaborate Partnership(NCCP)	The equivalent of six micro- credentials were created as part of NCCP including Medication Administration, four courses in Foot Care for Nurses as well as five on soft skills.
	 In partnership with the Northern School of Medicine (Lakehead, Laurentian, Queens develop a micro-credential in wound care 	Wound care micro-credential is almost completed.
	Develop a micro-credential on mechanical ventilators	Mechanical ventilator micro- credential is complete.
	All pre-existing micro-credentials will be registered with the Ministry as micro- credentials to allow for OSAP eligibility	Achieved. OSAP eligibility has been requested.
	Facilitate discussions to identify and determine priority upskilling needs for local Indigenous social service organizations, First Nation communities and community partners	Collaboration with Indigenous partners is on-going. Some partners have participated in the FASD micro-credential bundle.
	Develop micro-credentials in the area of asbestos and mold abatement training for remote First Nation communities	In progress. Development of the micro-credential for asbestos and mold abatement training is entering the peer-review stage with anticipated delivery in Fall 2022.
	Explore micro-credentials in Civil Program for AutoCad and Surveying	Achieved. Micro-credential in AutoCad is now available
	Identify gaps through the mapping of industry or specialty-based competencies to develop micro-credentials, program courses and electives, i.e. Canadian Gerontological Nursing Association (CGNA)	In progress. Working with professional bodies as well as external partners is on-going to address skills gaps
Develop innovative initiatives to increase response rate to graduate surveys in program areas where there is a high demand in the labour market.	A cross-college working group has been formed consisting of Alumni Relations, Quality Assurance, Registrar Office, International Student Services, Employment Solutions and SCSU to create strategies and action plans to promote the Graduate Survey and incentivise answering that call	Deferred. KPI Graduate Outcomes survey is one full year behind schedule. Ministry-led survey cycle has not begun for 2020-21 graduates.

Institutional Strength and Focus

BUSINESS AND TECHNOLOGY PROGRAM AREA		
Overarching Goals	2021-22 Departmental Initiatives	Progress at March 31, 2022
Sault College will continue to evolve and develop programs in response to labour market and student needs	Program advisory committee members and past and present students will continue to be engaged in discussions about industry demand and student interests for new programs	Achieved and ongoing. In the areas of Natural Environment, Business and Culinary, Program Advisory Committees met virtually in fall and spring to discuss programs, industry demand and innovation in industry.
	Recruitment will develop a report containing the most frequent programs students are inquiring about that are not presently offered	Completed. This information was provided to the Program Mix Committee.
	Continue using Google Insight Data, Analytics and introduce third party Market Research data (Academica) to develop insights into market demand	Ongoing.
	Create marketing campaigns and material to support new programming	Achieved as required for B. Eng program launch in Fall 2021.
	Continuing Education will add 10 new fully, asynchronous E-Learning programs (blend of Micro-Credentials, Board approved and Diplomas), all of which will be assessed for labour market viability	Surpassed target. Continuing Education has completed this along with over 50 new micro-credential courses, which are able to be bundled into various programming.
	Launch new graduate certificate programs in Fall 2021: • Construction Management • Cyber Security	Construction Management was launched in Winter 2022. Cyber Security has been deferred.
	Continue to engage and consult with the Indigenous Circle on Education at Sault College to identify Indigenous community priorities related to labour market and student needs	Completed and ongoing.
	 Health Program developments: Complete approval processes successfully to offer: Stand-Alone Bachelor of Science in Nursing (BScN) Program Registered Practical Nurse (RPN)-to-Bridging BScN Program 	Achieved. Approval received for both programs.

	Continue to build the Health Programs portfolio to support the needs of Sault Ste. Marie and the Algoma District	Successfully launched: • Professional Nursing Practice- Gerontology & Chronic Illness Program for Internationally Educated Nurses • Enhanced Nursing Practice-Acute Care for Internationally Educated Nurses is fully developed and ready for Fall 2022 delivery
	Introduce new models of program delivery in Early Childhood Education and Personal Support Worker	Ongoing and in progress for Early Childhood Education.
	 The Student Job Centre will: Use software to pair students with employers and track outcomes (Recruit BPM software) Work directly with the International department to determine students' needs within the labour market, and assist with resume development and interview skills 	Achieved and ongoing. The Student Job Centre continues to utilize Clockwork for reporting and tracking outcomes. A part-time international graduate was hired to complete international outreach and support sessions for international student job seekers.
	Employment Solutions will develop a yearly Labour Market Information document to guide Program Mix discussions.	Achieved and ongoing.
Sault College aspires to partner with other colleges/ universities to offer degree programs in fields that lead to employment	In Fall 2021, Sault College will be launching the Bachelor of Engineering in Mechatronics in partnership with Humber College	Launched as planned in Fall 2021.
	Partner with universities to offer pathways for students Help promote pathway partnerships with marketing campaigns and exposure.	Ongoing. New partnership pathways in the School of Natural Environment with the University of New Brunswick and in the School of Business with Lakehead University.
Sault College will ensure programs are supported by highly qualified professors (recruitment, professional development)	Human Resources (HR) will support and promote leading edge recruitment techniques, keep current the Minimum Qualification requirements for faculty and support an appropriate balance between full-time and Other-than-full-time faculty	Achieved and ongoing. HR implemented a new recruitment software system to make the recruitment process more efficient and user-friendly and uses a variety of methods to promote vacancies.
	Continue professional development programming for faculty and support quality initiatives/partner with Quality Assurance department	Achieved and ongoing. Teaching and learning-specific professional development hosted in May/June 2021 as well as throughout the academic year.
	Promote faculty experience and expertise within all program webpages • Create video shorts of experienced faculty	In progress.

Sault College will continue to improve facilities (including classrooms, labs, shops, etc.) to enhance the overall student experience.	Apply for government funding to support equipment and facilities requirements for the Mechatronics Engineering degree delivery	Achieved.
	Expand Indigenous presence in institutional classroom settings through the installation of Indigenous teaching tools/aids such as the Seven Grandfathers teachings	In progress. Posters in G1300 completed.
	Expand the number of classrooms that are conducive to Indigenous ways of teaching and learning	In progress.
	Update nursing labs to support the new BScN degree program and for other nursing and Health Programs	In progress. Centre for Health Sciences planning has begun. Other initiatives: Athletics purchased new equipment for the fitness facility which is open to our students and the local community. Employment Services purchased 26 workstations in Mechatronics lab, Millwright/ Manufacturing equipment; VR oculus, Health Sciences (PSW/OTA, Fitness and Health Promotion) mannequins, stretchers, beds, lifts and other equipment. (approx. \$325,000)

Graduation Rate

Overarching Goals	2021-22 Departmental Initiatives	Progress at March 31, 2022
Improve overall student retention rates	Utilize the at-risk student survey results to administer and develop appropriate student support strategies, and outreach to all survey respondents	Achieved and ongoing.
	Develop an early alert strategy to expedite intervention for at-risk students	Achieved and ongoing. Early alert identifications including LMS login data were used to outreach to students with early intervention strategies.
	Student Success team to provide targeted workshops and supports to residence students	Achieved and ongoing. Targeted support services were designed and delivered to special populations including residence, athletics, and program areas.
	Continue to offer a three-week orientation for new students, comprised of workshops and support introductions to ensure learners have the tools to succeed	Achieved and ongoing.
	Collaborate with faculty to plan and facilitate Alumni Speaker visits, increasing student confidence in employment outcomes	Achieved and ongoing.
	 Aviation programs: Ensure practical training progresses within industry recommended timeline. Enhance cooperation with other programs (i.e. General Arts and Science) and develop symbiotic program (Aviation Techniques) to provide students other avenues within the College to find success in their personal career pursuits 	Achieved and ongoing.
	 BScN and Practical Nursing: Faculty teaching more challenging courses with higher failure rates will be assigned course-specific tutorials using the capacity within their workload If there is sufficient interest, provide students with the option to repeat a course during the summer months 	Achieved and ongoing. Faculty tutorials in BScN and PN were expanded with success and will continue to expand into additional courses.

	Offer more social activities to keep students engaged with a priority on the first six weeks of the term	Achieved and ongoing. Motivational Monday and Wellness Wednesday engagements continued through the year. Holiday Surprise week, Breakfast program, and Student Appreciation events were notable engagement initiatives.
	Universal Design for Services approaches will continue to be developed to meet the needs of students with disabilities	Ongoing. Implementation of "Read Speaker" program through LMS.
	Flexible appointment methods and times will be available and drop-in options will be offered	Ongoing. Academic Assistants in the School of Natural Environment, Business and Culinary met students in-person and virtually using Teams – video and chat, as well as email.
	In 2021-22, the Library will work closely with our Student Success team and faculty/ program departments to make sure they are aware of all the resources the library has to offer and how to use them properly	Achieved and ongoing. The Library, working completely remotely, conducted information sessions with faculty and students on library resources and recorded the sessions to be viewed anytime.
Improve retention rates for students with disabilities and high-risk students	Evaluate high-risk student groups and gaps in existing reporting and/or supports	Achieved and ongoing. A new risk student group that received targeted support were those repeating courses.
	Create training modules for staff, to be available on their LMS (like AODA, etc.), with information on supporting students in distress, and referral options	Achieved. A Faculty Guide for Accessibility Services was created and disseminated to teaching staff. Introduction of AODA Postsecondary Education Standards with the goal of creating an accessible Ontario by 2025. CMHA created mental health training modules on a variety of topics.
	A plan will be developed for tutoring of student athletes in need of extra support or with learning difficulties. Progress over the course of the semester will be tracked	Achieved and ongoing. Success and Athletics collaborated on support services and are continuing to develop a robust plan for future years.

	Current policies and procedures will be reviewed to ensure they are supportive of students with disabilities and/or those who are considered high-risk	Achieved and ongoing. The National Standard for Mental Health and Well-being for postsecondary was utilized to complete an environmental scan to identify service and training gaps, review policies/procedures, and receive student feedback. Implementation of the recommendations will take place in the 2022-23 academic year.
	Provide more options for service delivery to ensure students with disabilities and those who are high-risk can access services in a mode that is most effective for them	Achieved and ongoing. Counsellors are now available for appointments via phone, virtually, or in-person to increase access.
Improve retention rates for Indigenous students and engage members of the College community (students, employees and community members) in	The newly created Indigenous Student Success Advisor will outreach to all self-identified Indigenous students each semester to provide information about Indigenous Studies and support services available at Sault College	Achieved. Indigenous Student Success Advisor connected with each self-identified Indigenous student to provide supports.
community members) in Truth and Reconciliation (TRC) activities that will support Indigenous students	Collaborate with community partners, including: Algoma District School Board Indigenous Grad Coaches and First Nations Education Counsellors, along with Indigenous Student Success teams at other post-secondary institutions to identify and contribute to improved support strategy development	Achieved and ongoing.
	Develop and deliver Indigenous Student Success workshops which include culturally- specific initiatives and collaborations with our Elders-in-Residence program, Indigenous counsellors, Indigenous community members and graduates	Achieved. A noteworthy event was the Alumni guest speaker and Indigenous feast. Residence has also created an Ambassador program, which consisted of representation from international students as well as Indigenous.
	Continuing Education will partner with Seven Generations Education Institute to develop a three-credit course in Indigenous Songs and Stories. The course will address the Truth and Reconciliation Calls to Action as it will be presented in both Ojibway and English.	Ongoing. Indigenous Songs and Stories in partnership with SGEI has been completed and is now available for registration
	Contribute to a culturally safe learning environment through the ongoing provision of effective relevant academic and cultural supports, services and initiatives for Indigenous learners attending Sault College and enrolled in community-based programming	Achieved and ongoing. Employment Services purchased TRC Professional Development training for all College staff (to be rolled out in 2022-23 by HR)

Indigenous Studies will:

 Work collaboratively with the Student
Services department to implement
Indigenous-specific counselling support
services and initiatives that supports the
needs of Indigenous learners

- Work collaboratively with the Human Resources department to provide ongoing professional development opportunities to increase institutional awareness and understanding of Indigenous culture, history and worldviews
- Work with key internal stakeholders to explore opportunity for Sault College to offer Introduction to Indigenous Canada course as part of professional development training

Identify Indigenous teaching/learning methods to be incorporated, where appropriate, in different courses or programs and, where appropriate, add traditional Indigenous elements

Library Services and Indigenous Studies book club is a direct response to the Calls to Action of the Truth and Reconciliation Commission. Book Club gathers staff, faculty and students (Indigenous and non-Indigenous) to read and discuss works of Indigenous authors. Gatherings are based on the foundations of: Indigenous knowledge/research, trust building and reciprocal relationships, sharing in the form of discussion and analysis and encourages decolonial thought. Book Club recognizes the Anishinaabe land on which we reside. It adheres to the protocols and teachings of the Anishinaabe people and is blended with academic context. Achieved and ongoing. Examples include: a Traditional Healer provided services to students seeking traditional interventions.

Achieved and ongoing.

In progress.

In progress.

Achieved and ongoing. Indigenous programming in the library was a huge success in the 2021-22 fiscal year. Staff and faculty made up 14 members of the Sault College book club which gathered bi-weekly to read and discuss 'From the Ashes by Jesse Thistle'. Discussions revolved around themes in the books of Indigenous connections to family, land and navigating the world.

Treaties Recognition Week featured two guest speakers with a focus on the 1850 Robinson Huron Treaty.

The 2022 Visiting Artist Series welcomed author and master storyteller Richard Van Camp in partnership with Indigenous Studies and Paterson Library Commons at Confederation College. Van Camp met with our students, staff and faculty over three separate sessions.

Living Library Week virtually brought together students and staff for presentations/ conversations on different subject areas impacting college life.

Library and Indigenous Studies formed a Northern Ontario College book club. A joint effort with Confederation College and Cambrian College. Introduce innovative initiatives to ensure strong supports are in place for students through their time at Sault College Student Success will lead a variety of supportive student workshops at thoughtful and relevant points through the student lifecycle

The Student Success Retention Committee will continue to evaluate program-specific retention data and collaborate with academic areas on the development and implementation of customized support strategies

Counsellors will meet with varsity athletes at the onset of the academic year to introduce services and establish relationships. Ongoing, weekly drop-in times in Athletics will be implemented to reduce barriers to support.

The Sault College Peer Tutoring program will hold weekly program-specific group, dropin, tutoring sessions, as well as sessions in core subjects such as Math, Physics and Communications

The library will:

- be implementing and migrating to a new integrated library system in 2021-22, with enhanced features for students and faculty
- The library will be adding more features to its website through the addition of LibGuides CMS (library software that almost all academic libraries use) that will allow us to better interact with our students, integrate library resources for faculty in LMS, showcase exhibits, archives and special collections and facilitate cross-departmental collaboration

Achieved and ongoing. Daily Success Hub drop-ins, success workshop delivery, and '60 seconds with success'.

Achieved and ongoing. Success met with targeted program areas to review retention data and have developed a committee framework moving into 2022-23.

Achieved and ongoing. Athletics orientation provides all student athletes with a host of resources and tools to be successful while at the College.

Athletics is in the process of creating regular check-ins with various faculties to assess midterm student results and identify academic issues early.

Ongoing. The Peer Tutoring program ran program specific tutoring for 30 programs. Sault College Peer Tutoring partnered with Humber College to offer peer tutoring for the Bachelor of Engineering – Mechatronics program. The Peer Tutoring Program developed a closer partnership with the Student Success team to support students and offer more targeted knowledge to at-risk students.

In progress. The planned library catalogue will be launched in the summer of 2022-23, with all of the planned improvements (also for our website) but now allowing more collaboration with 18 other college libraries and the Ontario Colleges Library Service (OCLS).

	Student Services will provide remote and hybrid service delivery for workshops, counselling appointments, accessibility services, and testing to ensure all students have support regardless of where they are studying from	Ongoing. Student Services introduced remote and hybrid service delivery for all services to ensure all students have support regardless of where they are studying from. Cram Jam events, mostly digital, were run in the fall and winter semesters to support students in preparing for their finals
		and exams. The Winter 2022 Cram Jam had the highest attendance of a digital Cram Jam yet.
Sault College will continue to improve the quality, impact and innovativeness of teaching, learning and service delivery	Curriculum and Faculty Development Specialist will lead faculty in the exploration of new teaching methods and delivery modes	Achieve and ongoing. Curriculum and Faculty Development Specialist facilitates regular community of practice sessions to foster exploration and sharing of new teaching methods and delivery modes.
	Indigenous Studies in collaboration with the Curriculum and Faculty Specialist will develop initiatives to increase understanding and awareness in Indigenous andragogy for faculty	Achieved and ongoing.
	With funding secured through e-Campus Ontario we will increase capacity in teaching in the hybrid environment	Achieved/ongoing: The partnership of the Curriculum and Faculty Development Specialist and the visiting instructional designer fostered a community of learning and experimentation among faculty at Sault College. An online hub (The CAFÉ) for faculty activity was created where resources and tools are shared, training sessions and webinars are posted and news and events are communicated. This hub fuels a flourishing community of practice at our College, which was ignited with the VLS funding. Professors experiment with new teaching methods and educational technology and are imbedding the new LMS tools created into their courses, supporting course redesign for a hybrid future.
	Effectiveness of innovative teaching strategies will be measured with the course- based student feedback questionnaire and the program level student satisfaction/ engagement survey	Ongoing. Course-based student feedback questionnaires include questions on teaching effectiveness, with the results provided back to the professor and their supervisor. The Ontario Colleges Student Engagement Survey includes questions about learning experiences.

	Sault College will actively participate in ONCAT initiatives including the Maplt Project, supporting our evaluation of the credit transfer process for students and implementation of	Achieved. MapIt 2.0 Project was completed with important process improvement recommendations that are being incorporated into
	process improvements Corporate Training will continue to expand on its on-demand training platform by adding additional courses and micro-credentials, allowing for flexible delivery	our 2022-23 plans. Achieved. (corporateetraining. saultcollege.ca)
	Work with faculty to support the adoption of the latest technology and instructional equipment used in the delivery of courses to enhance student experience	Achieve and ongoing. Virtual Reality in Mechanical Lifts was development for healthcare students
	The faculty delivery support site will be launched on the library website with sections on teaching aids, math aids, science aids, engaging students, academic integrity, accessibility, experiential learning, teaching tools, support for students, wellness, and the faculty newsletter (Academic Insights)	Achieved and ongoing.
	The remote peer tutoring model will continue to be available for students whether they are studying on or off campus	Achieved and ongoing. Peer Tutoring for 2021-22 ran mostly online through MSTeams due to the pandemic; there were a few courses that required hands-on support which were held in-person, such as, SNE-Trees and Shrubs, Electrical Engineering, and OTA/ PTA.
	Student wellness initiatives and workshops will continue to be available remotely and in person	Achieved and ongoing. Canadian Mental Health Association delivered psychoeducational workshops to students remotely once per month during the academic year.
Seek funding to ensure the continuation of on-campus mental health services for all students.	Work with the Canadian Mental Health Association to continue to access funding for Mental Health education and training	Achieved and ongoing. Funding was secured.
Students.	Continue to develop mental health partnerships within the community	Ongoing. The National Standard for Mental Health and Well-being for Post Secondary were introduced in Fall 2022. Partnerships were formed with external and internal stakeholders to enhance our services college wide.

Graduate Employment Earnings

Overarching Goals	2021-22 Departmental Initiatives	Progress at March 31, 2022
Work with community and industry partners to ensure we are producing job- ready graduates who are in demand	Work with Advisory Committees to ensure program curriculum is well aligned with industry and graduates are ready for the workforce	Completed and ongoing.
	Continuing Education will: • Work with industry stakeholders to address the skills gaps in mental health and addictions training	Work is continuing with Mental Health and Addictions with six new, 40-hour micro-credentials to be ready for September registration.
	Marketing will develop the next phase of Real Stories campaign. Create video shorts of some of our amazing success stories of our graduates. Create an awareness within the community and abroad of the quality of our graduates. Create 6-10 story shorts to be published digitally and featured on website.	Due to limitations with COVID 19, the team created a new plan for fiscal 2022, to create 2-3 stories per month. A new position, Digital Content Coordinator, was created to help with these types of initiatives.
	 The Student Job Centre's approach to supporting part-time student employment provides: Our graduates with pre-graduation work experience to prepare them for a career, and Assistance with resume writing and creating opportunities for gaining graduate employment. 	Achieved and ongoing. Student Job Centre has assisted 52 students to secure part-time employment in the community. In addition, there are 14 international students positions on campus.
	 The Library will purchase two databases that will help international students adjust to life and education in Canada PressReader: Over 7,000 global newspapers and magazines available with translations into many languages. Transparent Language: teaches students how to learn a language, with over 100 languages available. 	Achieved and ongoing. The library introduced Press Reader (international newspapers from around the world) and Transparent Languages (a learning language database and app to help students learn a new language) to students with great interest from students, especially our international students.
Increase collaboration with local stakeholders, including employers, local government, Algoma University, Indigenous groups to ensure alignment with economic development strategies	Continuing Education and Natural Environment will continue to engage with the partners in the four-way Memorandum of Understanding (Algoma University, Ministry of Natural Resources and Forestry, Great Lakes Fishery Commission) to develop training, student placements and internships for graduates Continuous collaboration will occur to ensure the Indigenous institutes that we are partner with to offer programming are active on the Program Advisory Committees	Continuing Education and Natural Environment will continue to engage with the partners in the four-way Memorandum of Understanding (Algoma University, Ministry of Natural Resources and Forestry, Great Lakes Fishery Commission) to develop training, student placements and internships for graduates.

The Student Job Centre will work with various employers in the local area to set up interviews for our students either in person or virtually

Through the Employment Solutions operation, strive for excellence in customer service through maximizing the delivery of a variety of community employment programs to support employers with their hiring needs and job seekers with their employment needs. Employment Solutions department will achieve a minimum of 95% customer service satisfaction in all employment and workforce development programming Achieved and ongoing. The Student Job Centre has 172 employers on our database.

Achieved. Employment Services achieved 100% in both Sault Ste. Marie and Blind River sites.



Experiential Learning

Overarching Goals	2021-22 Departmental Initiatives	Progress at March 31, 2022
Sault College will facilitate increased experiential learning opportunities for students.	Continuing Education will create its first Virtual Reality experience using Oculus headsets to engage Personal Support Worker students in learning how to operate mechanical lifts which are utilized in long-term care	Achieved.
	Determine areas where Indigenous-specific experiential learning opportunities can be incorporated and supported within Sault College post-secondary programs	In progress.
	Work with faculty to identify additional experiential learning opportunities in programs and courses through regular meetings with coordinators	Achieved and ongoing. Collaboration with Riipen and Harvard Business School to provide real-time experiential learning opportunities and case studies underway in the School of Business.
	Promote and build awareness of the delivery of experiential programing by developing marketing materials to support	Achieved and ongoing. Material was included within the viewbook on experiential learning initiatives (labs, simulators etc) and directed students to view our live interactive VR Tours on the web.
Sault College will strive to have experiential learning in all programs	Each new program developed will incorporate an experiential learning opportunity	Ongoing: Experiential learning opportunities are included in the new program development process.
	Review all existing programs to ensure there are experiential learning opportunities	Achieved: All programs have been reviewed. 34 of the 55 (61%) of postsecondary programs reported have experiential learning. These 34 programs represent 81% of the College's students.
	Ensure faculty are completing their Course Outlines and checking the types of work integrated learning they currently use in their programs to ensure our reporting is accurate	Ongoing. The Annual Program Review incorporates a review by program to ensure experiential learning has been accurately reflected in all courses.
	Continue to expand the use of software based experiential learning to better facilitate remote learning	Ongoing. License to support IT Studies and Business program use of an online platform for real projects, connecting students with real projects at real companies.

COMMUNITY & ECONOMIC IMPACT

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

- Community/Local Impact
- Institution-Specific Metric (Economic Impact)
- Innovation: Revenue Attracted from Private Sector Sources
- Institution-Specific (Apprenticeship-related)

Community/Local Impact

Institutional enrolment share in the population of the city (cities)/town(s) in which the institution is located.

Overarching Goals	2021-22 Departmental Initiatives	Progress at March 31, 2022
Sault College strives to increase community/local impact by:	Continuous engagement with Indigenous institutes will occur to further develop our current relationship. This will result in:	In progress.
 Collaborating with community and industry partners, including First Nations and Metis groups 	 An increase in the number of programs offered by various Indigenous institutes. We will increase the number of programs being offered in partnership to nine 	
	• By increasing the number of programs offered in partnership, the number of Indigenous students enrolled at Sault College will increase	
	Actively engage and work with the Indigenous Circle on Education at Sault College to identify and implement best practices that will effectively support Indigenous graduates of Sault College	In progress and ongoing.
	Work with local and regional Indigenous Employment and Training organizations to improve communications and information sharing regarding upcoming employment opportunities	Achieved and ongoing.

	Maintain consistent and ongoing Indigenous community engagement through active participation on local and regional Indigenous committees and working groups	Achieved and ongoing.
	Athletics will develop partnerships with the local community through partnership, event planning and sponsorships	Achieved and ongoing.
 Becoming a destination college that attracts domestic and international students to Sault Ste. Marie for their post-secondary studies 	Engage in an environmental scan to assist the College in determining market demands (program mix, marketing campaign, branding, etc.)	Achieved and ongoing. The Program Mix Committee meets monthly.
studies	Marketing will develop a short video promoting Sault Ste. Marie and surrounding area as an extension to the website promotion for area advantages Corporate Communications to highlight the community and the College's best attributes externally	Through partnerships with Tourism SSM, we were able to launch the "about the Sault" on website featuring attractions, activities etc. As part of our 'Where we are' campaign, city attractions (biking, outdoors etc.) were featured in our brand video.
	Promote post-secondary education at Sault College as a viable and realistic option for potential Indigenous learners through active participation and engagement with the Indigenous Post-Secondary Information Program	Achieved and ongoing. Participated in all 10 weeks of virtual Aboriginal Post-Secondary Information Program programming.
	Maintain ongoing communication and engagement with local secondary schools, adult learning centres and Indigenous Education Counsellors to promote Sault College and to identify and support post- secondary transition initiatives	Achieved and ongoing. Recruitment completed 63 virtual and 6 in- person presentations (total 475 participants).
	 Develop new programs that are highly sought after by domestic and international students. For example: Construction Project Management one-year Graduate Certificate Cyber Security one-year Graduate Certificate Bachelor of Engineering Degree 	Achieved and ongoing
	Athletics and the Waterfront Adventure Centre will offer competitive and recreational sport facilities and programming to attract domestic and international students (as public health guidelines permit during the pandemic)	Achieved and ongoing. As COVID restrictions limited campus recreation activity in 2021-22, remote activities were delivered.

	 Athletics will work towards: The creation of athletic-based scholarships for international students Providing unique recreational experiences that attract students to our school Improving and expanding existing facilities 	Achieved and ongoing. Scholarship options for international athletes were assessed on a case-by-case basis. New fitness centre equipment was purchased and installed in 2021- 22.
 Be recognized by our employees and the community as an exceptional place to work 	Marketing will develop a career section on the website celebrating the value of College employees, contributions to the community and value of working here. Work with Human Resources to develop content and testimonials for staff and faculty.	In progress. Marketing is developing a series of stories for alumni and current staff to be featured on website to celebrate staff accolades.
	Human Resources will continue to promote excellence through recognition. An Other-than- full-time awards program will be developed.	Achieved. Other-than-full-time employees provided service award recognition and awards.
 Investing in college infrastructure, which creates local construction jobs 	Apply for funding to enhance facilities and equipment for the Mechatronics Engineering degree	Achieved. The College was successful in securing \$2 million in NOHFC funding and \$533,000 in Fednor funding for the Engineering program renovations.
	Ray Lawson Hall will continue to invest in the facility annually by renewing and renovating space and equipment	Achieved and ongoing. In Residence, a cooking space/kitchen on third floor was completed in the summer of 2021, along with bathroom upgrades and painting throughout.
	The Waterfront Adventure Centre continues to seek out funding opportunities to improve infrastructure and services to students and community members	Ongoing. Expanding offerings and plans for the Waterfront Centre.
 Conducting and supporting events that generate economic activity. 	The Alumni Perks App (launching in spring of 2021) will serve as a communications tool with Sault College graduates, offering exclusive discounts from local vendors on goods and services, driving business to local companies	Achieved.
	Athletics will provide competitive and recreation sport programming throughout the year which generates significant community support within our campus and partner facilities	Ongoing. Support local Indigenous pow-pow in our gym.
	Athletics is working towards four major events: The Scholarship Breakfast, the Varsity golf tournament, Homecoming and the Winter Classic	Hosted two OCAA provincial championships at Sault College this year. Athletics and Alumni co-hosted a golf tournament fundraiser.

 Sault College will strive to deliver programming to community members that have barriers. 	Through Employment Solutions operations, Sault College will deliver employment programming to those most affected by COVID-19, the disadvantaged, the highly barriered and further removed from the labour market	Achieved and ongoing.
	The Community Integration through Cooperative Education (CICE) Program Coordinator will reach out to the Autism Society and other organizations to promote the program to their members	Achieved and ongoing.
	 Continuing Education will: Deliver two pre-apprenticeship training programs targeting students with barriers Work in partnership with the social services industry to deliver programming to individuals utilizing social services 	Achieved. Two pre-apprenticeship programs were delivered. Social Services was partnered on both.
Work with local infrastructure at the Sault Ste. Marie Airport	Work with the Sault Ste. Marie Airport Authority to support the development and sustainment of the facilities including: the NavCanada tower, IFR (Instrument Flight Rules) approach aids, runways and taxiways and other services such as aviation fuel	Ongoing.

Institutional Specific (Economic Impact)

Employment Solutions – Percentage of clients served who were placed in jobs through employment services.

Overarching Goals	2021-22 Departmental Initiatives	Progress at March 31, 2022
The Employment Solutions team will continue to successfully work with community and industry partners to undertake collaborative and innovative initiatives that will grow our economy and enhance our workforce.	Employment Solutions will deliver workforce development programming in the areas of Health Care and Manufacturing/Production to address skills shortage.	Achieved and ongoing. Health Care Skills Advance Ontario agreement awarded and signed in the amount of \$2,657,000. Manufacturing and Production Skills Advance Ontario agreement awarded and signed in the amount of \$1,556,000.
	Employment Solutions programming will achieve or surpass its 70% employed average	Employment Solutions achieved 70% employed average (SSM and Blind River) despite the challenges of the "pandemic labour market".

Revenue from Private Sector Sources

Overarching Goals	2021-22 Departmental Initiatives	Progress at March 31, 2022
Sault College will strive to meet the enrolment targets set for the private partner in Brampton and Toronto	International enrolment targets for our partnership campuses are as follows: 21S: 1,001 21F: 1,394 22W: 1,521	Actual enrolments at partnership campuses: 21S: 840 21F: 1,445 22W: 1,454
	Develop a marketing plan to build awareness of campus locations and help drive both domestic and international students Increase marketing media spend to drive traffic to our partner campus locations Build a more robust online presence for our campus locations and value for studying here	Achieved and ongoing. This is ongoing with the efforts of Marketing, International Recruitment and a third-party Marketing agency.
Sault College will strive to increase corporate training/ E-Learning revenue	In partnership with Continuing Education, the Marketing department will help develop a digital marketing plan to build awareness of e-learning and contract training opportunities at the college and drive customer through lead generation activities	In progress. Digital marketing campaign was explored but due to expenses, not implemented. Exploring other options and funding pathways.
	Improve access to online courses and programs through the implementation of an online registration and payment platform	Achieved. Online registrations are successfully being completed through the Sault College website.
	Indigenous Studies will work in collaboration with the Continuing Education department to support increased outreach and engagement with Indigenous communities and organizations to promote Sault College contract training opportunities	Ongoing. Continued discussions with North Shore Tribal Council (ECE); Garden River (Building Maintenance and Construction) and Pikangikum (pre-app in plumbing and Automotive Service Technician and Building Maintenance and Construction. Proposals for funding for each project has been submitted, projects have been mapped out.
	Corporate Training will partner with Ontario Lottery and Gaming to offer micro-credentials for its staff to fill employment vacancies	In progress. Continuing Education developed three new programs and five new courses in e-learning. Partnership with OLG has brought success with Phase 1 almost complete.

Sault College will continue to pursue the stand-alone BScN program	In pursuit of ministerial consent, the Post- secondary Education Quality Assessment Board (PEQAB) standards for degree level programs will be followed and applied against the new program	Achieved. Approvals received for stand-alone BScN program.
	Seek private funding for renovation and equipment enhancement of nursing labs to coincide with the launch of our new program Such investment in the nursing labs will further enhance revenue opportunities through third-party or community partner use of the lab space	In progress.
	The Library will be planning for and working with other colleges to fill the gap of online databases for nursing. These databases will be purchased before the independent program begins so they are ready and set up before Fall 2022.	Achieved and ongoing. The Library is working with the Ontario Colleges Library Service (OCLS) and OLRN (partnering with university nursing programs) to maximize cost efficiencies. Gaps from university library collections are being filled for our own independent BScN.
Sault College will strive to generate alternative sources of revenue	 Micro-credentials: Introduce micro-credentials for a variety of programs so graduates gather other advantageous knowledge or experience which will enhance their resumes and value to future employers Introduce micro-credentials for those already in the workplace who would benefit from added knowledge and/or experience 	 Continuing Education partnered with: Community Services for SSW and SSW-IS to have Fetal Alcohol Syndrome Disorder microcredentials in the programming Office Administration to develop and implement both Legal and Medical Terminology microcredentials into the programming to allow students to be eligible to work in legal and medical office administration environments. On-going discussions with Chairs and Coordinators to explore additional opportunities

Institutional Specific (Apprenticeship Related)

Apprenticeship completion rates: Percentage of students who entered an apprenticeship level of instruction in a particular intake at Sault College and completed within a prescribed time frame.

Overarching Goals	2021-22 Departmental Initiatives	Progress at March 31, 2022
Introduce innovative initiatives to ensure supports are in place for apprenticeship students	Develop an apprenticeship-specific student support strategy with the apprenticeship academic leads and Student Success team	Achieved and ongoing. Outreach and support offered for a successful start for apprentices.
apprenticeship students through their time at Sault College	Student Services will create a resource document for all entering apprenticeship students that outlines the services available to them and how to access these services	In progress. A student and apprenticeship guide is in progress.
Continue to improve facilities, including labs/ shops to enhance applied, hands-on learning.	Identify equipment requirements for each of the apprenticeship labs to maintain curriculum and industry standards	In progress.

Enrolment

Overarching Goals	2021-22 Departmental Initiatives	Progress at March 31, 2022
Fall 2021 Domestic and International target (Sault campus): 2,795	Allow applicants and students the opportunity to review pre-approved course to course equivalencies prior to making credit transfer applications	Actual Fall 2021 Domestic and International: (Sault campus): 2,346
	Improve the applicant and student experience by implementing call centre support through partnership with OCAS	Achieved and ongoing. Admissions developed dozens of automated communications to applicants and students during specific recruitment and registration stages.
	Evaluate prior learning and recognition at the time of admission by adding pre-approved credit transfer on the domestic letter of acceptance to improve the transfer experience	Achieved and ongoing. Provided applicants with pre-approved credit transfer notifications during the confirmation process.

Offer a hybrid of in-person (when permitted) along with virtual presentations to expand our reach in Ontario schools	Achieved. 65 virtual presentations across the province.
Work closely with adult education centres, Indian Friendship Centre's, employment centres and Ontario Works to better reach our non-direct market	Achieved. Offered one on one zoom meetings with adult learners.
Increase lead generation campaigns to help push to recruitment team for follow-up	All campaigns had goals of lead generation objectives. (i.e. Open house registration campaign drove all registrants to our CRM for follow-up).
Invest in enhanced digital advertising media spend from traditional to push into different geographical markets to increase lead generation	Achieved. Moved 80% of traditional spend (i.e. printed advertising, traditional media) to digital spend (i.e. google media buys, etc.)
Create better processes (lead scoring etc.) into our Customer Relationship Management tool to help recruiters focus on stronger leads to help with conversion	Achieved. Created new lead scoring metrics for every campaign.
Develop a new Search Engine Optimization (SEO) strategy to help with top placement in search engine results pages (SERP) – using tools like Siteimprove to increase SEO presence to students afar	Achieved. Launched Siteimprove in November 2021. To date we have achieved a score of 87.5/100 above industry standard of 81.5/100. Started on-going maintenance on website to address SEO optimizations and developed a new SEO strategy for 2022.
Create a new brand marketing video for use for international and domestic recruitment	Achieved. Created 30 second spot used in both international and domestic campaigns.
Build intriguing value proposition of our northern college and focus on safety during this pandemic	Achieved. Developed numerous campaigns driven by OCAS application data to target applicants outside of Sault Ste. Marie. Achieved. Launched "Where we are is who we are" creative platform to celebrate our northern location. Included display, pre-roll, billboard campaign. Launched campaign in Union Station to celebrate the contrast of our location. Worked with communications and created radio, pre-roll and webpage materials to outline covid protocols' and outlined safety on campus.
	 along with virtual presentations to expand our reach in Ontario schools Work closely with adult education centres, Indian Friendship Centre's, employment centres and Ontario Works to better reach our non-direct market Increase lead generation campaigns to help push to recruitment team for follow-up Invest in enhanced digital advertising media spend from traditional to push into different geographical markets to increase lead generation Create better processes (lead scoring etc.) into our Customer Relationship Management tool to help recruiters focus on stronger leads to help with conversion Develop a new Search Engine Optimization (SEO) strategy to help with top placement in search engine results pages (SERP) - using tools like Siteimprove to increase SEO presence to students afar Create a new brand marketing video for use for international and domestic recruitment Build intriguing value proposition of our northern college and focus on safety during

2021 Fall target International	Create new lead generation strategy to drive leads to international agents Create agent page/portals to facilitate the volume of lead requests in Customer Relationship Management (CRM)	Achieved and ongoing. Continuously working with international agency to develop strategy to drive campaign leads to agent pages.
Sault College will strive to diversify international enrolment and expand partnerships into multiple countries	Increase the exposure of our College and community through inbound and outbound international study opportunities for students and faculty through development of projects and initiatives in the following key areas (post pandemic): • Student and Faculty Mobility Projects • Inbound/Outbound Short Programs • Faculty Training • Bi-Lateral - Pathways & Advanced Standing • Joint Programs / Dual Credential • Joint Delivery / Single Credential • Collaborative Online International Learning (COIL) • Campuses Abroad	In progress.
	Internationalization of curriculum to reflect a world perspective wherever possible in course curriculum	In progress.
	Internationalization of classrooms: by expanding upon the number of international students on our campus, increasing the number of countries from which our international students are coming from and increasing the number of programs that our international students enroll into.	In progress.
	Streamline application process in target markets to improve international enrolment diversification and conversion rates	Achieved and ongoing. New market admission training and team cross- training has improved our offer turnaround time.
	The Collaborative BScN Program will open five seats for international students	Achieved.
Financial Sustainability

Surpassed all metrics prescribed by the Ministry of Colleges and Universities:

System-Wide Metrics	Benchmark	Actual
Annual Surplus (Deficit)	>0	1,729,705
Accumulated Surplus (Deficit)	>0	35,313,322
Net Income to Revenue Ratio	>1.5%	1.66%
Net Assets to Expense Ratio	>60%	91.49%
Quick Ratio	>1	6.06
Debt Servicing Ratio	<3%	0.61%
Total Debt to Assets Ratio	<35%	13.63%



HIGHLIGHTS FROM 2021-22

Sault College awarded the Gold Recipient in Excellence in Equity, Diversity and Inclusion

Sault College recently accepted the Gold Recipient Award in Excellence in Equity, Diversity and Inclusion.

CiCan's Excellence in Equity, Diversity and Inclusion Award recognizes a college or institute that has demonstrated leadership in advancing and promoting equity, diversity and inclusion for its students, faculty, staff, and community. This award recognizes institutional, rather than individual achievements. Areas of focus can include but is not limited to administration and human resources, curriculum design and content, policies and procedures, stakeholder management, communication and outreach programs.

Diversity is a core value engrained within various aspects of our operations and strategic visions and goals. Sault College celebrates diversity, equity, inclusion and respect in all aspects of our work and we are committed to ensuring that students and staff feel welcomed and supported and have practices to ensure this is a reality.

From cultural events to human resources to staff and student training, Sault College has been at the forefront of many exciting initiatives to support equity, diversity and inclusion on our campus. With more than 2250 international students representing 35 countries, a strong Indigenous student population, and diversity among students and staff, we are proud to have an organization that promotes a positive and inclusive work and learning environment because this, in turn, strengthens the fabric of our College and our local community and provides an experience that cannot be matched.

Nogdawindamin Family and Community Services and Sault College Sign Partnership Agreement

In November 2021, Nogdawindamin Family and Community Services (NFSC) and Sault College signed a Memorandum of Understanding (MOU) collaboration agreement. The MOU will allow for increased Indigenous-specific experiential learning for Sault College students, enhance engagement opportunities for youth transitioning out of care to promote Sault College as a viable post-secondary option or work with Employment Solutions to support their success through employment. The partnership will also allow for the development of certificate/diploma and micro-credential/ upskilling programs to meet the hiring needs of Nogdawindamin.

Sault College recognizes that community building is critical to the advancement of Indigenous education and is committed to the provision of culturally relevant learning opportunities that enhance the quality, accessibility, and relevance of programs and services for Indigenous learners, organizations, and communities. The College continues to identify Indigenous education and labour market participation as a critical priority for the institution with a strong focus and mandate for Indigenous learner success and inclusion.

Through this MOU, Nogdawindamin and Sault College hope to create and support further collaborative opportunities for the benefit of Indigenous learners and communities and will establish a basis for a longterm relationship founded upon mutual trust, respect, and understanding.

Celebrating Success: Sault College Nominee Wins Prestigious Premier's Award

Each year, Sault College proudly nominates remarkable Sault College alumni for the prestigious Premier's Awards, which recognize the important social and economic contributions that college graduates make to Ontario and throughout the world. We are tremendously proud and excited to announce that one of Sault College's nominees – Stacey Jackson – was selected as this past year's Premier's Award recipient in the Technology category!



Stacey is a graduate of Sault College's Aviation-Flight Technology program in 2005. She is an internationally recognized "Elsie Award" winning Airline Pilot, Crash Site Investigator and Women In Aviation Advocate. Stacey has made a career out of her passion for flying and the study of Human Factors as they pertain to the aviation industry. Whether flying UN evacuation missions, starting her own consulting firm, or chartering the Upper Canada chapter of Women in Aviation International, Stacey earns the highest accolades of her industry and brings a passion for the development and support of her peers to every aspect of her career.

Sault College also nominated three notable alumni for Premier's Awards: Jonathan Boyer-Nolan (Community Services), Katrina Francella (Recent Graduate), and Mathew Wilson (Health Sciences).

Sault College Employee Marilyn King Recipient of ATHENA Leadership Award

Marilyn King was recently awarded the Chamber of Commerce ATHENA Leadership Award for 2022. Marilyn joins an impressive list of women who have made a tremendous impact on the lives of others and within our community and beyond.

A Registered Nurse her entire career – which has spanned nearly five decades – Marilyn was honoured with this prestigious award because of her professionalism, her commitment to her profession and in-depth understanding of her field, her compassion, and her ability to inspire those she has taught since transitioning to work in education. Her nomination was strongly endorsed by numerous letters of support from various individuals, including both colleagues and students, whom she has mentored and inspired in countless ways.

Congratulations to Marilyn on this amazing honour!

Sault College Celebrates Chamber of Commerce Outstanding Business Achievement Awards

During the past fiscal year, Sault College was the proud recipient of two of the Sault Ste. Marie Chamber of Commerce Outstanding Business Achievement Awards - the Diversity Award and



Barbara Nolan – one of Sault College's Elders-in-Residence – was the recipient of the Indigenous Professional of the Year Award.

The Diversity Award recognizes a business or organization that embraces, celebrates and applies holistic inclusion and participation of a diverse people making the workplace a better environment in which to work, and the community a better place in which to live, work and raise a family. We are honoured to be recognized for these efforts and for our deep commitment to celebrating diversity within our organization.

We also congratulated Barbara Nolan on being the recipient of the Indigenous Professional of the Year Award. This award is presented to a person who has made an impact in the Indigenous, Metis and Sault Ste. Marie communities and in so doing so, serves as an inspiration to us all. Barbara is genuinely devoted to helping others. Her dedication, passion and commitment to working with Indigenous communities and her work in language retention is truly inspirational. A recognized Indigenous role model and advocate in Sault Ste. Marie and across



the province, her ongoing work and commitment to the advancement of language revitalization efforts, Indigenous education and excellence in lifelong learning has had a significant impact on supporting Indigenous learners not only at Sault College but across Ontario and Canada.

Sault College launches stand-along four-year Honours Bachelor of Science in Nursing degree

In March 2022, the government approved Sault College's new stand-alone four-year Bachelor of Science in Nursing degree and Registered Practical Nurse to BScN Bridging program.

The new program builds on Ontario's recent changes allowing both publicly-assisted colleges and universities to offer a baccalaureate degree in nursing to increase opportunities for students to access a high-quality education.

The first cohort of nursing students in Sault College's new Bachelor of Science in Nursing program will start in September 2022. Sault College is also launching a new Registered Practical Nurse to BScN bridging program, which will start in January 2023.

Sault College has a long-standing history of nursing education that has spanned more than four decades. We are thrilled to build upon this with the addition of the Honours Bachelor of Science in Nursing degree (BScN) program and the new Registered Practical Nurse to BScN bridging program and continue to provide and support education in this critical, in-demand field.

Sault College's Third Year Child and Youth Care Students Raise Significant Funds for Local Program

Each year, Sault College's third year Child and Youth Care (CYC) students host the We All Love Kids (W.A.L.K) event to raise money for local programs. This past year's class rose to the challenge and through creativity and passion organized a virtual event. We are proud to announce that the 21st annual CYC W.A.L.K raised more than \$21,000 for the Every Breakfast Counts program, which provides children across Sault Ste. Marie access to healthy and nutritious breakfasts!



The success of this past year's event was propelled by a strong collaboration of supporters particularly the Algoma Leadership Table, including: Community Living Algoma, SSM Innovation Centre, United Way, Women in Crisis, Sault College, Algoma Family Services, Nogdawindamin Family and Community Services, John Howard Society, Canadian Mental Health Association, and Social Services. This event showcased how collaboration, dedication and strong commitment can lead to amazing results. Congratulations to everyone involved!

Athletic Accomplishments

MEN'S HOCKEY:

Finished 3rd ranked in the Central Regions and an overtime loss short of qualifying for Nationals in St. Louis. One international recruit from Hungary.

WOMEN'S HOCKEY:

Finished with a record of 12-3-1, and 2nd overall in the Central region. Qualified for Nationals and went 2-1 in the round robin before losing to the team who won the National Championship.

MEN'S SOCCER:

Two international students on the team. Qualified for Provincials in indoor soccer for the first time ever. Sault College coaches were named coaches of the year.

WOMEN SOCCER:

Rebuilding the team over the past year and had two international students on the team.

GOLF:

Hosted the OCAA provincial championships and finished 3rd in the 2nd tier.

CURLING:

It was a rebuilding year. Sault College hosted the OCAA championship.

BASEBALL:

Approved to enter the league as of fall 2022.

ESPORTS:

Finished 2nd in Ontario for the second straight year.





FINANCIAL RESULTS

The Sault College Board of Governors approved the 2021-22 operating budget as presented at the April 22, 2021 meeting of the Board of Governors. The College operates within its financial means and it continues to reinvest in infrastructure, equipment and programs to remain a viable community educational institution into the future. A comprehensive hard copy of the audited financial statements for the year ended March 31, 2022 is available upon request from the College's Communications department, 705-759-2554, ext. 2694. The financial statements and this Annual Report are also available online at www.saultcollege.ca.



Financial Results for the Year Ended March 31, 2022

(in thousands of dollars)



Revenue

Total Revenues	\$104,480
Amortization of Deferred Capital	\$6,026
Restricted for Student Purposes	\$1,735
Other	\$8,874
Ancillary Operations	\$2,539
Tuition Fees	\$46,884
Grants and Reimbursements	\$38,422



Expenses

Total Expenses	\$102,747
Amortization of Capital Assets	\$8,350
Scholarships and Bursaries	\$2,621
Restricted for Student Purposes	\$506
Supplies and Other Expenses	\$2,305
Training Subsidies and Allowances	\$1,296
Travel and Professional Development	\$533
Interest and Bank Charges	\$592
Utilities, Maintenance and Taxes	\$3,634
Contracted Services	\$34,365
Instructional Supplies	\$1,828
Salaries and Benefits	\$46,717

2021-22 Cash Based Operating Budget

(in thousands of dollars)



Revenue

Total Revenues	\$103,058
Other	\$7,531
Ancillary Operations	\$4,624
Tuition Fees	\$57,641
Grants and Reimbursements	\$33,262



Expenses

Total Expenses	\$103,058
Supplies and Other Expenses	\$4,582
Training Subsidies and Allowances	\$1,068
Travel and Professional Development	\$923
Interest and Bank Charges	\$560
Utilities, Maintenance and Taxes	\$4,998
Contracted Services	\$39,269
Instructional Supplies	\$2,993
Salaries and Benefits	\$48,725

Attachment 1: Audited Financial Statements for the year ended March 31, 2022 Financial Statements of

THE SAULT COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Year ended March 31, 2022

Index to Financial Statements

Year ended March 31, 2022

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Management's Responsibility for the Financial Statements

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

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

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

The Board is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements. The Board carries out this responsibility principally through its Audit Committee. The Audit Committee is appointed by the Board and meets regularly with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy itself that each party is properly discharging its responsibilities, and to review the financial statements and the external auditor's report. The Audit Committee reports its findings to the Board for consideration when approving the financial statements. The Audit Committee also considers, for review and approval by the Board, the engagement or reappointment of the external auditors.

The financial statements have been audited by KPMG LLP, the external auditors, in accordance with Canadian generally accepted auditing standards, on behalf of the Board. The accompanying Independent Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the College's financial statements.

President

Chief Financial Officer



KPMG LLP 111 Elgin Street, Suite 200 Sault Ste. Marie ON P6A 6L6 Canada Tel 705-949-5811 Fax 705-949-0911

INDEPENDENT AUDITORS' REPORT

To the Governors of The Sault College of Applied Arts and Technology

Opinion

We have audited the financial statements of Sault College of Applied Arts and Technologies (the "College"), which comprise:

- the statement of financial position as at March 31, 2022
- the statement of operations for the year then ended
- the statement of changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- the statement of remeasurement gains (losses) for the year then ended
- and notes and schedule to the financial statements, including a summary of significant accounting policies

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

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the College as at March 31, 2022, and its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

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

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



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

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

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

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

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

We also:

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

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.

• Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the College's internal control.



Page 3

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the College's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the College to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants Sault Ste. Marie, Canada May 27, 2022

Statement of Financial Position

March 31, 2022, with comparative information for 2021

		2022		2021
Assets				
Current assets:				
Cash	\$	48,184,061	\$	33,146,064
Temporary investments (note 3)		45,976,357		42,546,705
Accounts receivable (note 2)		3,540,906		2,760,557
Grants and reimbursements receivable		3,476,760		4,403,170
Current portion of loan receivable (note 4)		197,969		191,523
Inventory Prepaid expenses		16,142		23,832
		<u>1,721,465</u> 103,113,660		<u>615,381</u> 83,687,232
Loan receivable (note 4)		1,585,458		
Capital assets (note 5)		68,441,724		1,783,426 72,386,538
	\$	173,140,842	\$	157,857,196
Current liabilities: Accounts payable and accrued liabilities	\$	11,543,248	\$	8,348,210
Accrued vacation pay	Ŷ	4,237,483	Ψ	3,774,424
Deferred tuition fees		5,119,397		3,994,587
Deferred contributions for expenses of future periods (note 6)		47,702,818		32,809,689
Payable to Government Agency		146,755		302,885
Current portion of long-term debt (note 7)		461,919		445,670
		69,211,620		49,675,465
_ong-term debt (note 7)		4,966,713		5,428,632
Deferred capital contributions (note 8)		58,688,588		62,077,323
Post-employment benefits and compensated absences (note 9)		1,807,000		1,780,000
		134,673,921		118,961,420
Net assets:				04 050 700
Unrestricted		11,057,407		21,652,732
Invested in capital assets (note 11)		10,942,112 13,313,804		11,890,305 147,040
Internally restricted (note 12) Restricted for student purposes and endowments		4,484,735		4,378,272
		39,798,058		38,068,349
Accumulated remeasurement gains (loss)		(1,331,137)		827,427
הטטווועומנפע וכוווכמסטוכוווכווג צמווזס (ושמס)		38,466,921		38,895,776
Commitments and contingencies (note 14)		- *		. , -

See accompanying notes to financial statements.

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Statement of Operations

Year ended March 31, 2022, with comparative information for 2021

		2022		2021
Revenue (Schedule):				
Grants and reimbursements	\$	38,421,443	\$	36.961.201
Tuition fees	Ψ	46,884,330	Ψ	27,973,573
Ancillary operations		2,539,214		1,319,769
Other		8,874,251		5,292,090
Restricted for student purposes		1,735,367		1,901,914
Amortization of deferred capital contributions (note 8)		6,025,662		5,951,127
(\)		104.480.267		79,399,674
Expenses:		,		,,
Salaries and benefits		46,717,069		43,313,080
Instructional supplies		1,828,206		1,218,644
Contracted services		34,365,237		13,224,469
Utilities, maintenance and taxes		3,634,650		3,554,278
Interest and bank charges		592,204		549,090
Travel and professional development		532,902		206,887
Training subsidies and allowances		1,296,115		727,362
Supplies and other expenses		2,305,851		1,928,912
Restricted for student purposes		506,191		199,238
Scholarships and bursaries		2,621,991		2,354,884
Amortization of capital assets		8,350,142		8,253,817
		102,750,558		75,530,662
Excess of revenue over expenses	\$	1,729,709	\$	3,869,012

Statement of Net Assets

Year ended March 31, 2022, with comparative information for 2021

	Unrestricted	Capital Assets	Invested in Internally Restricted	Restricted for Student Purposes and Endowments	2022 Total	2021 Total
Balance, beginning of year,	\$ 21,652,732	11,890,305	147,040	4,378,272 \$	38,068,349	\$ 34,199,337
Excess (deficiency) of revenue over expenses	3,711,955	(2,324,480)	(11,236)	353,470	1,729,709	3,869,012
Invested in capital assets (note 11)	(1,129,280)	1,376,287	-	(247,007)	-	-
Transfer between funds (note 12)	(13,178,000)	-	13,178,000	-	-	-
Balance, end of year	\$ 11,057,407	10,942,112	13,313,804	4,484,735 \$	39,798,058	\$ 38,068,349

Statement of Cash Flows

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by (used in):		
Operations:		
Excess of revenue over expenses	\$ 1,729,709 \$	3,869,012
Adjustments for:		
Amortization of deferred capital contributions	(6,025,662)	(5,951,127)
Amortization of capital assets	8,350,142	8,253,817
Net remeasurement gains (loss) for the year	(2,158,564)	230,651
	1,895,625	6,402,353
Changes in non-cash working capital:		
Accounts receivable	(780,349)	(574,304)
Grants and reimbursement receivable	926,410	453,996
Inventory	7,690	(18,263)
Prepaid expenses	(1,106,084)	7,056
Accounts payable and accrued liabilities	3,195,038	(532,000)
Accrual for vacation pay	463,059	(363,496)
Payable to Government Agency	(156,130)	(79,347)
Deferred tuition fees	1,124,810	772,358
Deferred contributions related to expenses of future periods	14,893,129	10,851,547
Accrual for employee future benefits	27,000	(4,000)
	20,490,198	16,915,900
Financing activities:		
Receipt of loan receivable	191,523	185,286
Repayment of long-term debt	(445,670)	(431,663)
	(254,147)	(246,377)
Capital activities:		
Purchase of capital assets	(4,405,329)	(3,814,279)
Receipt of deferred capital contributions	2,636,927	2,839,186
i	(1,768,402)	(975,093)
Net increase in cash and temporary investments	18,467,649	15,694,430
Cash and temporary investments, beginning of year	75,692,769	59,998,339
Cash and temporary investments, end of year	\$ 94,160,418 \$	75,692,769

Statement of Remeasurement Gains

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Accumulated remeasurement gains, beginning of year	\$ 827,427	\$ 596,776
Unrealized gains (losses) attributable to: Temporary investments	(2,110,503)	200,663
Realized gain (loss) reclassified to the statement of operations: Temporary investments:		
Designated fair value	(48,061)	29,988
Net remeasurement gains (losses) for the year	(2,158,564)	230,651
Accumulated remeasurement gains (losses), end of year	\$ (1,331,137)	\$ 827,427

Notes to Financial Statements

Year ended March 31, 2022

The Sault College of Applied Arts and Technology (the "College") is a provincial community college offering educational programs and upgrading to the accessing communities. The College is considered a Non-profit Schedule III Agency of the Ontario provincial government. The College is a not-for-profit organization and, as such, is exempt from income taxes under the Income Tax Act (Canada).

1. Significant accounting policies:

The financial statements have been prepared by management in accordance with Canadian Public Sector Accounting Standards including the 4200 standards for government not-for-profit organizations.

(a) Revenue recognition:

The College follows the deferral method of accounting for contributions which include donations and government grants.

Operating grants are recorded as revenue in the period to which they relate. Grant amounts relating to future periods are deferred and recognized in the subsequent period when the related activity occurs. Grants approved but not received at the end of an accounting period are accrued.

Tuition fees and contract training revenues is recognized on the basis of teaching days incurred during the fiscal year.

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

Externally restricted contributions are recognized as revenue in the period in which the related expenses are recognized. Contributions restricted for the purchase of capital assets are deferred and amortized into revenue on a straight-line basis at rates corresponding to those of the related capital assets.

Contributions for student purposes and the interest thereon are recognized as direct increases in net assets restricted for student purposes.

Sales and services revenue is recognized at the point of sale.

(b) Inventory:

Inventory is valued at the lower of cost and net realizable value.

(c) Vacation pay:

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

Notes to Financial Statements

Year ended March 31, 2022

1. Significant accounting policies (continued):

(d) Capital assets:

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution. Repairs and maintenance costs are charged to expense. Betterments which extend the estimated life of an asset are capitalized.

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

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

	Years
Buildings	40
Site improvements	10
Equipment	5
Major equipment	10
Vehicles	5
Furniture and fixtures	5
Computer equipment	5
Aircraft	10

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

The College is a member of the Colleges of Applied Arts and Technology Pension Plan, which is a multi-employer, defined benefit plan.

The College also provides defined retirement and other post-employment benefits and compensated absences to certain employee groups. These benefits include health and dental, vesting sick leave and non-vesting sick leave. The actuarial determination of the accrued benefit obligations for pensions and other retirement benefits uses the projected benefit method pro-rated on service. The most recent actuarial valuation of the benefit plans for funding purposes was as of February 5, 2020 for the health and dental, February 11, 2020 for the non-vesting sick leave and August 31, 2019 for vesting sick leave. The College has adopted the following policies with respect to accounting for these employee benefits:

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

Notes to Financial Statements

Year ended March 31, 2022

1. Significant accounting policies (continued):

- (e) Retirement and post-employment benefits and compensated absences (continued):
 - (iii) The cost of vesting and non-vesting sick leave benefits are actuarially determined using management's best estimate of salary escalation, employees' use of entitlement and discount rates. Adjustments to these costs arising from changes in actuarial assumption and/or experience are recognized over the estimated average remaining service life of the employees.
 - (iv) The discount used in the determinations of the above-mentioned liabilities is equal to the College's internal rate of borrowing.
- (f) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Derivative instruments and equity instruments that are quoted in an active market are reported at fair value. All other financial instruments are subsequently recorded at cost or amortized cost unless management has elected to carry the instruments at fair value. Management has elected to record all investments at fair value as they are managed and evaluated on a fair value basis.

Unrealized changes in fair value are recognized in the statement of remeasurement gains and losses until they are realized, when they are transferred to the statement of operations.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the statement of operations and any unrealized gain or loss is adjusted through the statement of remeasurement gains and losses.

When the asset is sold, the unrealized gains and losses previously recognized in the statement of remeasurement gains and losses are reversed and recognized in the statement of operations.

Long-term debt is recorded at cost.

The Standards require an organization to classify fair value measurements using a fair value hierarchy, which includes three levels of information that may be used to measure fair value:

- Level 1 Unadjusted quoted market prices in active markets for identical assets or liabilities;
- Level 2 Observable or corroborated inputs, other than level 1, such as quoted prices for similar assets or liabilities in inactive markets or market data for substantially the full term of the assets or liabilities; and
- Level 3 Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets and liabilities.

Notes to Financial Statements

Year ended March 31, 2022

1. Significant accounting policies (continued):

(g) Use of estimates:

The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Significant items subject to such estimates and assumptions include the collection of pledges receivable, the carrying amount of capital assets, and obligations related to employee future benefits. Actual results could differ from those estimates.

2. Accounts receivable:

	2022	2021
Accounts receivable Less allowance for doubtful accounts	\$ 4,016,941 (476,035)	\$ 3,247,979 (487,422)
	\$ 3,540,906	\$ 2,760,557

3. Temporary investments:

	Level	2022	2021
Assets at designated fair value Fixed income Cash	1	\$ 37,406,910 8,569,447	\$ 39,587,696 2,959,009
		\$ 45,976,357	\$ 42,546,705

All temporary investments are classified as Level 1 with no transfers or activity related to Level 2 or Level 3 investments during the year.

Fixed income investments have interest rates from 0.35% to 9.375% (2021 - 0.5% to 10.75%) and mature between 2022 and 2051.

Notes to Financial Statements

Year ended March 31, 2022

4. Loan receivable:

	2022	2021
Health and Wellness building – Sault College Student Union receivable	\$ 1,783,427	\$ 1,974,949
Current portion of long-term receivable	(197,969)	(191,523)
	\$ 1,585,458	\$ 1,783,426

Aggregate maturities of long-term receivable for each of the five years subsequent to March 31, 2022, are as follows; 2023 - \$197,969, 2024 - \$204,632, 2025 - \$211,520, 2026 - \$218,639, and 2027 - \$225,998.

The Sault College Student Union committed to a contribution totalling \$3,927,000 towards the construction of the College's Health and Wellness building. The loan has been guaranteed through the collections of the Student Building Trust Fund Ancillary fee. The terms of repayment are 15 years at an interest rate of 3.338%.

2022	Cost	Accumulated amortization		Net book value
Land	\$ 1,020,817	\$ -	\$	1,020,817
Buildings	83,752,520	42,896,386	-	40,856,134
Site improvements	37,583,161	17,729,144		19,854,017
Equipment	18,502,371	15,586,077		2,916,294
Vehicles	525,108	489,789		35,319
Furniture and fixtures	2,925,433	2,300,878		624,555
Computer equipment	22,796,526	21,753,149		1,043,377
Aircraft	4,714,398	3,545,182		1,169,216
Work-in-process	921,995	_		921,995
	\$ 172,742,329	\$104,300,605	\$	68,441,724

5. Capital assets:

Notes to Financial Statements

Year ended March 31, 2022

5. Capital assets (continued):

2021	Cost	Accumulated amortization	Net book value
Land	\$ 1,020,817	\$ –	\$ 1,020,817
Buildings	83,752,520	41,064,479	42,688,041
Site improvements	35,895,110	14,323,122	21,571,988
Equipment	17,433,793	14,858,578	2,575,215
Vehicles	525,108	467,567	57,541
Furniture and fixtures	2,542,657	1,967,332	575,325
Computer equipment	22,727,855	20,175,709	2,552,146
Aircraft	4,714,398	3,368,933	1,345,465
	\$ 168,612,258	\$ 96,225,720	\$ 72,386,538

6. Deferred contributions for expenses of future periods:

Deferred contribution consists of the following:

	2022	2021
Balance, beginning of year	\$ 32,809,689	\$ 21,958,142
Additional contributions received	49,252,679	34,897,452
Amounts taken into revenue	(34,359,550)	(24,045,905)
Balance, end of year	\$ 47,702,818	\$ 32,809,689

Notes to Financial Statements

Year ended March 31, 2022

7. Long-term debt:

	2022	2021
3.338% term loan to Ontario Financing Authority, unsecured, payable \$127,931 semi-annually including interest, due October 31, 2029	\$ 1,783,426	\$ 1,974,950
3.420% term loan to Ontario Financing Authority, unsecured, payable \$192,934 semi-annually including interest, due April 18, 2033	3,645,206	3,899,352
	5,428,632	5,874,302
Current portion of long-term debt	(461,919)	(445,670)
	\$ 4,966,713	\$ 5,428,632

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

2023	\$ 461,919
2024	477,647
2025	493,630
2026	510,465
2027	527,875
Thereafter	2,957,096
	\$ 5,428,632

Notes to Financial Statements

Year ended March 31, 2022

8. Deferred capital contributions:

The balance of unamortized and unspent capital contributions related to capital assets consists of the following:

	2022	2021
Unamortized capital contributions used to purchase assets Unspent contributions	\$ 57,499,612 1,188,976	\$ 60,496,233 1,581,090
	\$ 58,688,588	\$ 62,077,323

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

	2022	2021
Balance, beginning of year	\$ 62,077,323	\$ 65,189,264
Additional contributions received	2,636,927	2,839,186
Less amounts amortized to revenue	(6,025,662)	(5,951,127)
Balance, end of year	\$ 58,688,588	\$ 62,077,323

9. Employee future benefits:

The employee benefit and other liabilities, reported on the statement of financial position, are made up of the following:

	2022	2021
Post-employment benefits Non-vesting sick leave Vesting sick leave	\$ 434,000 1,317,000 56,000	\$ 470,000 1,296,000 14,000
	\$ 1,807,000	\$ 1,780,000

Notes to Financial Statements

Year ended March 31, 2022

9. Employee future benefits (continued):

Information about the College's benefit plans is as follows:

		2022		2021
Accrued benefit obligation	\$ 1,78	37,000	\$1	,988,000
Fair value of plan assets	(11	15,000)	((105,000)
Funded status – plan deficit	1,67	72,000	1	,883,000
Unamortized actuarial gain (loss)	13	35,000	((103,000)
Employee future benefit liability	\$ 1,80	07,000	\$1	,780,000
Current service cost	\$ 1 ²	17,000	\$	152,000
Interest on accrued benefit obligation		28,000		26,000
Experienced losses	(2	29,000)		(13,000)
Benefit payments	(17	78,000)	((195,000)
Amortization of actuarial losses	8	39,000		26,000
Employee future benefit expense (recovery)	\$ 2	27,000	\$	(4,000)

The unamortized actuarial loss is amortized over the expected average remaining service life.

Post-employment benefits:

The College extends the opportunity to acquire post-employment life insurance, health and dental benefits to certain employee groups subsequent to their retirement. The College recognizes these benefits as they are earned during the employees' tenure of service. The related benefit liability was determined by an actuarial valuation study on behalf of the Ontario College systems as a whole as at March 31, 2022.

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

(i) Discount rate:

The present value as at March 31, 2022 of the future benefits was determined using a discount rate of 2.9% (2021 – 1.70%).

(ii) Drug costs:

Drug costs were assumed to increase at a rate of 6.29% for 2022 (2021 - 6.42%) and decrease proportionately thereafter to an ultimate rate of 4.0% in 2040.

Notes to Financial Statements

Year ended March 31, 2022

9. Employee future benefits (continued):

Post-employment benefits (continued):

(iii) Hospital and other medical:

Hospital and other medical costs were assumed to increase at 4% per annum in 2022 (2021 - 4.0%).

Medical premium increases were assumed to increase at 6.29% per annum in 2022 (2021 – 6.42%) and decrease proportionately thereafter to an ultimate rate of 4.0% in 2040.

(iv) Dental costs:

Dental costs were assumed to increase at 4% per annum in 2022 (2021 – 4.0%).

Compensated absences:

(i) Vesting sick leave:

The College has provided for vesting sick leave benefits during the year. Eligible employees, after 10 years of service, are entitled to receive 50% of their accumulated sick leave credit on termination or retirement to a maximum of 6 months' salary. The program to accumulate sick leave credits ceased for employees hired after March 31, 1991. The related benefit liability was determined by an actuarial valuation study on behalf of the Ontario College systems as a whole as at March 31, 2022.

(ii) Non-vesting sick leave:

The College allocates to certain employee groups a specified number of days each year for use as paid absences in the event of illness or injury. These days do not vest and are available immediately. Employees are permitted to accumulate their unused allocation each year, up to the allowable maximum provided in their employment agreements. Accumulated days may be used in future years to the extent that the employees' illness or injury exceeds the current year's allocation of days. Sick days are paid out at the salary in effect at the time of usage. The related benefit liability was determined by an actuarial valuation study on behalf of the Ontario College systems as a whole as at March 31, 2022.

10. Pension plan:

Substantially, all of the employees of the College are members of the Colleges of Applied Arts and Technology ("CAAT") Pension Plan (the "Plan"), which is a multi-employer jointly-sponsored defined benefit pension plan available to all employees of the participating members of the CAAT. Plan members will receive benefits based on the length of service and on the average of annualized earnings during the highest five consecutive years prior to retirement, termination, or death. The College makes contributions to the Plan equal to those of the employees. Contribution rates are set by the Plan's governors to ensure the long-term viability of the Plan. Since the plan is a multi-employer plan the College's contributions are accounted for as if the Plan were a defined contribution plan with the College's contributions being expensed in the period they come due.

Pension assets consist of investment grade securities. Market and credit risk on these securities are managed by the Plan by placing Plan assets in trust and through the Plan investment policy.

Notes to Financial Statements

Year ended March 31, 2022

10. Pension plan (continued):

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates. The College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the College's share of the underlying pension asset and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, 2021 indicated an actuarial surplus of \$4.4 billion.

Under these arrangements, the College makes contributions equal to those of the employees. Contributions made by the College during the year amounted to approximately \$3,711,326 (2021 - \$3,500,522).

11. Investment in capital assets:

	2022	2021
Capital assets	\$ 68,441,724	\$ 72,386,538
Amounts financed by: Unamortized capital contributions used to purchase assets	(57,499,612)	(60,496,233)
	\$ 10,942,112	\$ 11,890,305

(a) Investment in capital assets is calculated as follows:

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

\$	6,025,662	\$ 5,951,127
	(8,350,142)	(8,253,817)
\$	(2,324,480)	\$ (2,302,690)
\$	4,405,329	\$ 3,814,279
	(3 020 042)	(865,463)
	(3,029,042)	(000,400)
\$	1,376,287	\$ 2,948,816
-	\$	(8,350,142) \$ (2,324,480) \$ 4,405,329 (3,029,042)

Notes to Financial Statements

Year ended March 31, 2022

12. Internally restricted net assets:

The College, by resolution of the Board of Governors, internally restricts certain amounts from net assets that can only be used upon approval of the Board, as follows:

	2022	2021
Strategic Investments Joint Employment Stability Reserve Fund	\$ 13,178,000 135,804	\$ _ 147,040
	\$ 13,313,804	\$ 147,040

13. Externally restricted net assets:

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

Investment income on externally restricted endowments that was disbursed during the year has been recorded in the statement of operations since this income is available for disbursement as scholarships and bursaries and the donors' conditions have been met.

14. Commitments and contingencies:

The College is involved with pending litigation and claims which arise in the normal course of operations. In the opinion of the administration, a liability that may arise from such contingencies would not have a significant adverse effect on the financial statements of the College. Losses, if any, arising from these matters will be accounted for in the year in which they are resolved.

The College has committed to the purchase of two ZLIN Aircrafts with an estimated purchase price of \$1,073,000. Included in prepaid assets at March 31, 2022 is a down payment of \$327,429 with the remainder to be paid in fiscal year 2023.

The College has also committed to spend \$585,000 as part of the Facilities Renewal Fund Program's fiscal year 2022 allocation. These funds are being held in trust with the College's legal counsel for payment related to a construction project to be paid out on or before June 30, 2022. As at March 31, 2022, \$585,000 is included in prepaid assets for the project which has been delayed due to shortages of certain supplies of goods and availability of labour.

Notes to Financial Statements

Year ended March 31, 2022

15. Risk management:

(a) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The College is exposed to credit risk with respect to the accounts receivable, cash and temporary investments.

The College assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts. The maximum exposure to credit risk of the College at March 31, 2022 is the carrying value of these assets.

The carrying amount of accounts receivable is valued with consideration for an allowance for doubtful accounts. The amount of any related impairment loss is recognized in the income statement. Subsequent recoveries of impairment losses related to accounts receivable are credited to the income statement. The balance of the allowance for doubtful accounts at March 31, 2022 is \$476,035 (2021 - \$487,422).

As at March 31, 2022, \$75,904 (2021 - \$142,973) of trade accounts receivable were past due greater than 90 days, but not impaired.

There have been no significant changes to the credit risk exposure from 2021.

(b) Liquidity risk:

Liquidity risk is the risk that the College will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The College manages its liquidity risk by monitoring its operating requirements. The College prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations.

Accounts payable and accrued liabilities are generally due within 30 days of receipt of an invoice.

There have been no significant changes to the liquidity risk exposure from 2021.

(c) Market risk:

Market risk is the risk that changes in market prices, such as foreign exchange rates or interest rates will affect the College's income or the value of its holdings of financial instruments. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing return on investment.

(i) Foreign exchange risk:

The College is exposed to financial risks as a result of exchange rate fluctuations and the volatility of these rates. In the normal course of business, the College makes purchases denominated in U.S. dollars. The College does not currently enter into forward contracts to mitigate this risk. The College does not have any material transactions during the year or financial instruments denominated in foreign currencies at year end.

There have been no significant changes to the foreign exchange risk exposure from 2021.

Notes to Financial Statements

Year ended March 31, 2022

15. Risk management (continued):

- (c) Market risk (continued):
 - (ii) Interest rate risk:

Interest rate risk is the risk that the fair value of future cash flows or a financial instrument will fluctuate because of changes in the market interest rates.

Financial assets and financial liabilities with variable interest rates expose the College to cash flow interest rate risk. The College is exposed to this risk through to its interest bearing investments.

The College's investments, including bonds and debentures, are disclosed in note 3.

There has been no change to the interest rate risk exposure from 2021.

(d) Other risk:

In March 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. This resulted in the Canadian and Provincial governments enacting emergency measures to combat the spread of the virus and Public Health Ontario recommendations resulting in modification of employee work arrangements and student activities.

The continuation of COVID-19 may impact College operations, its students and funding sources for a duration that cannot be reasonably predicted. Further overall operational and financial impact is highly dependent on the duration of COVID-19, including the potential occurrence of additional waves of the pandemic, and could be affected by other factors that are currently not known at this time.

Management is actively monitoring the effect of the pandemic on its financial condition, liquidity, operations, suppliers, and workforce. Given the daily evolution of the pandemic and the global responses to curb its spread, the Corporation is not able to fully estimate the effects of the pandemic on its results of operations, financial condition, or liquidity at this time.

Notes to Financial Statements

Year ended March 31, 2022

16. Endowment funds:

The following information outlines the activity of the Ontario Student Opportunity Trust Fund 1 (OSOTF I), the Ontario Student Opportunity Trust Fund II (OSOTF II) and Ontario Trust for Student Support Fund (OTSS) matching program. These amounts are reflected in the net assets restricted for student purposes.

Schedule of changes in Endowment Fund balances Year ended March 31

				2022	2021
	OSOTF I	OSOTF II	OTSS	Total	Total
Balance, beginning and end of year	\$ 664,172	\$ 331,340	\$ 2,346,515	\$ 3,342,027	\$ 3,342,027

Schedule of changes in expendable funds available for awards Year ended March 31

					2022	2021
	OSOTF I	С	SOTF II	OTSS	Total	Total
Balance, beginning of year Investment income net,	\$ 469,740	\$	83,490	\$ 737,414	\$ 1,290,644	\$ 1,292,314
of expenses	24,516		18,463	80,564	123,543	148,080
Bursaries awarded	(45,950)		(8,500)	(99,150)	(153,600)	(149,750)
Balance, end of year	\$ 448,306	\$	93,453	\$ 718,828	\$ 1,260,587	\$ 1,290,644
Bursaries awarded #	57		8	131	196	170

17. Comparative information:

Certain 2021 comparative information have been reclassified to conform to the financial statement presentation of 2022.

Schedule of Revenue

Year ended March 31, 2022, with comparative information for 2021

	2022		2021
Grants and reimbursements:			
Operating grant:			
General purpose	\$ 9,564,119	\$	11,520,130
Special purpose	18,903,871	-	18,937,086
Apprentice training	1,264,010		1,093,300
Ontario training strategies	6,475,043		5,164,364
Other	2,214,400		246,321
	38,421,443		36,961,201
Tuition fees:			
Full-time post-secondary	45,955,213		27,108,843
Other	929,117		864,730
	46,884,330		27,973,573
Ancillary operations	2,539,214		1,319,769
Other:			
Contract educational services	845,996		561,369
Sale of course products and services	120,235		103,980
Investment Income	1,691,142		1,004,864
Recoveries	4,725,011		2,489,332
Miscellaneous	1,491,867		1,132,545
	8,874,251		5,292,090
Restricted for student purposes	1,735,367		1,901,914
Amortization of deferred contributions	6,025,662		5,951,127
	\$ 104,480,267	\$	79,399,674

Attachment 2: Summary of Advertising and Marketing Complaints Received

Nature of Complaint	Date Received	How issue was resolved/addressed	Date resolution communicated to students	No. of working days to resolve
None to report				

Attachment 3: Board of Governors

Chair, Thomas Ambeault 1st Vice Chair, Shauna Hynna 2nd Vice Chair, Don Mitchell

Governors: Ahmad Alkosani Jo-Anne Brooks Jonathan Boyer-Nolan Christopher Czop Brad Delorenzi Sandra Hollingsworth Darren Madahbee David Orazietti Orlando Rosa Matthew Scott John Stadnyk Kay Vallee Jon Whittington