



**Centennial College Student Association Inc.**

# **Strategic Plan 2025 – 2029**



## **Land Acknowledgement**

Centennial College is proud to be a part of a rich history of education in this province and in this city. We acknowledge that we are on the treaty lands and territory of the Mississaugas of the Credit First Nation and pay tribute to their legacy and the legacy of all First Peoples of Canada, as we strengthen ties with the communities we serve and build the future through learning and through our graduates.

Today, the traditional meeting place of Toronto is still home to many Indigenous People from across Turtle Island, and we are grateful to have the opportunity to work in the communities that have grown in the treaty lands of the Mississaugas. We acknowledge that we are all treaty people and accept our responsibility to honour all our relations.

## **CCSAI Vision**

Co-creating an inclusive and vibrant community for a thriving student experience.

## **CCSAI Mission**

To enhance the student's journey by providing an inclusive experience that meets diverse needs through equitable access to education, diverse opportunities for skill development, and supporting holistic well-being.

## Message from the 2024/2025 Board of Directors

As the Centennial College Student Association Inc. (CCSAI) 2024/2025 Board of Directors, we are proud to present this strategic plan, which reflects our collective vision for the future of our student community and our organization. This plan is the culmination of thoughtful consultation, collaboration, and a shared commitment to enhancing the Centennial College experience for all students.

Our approach has been guided by the principles of Indigenization, Equity, Diversity, and Inclusion (IEDI), and Responsible Governance. We recognize the importance of setting clear priorities that not only address the immediate needs of the students we serve, but also lay a strong foundation for the future. By focusing on equitable access to education, skill development, and holistic well-being, we aim to empower every student to succeed and thrive.

We are also deeply committed to transparency and accountability, as demonstrated by our rigorous evaluation processes and annual progress reports. This plan is more than a document; it is a living framework that will evolve with the needs of our community and members. We invite all members of the Centennial College community to join us in realizing the goals set forth in this strategic plan, as we work together to create a vibrant, inclusive, and supportive environment for everyone.

## Introduction



The Centennial College Student Association Inc. (CCSAI) is committed to enhancing the student experience by offering a wide range of services and engagement opportunities to meet diverse needs. As a pivotal part of the Centennial College community, we strive to meet the diverse needs and aspirations of the students we serve, ensuring the organization functions on the following three key strategic pillars:

- Equitable access to education
- Skill development
- Holistic well-being.

This strategic plan is designed to align with our foundational values of Indigenization, Equity, Diversity, and Inclusion (IEDI), and Responsible Governance. By focusing on these principles, we aim to empower our students, support their academic and personal growth, and enrich their overall college experience.

To maintain transparency and accountability, an annual progress report will be made available to our membership, reinforcing our commitment to shared responsibility and ongoing improvement.

## Definitions

**Advocacy Initiative:** refers to organized efforts that influence policies and practices at the institutional, municipal, provincial, and federal levels, focusing on issues that impact post-secondary education, student well-being, equity, and academic success.

**Board of Directors:** refers to the elected student leaders, including the President and Vice Presidents, who are responsible for strategic oversight, governance, financial management, representation, and policy development of the Centennial College Student Association Inc.

**Decolonization:** refers to the process of dismantling colonial structures and ideologies that have historically marginalized and oppressed Indigenous peoples and their cultures.

**Diversity:** is the presence of a wide range of differences within a group, including but not limited to race, ethnicity, gender, sexual orientation, age, disability, socio-economic status, and cultural background.

**Emergency Assistance:** refers to the immediate financial, material, or support services provided to students facing unforeseen or urgent situations that jeopardize their ability to continue their studies or meet their basic needs.

**Equity:** refers to the fair treatment of individuals by recognizing and addressing their diverse needs and circumstances. It involves providing resources and opportunities based on specific needs to ensure that everyone has access to the same outcomes and opportunities, thereby correcting imbalances and removing barriers.

**Equity Deserving Groups:** refers to communities that have historically been marginalized and underrepresented due to systemic barriers rooted in discrimination and social inequities. Equity-deserving groups often include Indigenous people, racialized communities, women and gender-diverse individuals, LGBTQ2S+ communities, persons with disabilities, low-income and economically disadvantaged groups, immigrants, refugees, and migrants, and religious minorities.

**Executive Director:** is appointed by the Board of Directors and holds full authority to manage and direct the Association's business and affairs, except for matters reserved for the Board or members. The Executive Director/CEO is responsible for overseeing daily operations, employing and discharging staff, and ensuring compliance with Board policies.

**Indigenization:** refers to the process of integrating Indigenous perspectives, values, and practices into various aspects of society, institutions, and systems to recognize and respect the rich cultural heritage and contributions of Indigenous peoples.

**Inclusion:** is the practice of creating environments where all individuals feel welcomed, valued, and supported. It involves actively working to ensure that diverse individuals can participate fully and equitably in all aspects of organizational or community life, fostering a culture of respect and belonging.

**Members:** refers to full-time students at Centennial College who pay membership fees to the student association.

## Foundational Values Centered through the three strategic Pillars:

### Indigenization

The Centennial College Student Association Inc. (CCSAI) is deeply committed to fostering a college community that actively embraces Indigenization and the principles of decolonization in alignment with the 94 calls to action for advancing truth and reconciliation. We recognize the importance of honoring the histories, cultures, and contributions of Indigenous Peoples and are dedicated to integrating Indigenous perspectives and knowledge into all aspects of our work.

Our commitment extends to advocating for policies and practices that dismantle colonial structures and create an inclusive environment where Indigenous students feel supported and empowered. Through collaboration with Indigenous communities and elders, ongoing education, and a focus on respectful relationships, we strive to promote equity and justice within the college and beyond.

By embedding these principles into our programs, services, and governance, we aim to contribute to a more inclusive and equitable future for all students. In so doing, we will make the following strategic commitment:

*"CCSAI will, work collaboratively with the Indigenous Student Representatives, the Eighth Fire, and Indigenous community leaders to develop an Indigenous Strategic Framework that advances reconciliation, self-determination, and culturally appropriate student support. This framework will be grounded in Indigenous ways of knowing and being, ensuring that our programs, advocacy efforts, and governance structures reflect the voices, priorities, and aspirations of Indigenous students."*

### Equity, Diversity, and Inclusion (EDI)

Our initiatives are designed to create a welcoming and supportive environment where all students, regardless of their background or identities, feel valued, seen, and a contributable member of a thriving community. This translates into ensuring all services and programs are inclusive and culturally reflective of our demographics and providing support tailored to diverse student needs.

### Responsible Governance

We prioritize transparency, shared responsibility, accountability, and sustainability in our decision-making processes to minimize risks and ensure effective and ethical

management of funds and resources. This translates into transparent communication about decisions and providing feedback mechanisms for continuous improvement.

Through the foundational value of responsible governance, the CCSAI will ensure that organizational excellence and financial sustainability is maintained. This guarantees that CCSAI has the governance structures, financial sustainability, and operational capacity to effectively execute its initiatives and achieve its strategic goals. It focuses on building organizational resilience, strengthening leadership competencies, improving financial stewardship, and fostering long-term sustainability

### **Communications and Transparency**

Effective communication is essential to fostering trust, collaboration, and transparency within the student association. Recognizing the feedback from our student community regarding the need for improved communication, CCSAI is committed to establishing clear, transparent, and streamlined communication practices that strengthen the relationship between the Board of Directors, staff, and the student membership—who serve as both the customers and owners of the association.

To achieve this, CCSAI will implement an annual Communication Strategy focused on promoting transparency, accessibility, and engagement. This strategy will ensure that key decisions, policies, and updates are communicated clearly across multiple platforms while providing accessible resources that inform students about CCSAI's services, programs, and initiatives. Interactive feedback opportunities, such as surveys and focus groups, will be regularly conducted to assess communication effectiveness and identify areas for improvement. Internally, CCSAI will establish consistent communication channels between the Board, staff, and student leaders while offering training on best practices for transparent, responsive communication. The organization will seek to invest in modern communication tools and digital platforms, including social media and email campaigns, to reach students through their preferred channels and maintain ongoing engagement. To ensure continuous improvement, the Communication Strategy will be reviewed annually through the Board Action Plan process, with updates made as needed to respond to student feedback, technological advancements, and the evolving communication needs of the student community.



## Sustainability and Environmental Responsibility

As a signatory of the United Nations Accords in support of the UN Sustainable Development Goals (SDGs) and Agenda 2030, the Centennial College Student Association Inc. (CCSAI) is committed to fostering a sustainable future by integrating environmental, social, governance and economic sustainability into our operations, programs, and advocacy efforts. We recognize the urgency of climate action and the importance of sustainable development in ensuring a just and equitable future for all students.

To uphold this commitment, CCSAI will develop and implement a comprehensive Sustainability Policy and Framework that aligns with the SDGs and addresses key areas such as, but not limited to:

- Reducing the Environmental Footprint: Implementing policies and initiatives to minimize waste, reduce carbon emissions, and promote responsible resource management in CCSAI operations, events, and student spaces.
- Sustainable Student Engagement: Encouraging and supporting student-led sustainability initiatives, green clubs, and educational programs that raise awareness and inspire action on environmental and social sustainability.
- Equitable and Inclusive Sustainability Practices: Ensuring that sustainability efforts consider diverse student needs, particularly those from marginalized and equity-deserving communities, while advocating for accessible and inclusive solutions.
- Institutional and Community Partnerships: Collaborating with Centennial College, industry leaders, and community organizations to drive sustainable policies, promote environmental advocacy, and create opportunities for students to engage in sustainability-focused learning and career development.
- Accountability and Continuous Improvement: Establishing clear metrics and annual reporting mechanisms to track CCSAI's progress on sustainability goals, ensuring transparency and responsiveness to evolving environmental challenges.

## **Planning Process**

This Strategic Plan's development and implementation is a dynamic and collaborative process designed to address the immediate and long-term needs of our student community. This process is composed of several key components, each playing a vital role in ensuring the plan's success and continuity despite the high turnover within the board due to the nature of student governance.

### **Long-Term Strategic Plan**

The long-term strategic plan serves as the guiding framework for the CCSAI over a four-year period. It establishes our core priorities, objectives, and initiatives aligned with our mission and values. This plan is developed through extensive consultation with our membership, stakeholders, and the broader college community to ensure it reflects the evolving needs and aspirations of our diverse student body.

### **Annual Board Action Plan**

Each year, the incoming board of directors creates an Annual Board Action Plan based on the long-term strategic plan. This action plan outlines specific goals and initiatives that will be undertaken during the year, tailored to the current context and priorities. It ensures that the strategic plan remains responsive and adaptable to new challenges and opportunities, despite the annual turnover in leadership.

### **Progress Reports**

Progress reports are generated periodically throughout the year to assess the implementation of the Annual Board Action Plan and its alignment with the long-term strategic plan. These reports serve as a tool for reflection, allowing the board to track achievements, identify areas for improvement, and make informed adjustments as needed. Transparency and accountability are key, with progress reports shared with the membership and stakeholders.

### **Year-in-Review**

At the end of each board year, a comprehensive Year-in-Review report is compiled. This report provides a holistic overview of the CCSAI's accomplishments, challenges, and the impact of the strategic initiatives over the past year. It also captures the lessons learned, which are essential for guiding future planning and ensuring continuity in the face of board turnover.

## **Importance of Continuity**

The high turnover within the CCSAI board, as students graduate and move on, presents unique challenges to maintaining momentum and consistency in strategic initiatives. However, this planning process is designed to mitigate these challenges by ensuring that each new board inherits a clear, actionable framework. The long-term strategic plan provides continuity, while the Annual Board Action Plan and progress reports enable new leaders to build on the work of their predecessors and adapt to evolving needs and contexts. This approach fosters stability and sustained progress, ensuring that the CCSAI remains a resilient and effective advocate for the student community, year after year.

# STRATEGIC PRIORITIES

## Preamble

The Centennial College Student Association Inc. (CCSAI) is dedicated to fostering a dynamic and supportive student community through its strategic priorities. These priorities—Equitable Access to Education, Skill Development, and Holistic Wellness—serve as the foundation for our mission to enhance the student experience. Rooted in the principles of Indigenization, Equity, Diversity, and Inclusion (EDI), and Responsible Governance, these pillars reflect our commitment to addressing the diverse needs of our student body.

Recognizing that student needs and external conditions are ever-changing, the metrics for each objective within these priorities will be subject to annual review and adjustments. Through the Board's Action Plan Process, metrics and targets may evolve to reflect emerging student challenges, shifting institutional priorities, and external influences. Several factors may necessitate these changes, including but not limited to:

- *Political Landscape:* Changes in government policies, post-secondary education funding, and student advocacy priorities at institutional, municipal, provincial, and federal levels.
- *Socioeconomic Factors:* Fluctuations in student demographics, cost of living, employment opportunities, and financial aid accessibility impacting students' ability to engage in education and extracurricular activities.
- *Institutional and Academic Developments:* Adjustments in Centennial College's curriculum, support services, and institutional priorities that influence CCSAI's role in complementing academic and professional development opportunities.
- *Financial and Budgetary Considerations:* Availability of funding, sponsorships, and revenue streams that determine the scope and feasibility of various initiatives.
- *Technological and Infrastructure Changes:* Innovations in digital learning, accessibility of campus facilities, and advancements in communication methods that affect how CCSAI delivers programs and services.

- *Health and Wellness Trends*: Evolving mental health challenges, student well-being concerns, and broader public health considerations that require CCSAI to adapt its wellness programs.

## ***Equitable Access to Education***

CCSAI is committed to ensuring that all its members have fair and inclusive opportunities to succeed, regardless of their socio-economic status, abilities, or personal circumstances. This priority focuses on removing barriers, providing essential resources and support, and fostering an environment where diverse student needs are met, promoting a sense of belonging and equitable educational outcomes. Through supplemental resources and support, CCSAI helps students overcome non-academic barriers that may impact their success at Centennial College. The association prioritizes raising awareness and ensuring students access and benefit from these resources in a measurable and meaningful way.

### **Objectives:**

1.1 Provide additional academic and institutional support to enhance accessibility and complement Centennial College's support.

<b>Metric</b>	<b>Target</b>
Number of students utilizing CCSAI-provided support services and is satisfied with the service they have received.	At least 60% students who utilizes CCSAI-provided support services are satisfied with the service they receive.

1.2 Increase financial support to students to reduce barriers, with a focus on equity deserving groups.

<b>Metric</b>	<b>Target</b>
Percentage of scholarships available to equity deserving groups	At least 20% of scholarships are available to equity deserving groups
Percentage of funds allocated in supporting students in purchasing educational resources utilized.	At least 50% of funds allocated in supporting students in purchasing educational resources are utilized.

1.3 Ensure that emergency assistance and basic needs support are available for students in need.

Metric	Target
Percentage of cases requesting for emergency assistance and basic needs are acted upon	90% of cases requesting emergency assistance and basic needs are acted upon with a satisfactory resolution.

1.4 Advocate for students' needs at the institutional, municipal, provincial, and federal level

Metric	Target
Percentage of advocacy initiatives to influence programs, policies, and legislation supporting post-secondary education are undertaken. This also includes the association's referral of students to community services, organizations and resources which will aid in support on and off campus.	60% of advocacy initiatives and referrals to influence programs, policies, and legislation supporting post-secondary education are undertaken.

## ***Skill Development***

CCSAI will ensure that its members have the necessary professional and personal aptitudes and knowledge in a fair and inclusive way through clubs, internships, mentorships, and extracurricular activities. We aim to equip students with the necessary skills to thrive in an ever-changing world providing a comprehensive approach to student growth and success.

### **Objectives:**

2.1 Advocate and collaborate with the college to provide industry engagement and professional and personal development opportunities.

Metric	Target
Number of professional and personal development collaborations and activities provided to students across all campuses made with the college each academic year.	At least 3 professional and personal development collaborations and activities are provided to students across all campuses each academic year.

2.2 CCSAI will provide resources needed to support students to adequately advocate and to get involved in civic engagement.

Metric	Target
Percentage of advocacy initiatives put forward by students are supported. Including student-led leadership training that builds advocacy and governance skills.	50% of advocacy initiatives put forward by students are supported by CCSAI in a satisfactory manner.

2.3 Ensure that it hosts events and platforms where students can present their skills, projects, and talents to a broader audience.

Metric	Target
Number of events organized for students to highlight their skills and talent (e.g., exhibitions, talent shows, competitions).	One (1) event organized for students to highlight their skills and talent per academic year with a satisfaction rating of 60%.

2.4 Provide training and resources to current and future club leaders to ensure they can be effective in their leadership positions.

Metric	Target
Number of training sessions given to club leaders and their members.	At least One (1) training session conducted per semester.

## ***Holistic Wellness***

CCSAI is committed to fostering a culture of holistic wellness by embedding wellness principles into all aspects of its activities, ensuring students have the necessary support, resources, and education to thrive mentally, physically, and socially.

### **Objectives:**

3.1 Provide resources and support for mental health and student wellbeing.

<b>Metric</b>	<b>Target</b>
Track the number of wellness programs offered.	At least one (1) mental wellness program per semester with a 70% satisfaction rate.

3.2 Strengthen collaborations to promote physical and social wellness.

<b>Metric</b>	<b>Target</b>
Number of strategic collaborations with the College, community organizations, and industry partners to promote physical and social wellness.	At least one (1) collaboration per semester, including but not limited to: partnerships with organizations like the Mental Health Commission of Canada, and facilitation of Mental Health First Aid Training for students and staff.

3.3 Promote mental health awareness to reduce stigma.

<b>Metric</b>	<b>Target</b>
Number of mental health awareness campaigns to reduce stigma.	At least one (1) mental health awareness campaign to reduce stigma per semester.



## **Responsible Governance and Accountability**

At the Centennial College Student Association Inc. (CCSAI), responsible governance is foundational to our ability to serve our student community effectively. Ensuring accountability within our leadership is essential to maintaining trust, transparency, and the integrity of our operations. To this end, we have incorporated rigorous evaluation processes for both the Board of Directors and the Executive Director to mitigate risks and increase transparency to members. These measures are designed to safeguard the organization's resources, uphold our commitments, and foster a culture of continuous improvement. By holding ourselves to the highest standards of governance, we not only enhance the effectiveness of our initiatives but also demonstrate our dedication to the students we represent. Below you will find the evaluation criteria by which the board of directors holds the organization accountable through the Executive Director.

## Risk Limits and Key Risk Indicators

### 1. Treatment of students-as-customers

Members must be treated in ways that are fair, timely and respectful, and their confidentiality protected. There must be transparency in how their association operates.

RISK	KEY RISK INDICATOR
1.1 Dissatisfaction with service quality.	Monitoring member feedback, satisfaction surveys, and participation rates can gauge satisfaction levels and identify areas for improvement by accessing services offered.
1.2 Inadequate Confidentiality Protection: There is a risk of mishandling or unauthorized disclosure of students' personal information association with privacy concerns.	Track any incidents of confidentiality breaches and ensure adherence to data protection protocols. Conduct bi-annual audits to confirm compliance.
1.3 Ineffective Representation of Student Interests: Students may feel that their concerns and interests are not adequately represented or addressed in organizational decisions.	Assess the effectiveness of representation mechanisms and gather student feedback on how well their interests are being represented and addressed annually.

## 2. Treatment of staff and volunteers

This includes staff, volunteers and students. There must be a complete set of internal human resource policies in place covering employment rules, fair treatment, job descriptions, benefits, discipline, training, accountability, whistleblower, and grievance processes.

RISK	KEY RISK INDICATOR
<i>2.1 Non-compliance with labor laws and regulations:</i> Failure of the organization to adhere to relevant labour laws, regulations, and standards.	<ul style="list-style-type: none"><li>• Number of labour law violations or complaints</li><li>• Percentage of staff without proper job descriptions or contracts</li><li>• Time taken to address labour-related complaints or grievances</li></ul>
<i>2.2 Lack of Awareness of Rights and Policies:</i> Staff and volunteers may not be aware of their rights, policies, or where to find information about grievances and complaints.	<ul style="list-style-type: none"><li>• The percentage of staff and volunteers who cannot correctly identify their rights and the location of relevant policies.</li><li>• Number of queries or requests for information about rights and grievance procedures.</li><li>• Frequency of policy-related training sessions attended by staff and volunteers.</li></ul>
<i>2.3 Unfair Treatment and Discrimination:</i> Any instances of unfair treatment or discrimination among staff and volunteers.	<ul style="list-style-type: none"><li>• Number of reported incidents of unfair treatment or discrimination.</li><li>• Results from annual staff surveys on perceived fairness and inclusivity in the workplace.</li><li>• Diversity metrics (e.g., representation of different demographic groups) among staff and volunteers.</li></ul>
<i>2.4: Inadequate training and development:</i> Failure to provide staff or volunteers with necessary skills,	<ul style="list-style-type: none"><li>• Number of staff without access to training or development opportunities</li></ul>

knowledge, and resources to perform their jobs effectively.	<ul style="list-style-type: none"> <li>• Percentage of staff feeling unprepared or unsupported in their roles</li> </ul>
<p><i>2.5 Lack of accountability and whistleblower protection:</i> Absence of mechanisms to hold organization, staff, and volunteers responsible for actions, decisions, and performance. Including lack of protection for an individual who reports wrongdoings such as fraud, corruption, or unethical behavior.</p>	<ul style="list-style-type: none"> <li>• Number of unresolved incidents or concerns</li> <li>• Percentage of staff feeling uncomfortable reporting incidents or concerns</li> <li>• Number of retaliation cases against whistleblowers</li> <li>• Time taken to address and resolve reported incidents or concerns</li> </ul>

### 3. Compensation and benefits

Compensation and benefits for staff, students and volunteers must be consistent with the geographic and professional market. As well the Executive Director cannot change their own compensation or benefits.

RISK	KEY RISK INDICATOR
<i>3.1 Non-Competitive Compensation and Benefits:</i> Compensation and benefits may not be competitive with the geographic and professional market, leading to difficulties in attracting and retaining staff, students, and volunteers.	<ul style="list-style-type: none"><li>• High turnover rates may indicate dissatisfaction with compensation and benefits.</li><li>• Extended time to fill open positions can suggest that compensation packages are not competitive.</li></ul>
<i>3.2 Inconsistent Compensation and Benefits:</i> Any form of inconsistencies in compensation and benefits offered to staff, students, and volunteers, leading to perceptions of unfairness and decreased morale.	<ul style="list-style-type: none"><li>• Findings of significant pay disparities for similar roles can indicate inconsistencies.</li><li>• Increased complaints or grievances related to compensation and benefits discrepancies.</li></ul>
<i>3.4 Unauthorized Changes to Compensation and Benefits:</i> The Executive Director or other leaders may attempt to change their own compensation or benefits without proper authorization.	<ul style="list-style-type: none"><li>• Findings of unauthorized changes to compensation packages.</li><li>• Instances where compensation changes were made without board approval and weren't in line with the approved budget.</li><li>• Regular checks revealing discrepancies between approved and actual compensation.</li></ul>

#### 4. Financial condition and activities

Revenue must exceed expenses, and funds must be spent on intended purposes. An annual audit must take place, and filings and payments must be accurate and not overdue.

RISK	KEY RISK INDICATOR
4.1 <i>Revenue Shortfalls</i> : Inadequate revenue to cover expenses, potentially leading to budget deficits.	Monitoring the ratio of revenue to expenses to ensure revenue consistently exceeds expenses
4.2 <i>Misallocation of Funds</i> : Funds not being spent on their intended purposes, leading to potential misuse or mismanagement.	Regularly reviewing variance reports to track deviations between budgeted and actual spending.
4.3 <i>Non-compliance with Financial Regulations</i> : Failure to adhere to financial regulations, including delayed or inaccurate filings and payments.	Tracking the timeliness of filing financial reports and making payments to regulatory bodies.
4.4 <i>Inadequate Financial Oversight</i> : Insufficient monitoring and control over financial activities, leading to potential fraud or errors.	Number and severity of issues identified during annual audits, including any instances of non-compliance.

## 5. Budgeting

The Executive Director will present the budget to the Board for approval in March based on the Board's strategic priorities.

RISK	KEY RISK INDICATOR
<i>5.1 Misalignment with Strategic Priorities:</i> The budget may not align with the Board's strategic priorities, leading to inefficient use of resources.	Assessment of how well the budget aligns with the Board's strategic priorities.
<i>5.2 Unforeseen Expenses:</i> Unexpected expenses may arise, causing budget overruns.	Regular analysis of budget variances to identify and address discrepancies early. An update is to be provided by the executive director to the board of directors at least every other month to track the progress and identify challenges to address.  Monitoring the levels of contingency funds available for unforeseen expenses.
<i>5.3 Delays in Budget Approval:</i> Delays in budget approval can lead to disruptions in operations and project planning.	Tracking the timeline of budget approval to ensure it is completed by the set deadline. Budget to be approved by the month April of each year.

## 6. Protection of assets

There must be proof of adequate insurance, and that prudent purchasing policies and practices are in place. Also, the organization's image and reputation must be protected and relationships with external bodies (College, etc.) must be maintained.

RISK	KEY RISK INDICATOR
6.1 <i>Inadequate Insurance Coverage:</i> Insufficient insurance coverage for assets, leading to potential financial losses in case of damage or theft.	Regular review of insurance policies to ensure adequate coverage for all assets.
6.2 <i>Poor Purchasing Practices:</i> Lack of prudent purchasing policies can result in overpaying for goods and services or acquiring low-quality assets.	Monitoring adherence to purchasing policies and procedures, including competitive bidding and vendor vetting processes.
6.3 <i>Reputation Risk:</i> Damage to the organization's image and reputation due to financial mismanagement, negative public perception, or conflicts with external bodies.	Tracking media mentions, stakeholder feedback, and public perception to gauge the organization's reputation.
6.4 <i>Weak External Relationships:</i> Deterioration in relationships with key stakeholders, such as the College or other external bodies, which could impact support and funding.	Monitoring the frequency and quality of interactions with external bodies and stakeholders to maintain strong relationships.



## **7. Communication and support to the Board**

The Executive Director/CEO must keep the Board informed and supported in all its work. This includes ensuring that the Board is kept up to date on material internal and external changes, pending litigation, relevant trends, and anticipated adverse media coverage. Information presented must be timely, accurate and understandable. As well the Board's work must be supported, including all Board and committee meetings.

<b>RISK</b>	<b>KEY RISK INDICATOR</b>
7.1 The ED/CEO must ensure the board has the appropriate training to perform their duties in student governance.	Evidence of appropriate student governance training based on best practices
7.2 The ED/CEO must keep the board up to date on relevant information as it pertains to the work and risk exposure of the board and the organization in a timely manner	Relevant and timely relay of information

## 8. Emergency Succession

There must be individuals prepared to take over the position of Executive Director/CEO in their unexpected, unplanned absence.

RISK	KEY RISK INDICATOR
8.1 Absence of a succession plan.	Completion of the succession plan.
8.2 Our partners may lose confidence in the CCSAI's stability. (business partners, Centennial, internal staff, banking, insurance, auditors etc.)	We should be able to communicate with our partners transparently about the succession plan and transition process.
8.3 The new leader may lack critical organizational knowledge and insights that the previous leader possessed.	ED reports and organizational processes should be well detailed and reported to the successor.

## 9. Compliance with all relevant legislation

All relevant legislation must be complied with. Evidence must be presented to the Board regularly of the relevant legislation and compliance. As part of our responsible governance framework, we ensure that the board is regularly presented with evidence of compliance to affirm that all legal requirements are being met. We recognize that changes in legislation and regulatory environments can have significant implications for our organization. Therefore, we are proactive in monitoring and responding to any updates, ensuring that our practices remain current and compliant. These risk factors are subjected to change based on legislative and regulatory updates.

RISK	KEY RISK INDICATOR
9.1 Audit Completion and Financial Statement Approvals	Audit completed and financial statements approved by the board.
9.2 Centennial College and CCSAI MOU Compliance	MOU reviewed by the new board and compliance reported on.
9.3 Legal challenges within the Organization	Number of legal challenges within the organization, if any.
9.4 Insurance compliance	All mandatory insurance documents reviewed and reported on to the board. All limits of liability covered for: <ul style="list-style-type: none"><li>- Directors and Officers Insurance</li><li>- Excess Liability</li><li>- Commercial Building and Contents</li><li>- Proper Extension</li><li>- Business Interruption</li><li>- Comprehensive Crime</li></ul>
9.5 Incorporation Legislation/ Reporting compliance	Form 1 Notice of Change, Ministry on government services
9.6 Health and Safety Protocols	
9.7 Employee Status	All full time, part time and contract employees' contractual agreements in compliance with Ministry of Labour and related policies.

9.8 Annual Income Tax Filed	Income taxes filed on time and in line with the CRA's regulations.
9.9 Memberships in Good standing	<p>All CCSAI's external memberships are evaluated by the outgoing board and considered in good standing.</p> <ul style="list-style-type: none"> <li>- AMICUSS-C</li> <li>- Canadian Organization of Campus Activities (COCA)</li> <li>- Canadian Alliance of Student Associations (CASA)</li> <li>- Ontario Student Voices (OSV)</li> </ul>
9.10 Leadership in Energy and Environmental Design	The AWC is gold star compliant
9.11 License(s)/certification(s) Current	<p>All licenses and certifications are current.</p> <ul style="list-style-type: none"> <li>- Restaurant License</li> <li>- Liquor License</li> <li>- Elevator License</li> <li>- Entandem (SOCAN Music License)</li> <li>- Criterion Public Viewing License</li> <li>- Toronto Public Health</li> </ul> <p>Certifications for food services/food</p>
9.12 Accessibility compliance	The organization complies with Ontario's accessibility laws.
9.13 Government Remittances Current	Monthly and annual report HST (harmonized sales tax), EHT (employee health tax), WISB (Workers safety insurance bureau)

## 10. Student-led programming

The ED must ensure that where possible, students should be involved in program design and needs determination.

RISK	KEY RISK INDICATOR
10.1 <i>Lack of Student Engagement:</i> Insufficient involvement of students in program design and needs determination, leading to programs that do not meet their needs or interests.	Monitoring the extent and depth of student involvement in program planning and development.
10.2 <i>Inadequate Support for Student-Led Initiatives:</i> Lack of resources or support for student-led programs, resulting in poorly executed initiatives or failure to meet program goals.	Tracking the allocation of resources, such as funding, mentorship, and administrative support, for student-led programs.
10.3 <i>Misalignment with Associational Goals:</i> Student-led programs may not align with the institution's overall goals or strategic priorities, leading to conflicting objectives or wasted resources	Evaluating how well student-led programs align with associational goals and strategic priorities.
10.4 <i>Resistance to Student Leadership:</i> Stakeholders may resist or undervalue student leadership, undermining student-led initiatives.	Gathering feedback from stakeholders on their support for student-led initiatives.