



Board of Directors Meeting

Open Session Agenda Package

September 8th, 2025

The Students' Union exists to represent, advocate for, and support the primary stakeholders, the students of Wilfrid Laurier University, and to provide them with a holistic university experience, and an enhanced student life. The costs of these benefits will be justified by the results.

Students will benefit from:

- An organization that advocates for an affordable, accessible, and high quality academic experience.
- A safe, sustainable, and empowering environment.
- Diverse and inclusive social interaction.
- Products and services that cater to the financial needs of students.

| Start | Duration | Agenda Item | Type | Presenter | Policy Reference |
|--------------|----------|--|------|--|------------------|
| 7:00pm | 1 min | Call to Order | adm | Chair Habtemichael | |
| 7:01pm | 2 mins | Indigenous Land Acknowledgement | adm | Chair Habtemichael | |
| 7:03pm | 2 mins | Regrets | adm | Chair Habtemichael | GP #2c.8 |
| 7:05pm | 1 min | Conflicts of Interest | adm | Chair Habtemichael | GP #2c.2 |
| 7:06pm | 30 mins | Training | | DPRA Muller | |
| 7:36pm | 2 mins | Adoption of Agenda | D | Chair Habtemichael | |
| | | MOTION that the Board of Directors adopt the agenda as presented | | | |
| 7:38pm | 5 mins | <u>Adoption of the Consent Agenda</u> | D | Chair Habtemichael | |
| | | EL #1 - Global Executive Constraints | | | |
| | | EL #2a - Treatment of Consumers | | | |
| | | EL #2b - Treatment of Staff | | | |
| | | EL #2d - Financial Condition and Activities | | | |
| | | EL #2e - Financial Planning and Budgeting | | | |
| | | EL #2f - Asset Protections | | | |
| | | EL #2j - Hiring Practices - Unpaid Staff | | | |
| | | EL #2n - Hiring Practices - Paid Staff | | | |
| | | MOTION that the Board of Directors approve the Consent Agenda | | | |
| 7:43pm | 2 mins | Meeting Minutes Approval: August, 2025 | D | Chair Habtemichael | GP #2c |
| | | MOTION that the board of Directors approve the August, 2025 meeting minutes | | | |
| 7:45pm | 3 mins | Comments from the Chair of the Board & CGO | fi | Chair Habtemichael | |
| 7:47pm | 4 mins | Comments from the President & CEO | fi | President Jobby | |
| 7:51pm | 4 mins | Comments from the Executive Director and COO | fi | ED Champagne | |
| 7:56pm | 5 mins | Governance Election | D | Chair Habtemichael | |
| 8:01pm | 10 mins | Finance Committee Election (Chair + 3 Directors) | D | Chair Habtemichael | |
| 8:11pm | 10 mins | Fall Meeting Schedule | D | Chair Habtemichael | GP #2c |
| 8:21pm | 10 mins | Brantford SLL | D | DPRA Muller | |
| 8:31pm | 4 mins | Aramark Update | fi | ED Champagne | |
| 8:35pm | 10 mins | In Camera Session | D | Chair Habtemichael | GP #2c |
| 8:45pm | 2 mins | Announcements | fi | Chair Habtemichael | |
| 8:47pm | 2 mins | Action Item Summary | adm | Chair Habtemichael | |
| 8:49pm | 1 min | Adjournment | adm | Chair Habtemichael | |
| | | MOTION that the Board of Directors adjourn the meeting | | | |
| TOTAL | 110 mins | | | | |
| | | | | LEGEND fi, For information fd, For discussion D, Decision required adm, Administrative task | |



**Wilfrid Laurier University Students' Union
Board of Directors**

DATE: August 11, 2025

**LOCATION: 2 nd Floor, Fred Nichols Campus Centre
75 University Ave. W, Waterloo, N2L 3C5 and Online via Zoom
Board of Directors Meeting**

Board of Directors Present:

Chair of the Board & Chief Governance Officer: Lulia Habtemichael;

Vice Chair of the Board: Corey Ferguson;

Directors: Anas, Zhao, Rutherford; Ward; Chegahno

Gallery Present:

President & CEO: Ryan Jobby

1. Call to Order: Chair Habtemichael

- The meeting was called to order via Zoom on August 11th, 2025, at 7:05 PM. We acknowledge that the offices of the Wilfrid Laurier Students' Union are on the traditional territory of the Neutral, Anishinaabe and Haudenosaunee peoples.

2. Regrets: Chair Habtemichael

- Director Murphy, Di Lollo, Bilodeau sent Regrets.

3. Conflict of Interest: Chair Habtemichael

- No conflicts of interest were reported.
-

4. Adoption of Agenda: Chair Habtemichael

- **MOTION** (VC Ferguson/Director Anas) that the Board of Directors as presented. **CARRIED.**

5. Adoption of Meeting Minutes – July, 2025: Chair Habtemichael

- **MOTION** (Director Anas/VC Ferguson) that the board of directors approve the July 2025, meeting minutes. **CARRIED.**

6. Comments from the Chair of the Board & CGO: Chair Habtemichael

- Thanks the board members for attending.
- Spoken with 8 directors and President Jobby for the BOD Check-ins.

7. Comments from the President & CEO: President Jobby

- Slow period for the institution, since most people are taking their vacations now.
- Waiting for Ian to do final edits on plans.
- Ian will be back next week.
- Plans will be presented in September.
- VC of academics is taking sabbatical. Trish Mclare will be taking the position until then.
- VC of finance will have replacement decision by November.
- President wasn't able to present his monitoring report, will include it in the September Meeting.

8. Comments from the Executive Director and COO: ED Champagne

- Beginning of the summer, 6 positions in the full-time staff were vacant, successfully have filled 2 of 6 of these positions.
- 2 of the offers were rejected by candidates.
- Rubric work on updating the Nest software.
- Orientation programming is going well.
- ICT has done high level consultation on multiple things academic advising, bringing loris in the modern era,
-

9. OG Board Update: ED Champagne

- No questions asked.

10. PG Board Update: ED Champagne

- No questions asked.

11. Senate Update and Call for Candidates: ED Champagne

- Brantford student senator stepped down, BOD needs to post applications for students interested.
- Voting and speeches will take place on the Sept 8th Board meeting.
- **MOTION** (VC Ferguson/Director Rutherford) that BOD approves senate by-election **CARRIED**

12. Ownership Linkage Committee Update: Director Ward

- Meeting went well, created great plans
- Brainstormed engagement ideas, casual and campus specific (Waterloo and Brantford), with the goal of creating brand visibility.
- Organize a casual meet the director's event at Wilfs.
- Re-introduce the Brantford Campus trivia night.
- Planning an event that creates a personal interaction with students (sports, bowling, etc.).
- In-class trivia nights, directors visit lectures, meet students, and hand out prizes.
- Action Items: Finalize event list, create action plan by august, create club fair events, and look to sponsors for gift card donations for event prizes.

13. Monitoring Report: Chair Habtemichael

- GP#2e
 - Chair Reported this section Compliant
- GP#2k
 - Chair Reported this section Compliant
- GP#2d
 - Chair Reported this section Compliant

Motion (Director Anas/VC Ferguson) that board of directors approve the monitoring report **CARRIED**

14. GRT UPASS Extension: ED Champagne

- Agreement has been extended by 5 years.
- We have requested Mandatory ridership data through the term to make sure WLU students are getting the best through the agreement.

- **MOTION** (Director Anas/VC Ferguson) that the board extend the GRT UPASS Agreement by 5 years **CARRIED**

15. Brant UPASS Extension: ED Champagne

- Agreement won't change a lot; an agreement is not ready since Brant UPASS takes longer.
- Brant UPASS wants to use an application which is not up to standard with WLU safety and privacy.
- Visual approval for WLU students (show ID and student is allowed to ride).
- **MOTION** (Director Anas/VC Ferguson) that the board extend the Brant UPASS Agreement by 1 year **CARRIED**

16. Fall Meeting Schedule: Chair Habtemichael

- Sept 8th meeting will continue as planned but the rest of the September and fall schedule will be planned on the 8th meeting to better meet everyone's needs and busy schedules.

17. Finance Committee Election: Chair Habtemichael

- Postponed to later meeting.

18. Announcements: Chair Habtemichael

- No announcements were stated.

19. Action Item Summary: Chair Habtemichael

- Action item Summary was necessary.

20. Adjournment: Chair Habtemichael

- **MOTION** (Director Ward/Director Di Lollo) to adjourn the August 11th, 2025, meeting. **CARRIED**

fi, For Information

fd, For Discussion

D, Decision required

adm, Administrative task

The preceding reflects an accurate and complete record of the proceedings at the aforementioned meeting of the Students' Union Board of Directors.

Date Signed:

Lulia Habtemichael

Chair of the Board & Chief Governance Officer
2025-2026 Wilfrid Laurier University Students' Union

MONITORING REPORT
PRESIDENT & CHIEF EXECUTIVE OFFICER

Executive Limitation #1 – Global Executive Constraint

This interpretations-based monitoring report is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of its adherence to the Executive Limitation policies as established by the Board of Directors. I certify that the information is developed without prejudice or bias and represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise

Signed,

A handwritten signature in black ink, appearing to be 'J. B.', is written over a light gray rectangular background.

President & Chief Executive Officer

Wilfrid Laurier University Students' Union

Date completed: August 8th, 2025

SECTION – EL #1

Global Executive Constraint

EL #1

The President shall not

1. Cause or allow any organizational practice, activity, decision or circumstance, which is either:
 - a. unlawful;
 - b. imprudent; or
 - c. in violation of commonly accepted business and/or professional ethics.

CEO INTERPRETATION

I interpret/define:

“unlawful” as conducting an act that is prohibited by and in violation of federal and provincial legislation, municipal by-laws, and other rules and regulations which are established by Wilfrid Laurier University, WLU Students’ Union including the Constitution, and any other agreement the Organization and/or institution is bound to follow.

“imprudent” as acting in a rash or impulsive manner, and not showing consideration for immediate, short-term and long-term consequences of actions which impact the membership and/or the operations of the organization.

“commonly accepted business and/or professional ethics” as standard strategic and operational practices followed by not-for-profit organizations and the leaders of not-for-profit organizations including but not limited to being cognizant of the use of funds appropriately and conflicts of interests otherwise known as best practices.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. Volunteers and employees have an avenue to report unethical practices to their supervisors according to the organizational structure without fear or retaliation.
- B. There have been no fines or lawsuits for illegal activity.
- C. The Organization abides by common business practices.

EVIDENCE

1. The external audit did not question the prudence, ethics or lawfulness or our financial practices. The Audit was approved by the Board in the fall term.
2. Since the start of this year, there has been no discovery of unethical practices by any staff members. However, if there was a discovery of an unethical practice made internally, we would separate ourselves from that employee immediately following our investigation and begin

to work towards repairing harm in the community.
We have zero tolerance for unethical behaviour
and would address it immediately.

3. The avenue for volunteers or staff members to report unethical practices is outlined and available to staff in the organization's Safe Disclosure Policy (Appendix A)
4. Furthermore, the Students' Union has not been successfully sued nor fined for any illegal activities in the past year.

I report this section as **COMPLIANT**.

MONITORING REPORT
PRESIDENT & CHIEF EXECUTIVE OFFICER

Executive Limitation #2a – Treatment of Consumers

This interpretations-based monitoring report is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of its adherence to the Executive Limitation policies as established by the Board of Directors. I certify that the information is developed without prejudice or bias and represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise

Signed,

A handwritten signature in black ink, appearing to be 'J. B.', is written over a light gray rectangular background.

President & Chief Executive Officer

Wilfrid Laurier University Students' Union

Date completed: August 8th, 2025

SECTION – EL #2a, 1

Treatment of Consumers

EL #2a

With respect to interactions with beneficiaries, the President shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified or unnecessarily intrusive.

The President will not:

1. Operate member focused facilities and member focused services that do not:
 - a. measure member satisfaction and usage; or
 - b. provide opportunity for members to submit feedback.
2. Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access to the material.
3. Operate facilities with insufficient accessibility.
4. Operate member focused facilities and member focused services without a clear and well communicated customer service policy.
5. Allow consumers to be unaware of this policy; or
6. Operate without a way for persons to be heard who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

CEO INTERPRETATION

I interpret/define:

“Operate” as having stable control of the mechanisms, functions, employees and resources within the Students’ Union, its businesses, and its buildings. (Wilf’s, Turret, Golden Grounds, Belmont, Food Court, SU desk, etc.)

“member focused facilities” as all the physical spaces in which our businesses and offices exist, operate, and are available to our members for access.

“member focused services” as all services provided to our members including our businesses, benefits and experiential learning opportunities offered through volunteering or working with the Students’ Union.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. Sections 2a1a, 2a1b, 2a2, 2a3, 2a4, 2a5, 2a6 are in compliance.

EVIDENCE

1. Sections 2a1a, 2a1b, 2a2, 2a3, 2a4, 2a5, 2a6 are in compliance

I report this section as **COMPLIANT**.

SECTION – EL #2a, 1a

Treatment of Consumers

EL #2a

With respect to interactions with beneficiaries, the President shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified or unnecessarily intrusive.

The President will not:

1. Operate member focused facilities and member focused services that do not:
 - a. **measure member satisfaction and usage; or**
 - b. provide opportunity for members to submit feedback.
2. Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access to the material.
3. Operate facilities with insufficient accessibility.
4. Operate member focused facilities and member focused services without a clear and well communicated customer service policy.
5. Allow consumers to be unaware of this policy; or
6. Operate without a way for persons to be heard who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

CEO INTERPRETATION

I interpret/define:

“measure” as the collection and interpretation of data and feedback through intentional and structured mechanisms, from avenues where we interact with members from a facilities and services perspective.

“member satisfaction” as the undergraduate student body being content with our programming, services and businesses and striving to exceed member expectations.

“usage” as members engaging with Students’ Union businesses, services, and/or spaces

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The Students’ Union has a strategy to measure customer feedback about our business offerings and services: The Customer Service Policy (Appendix A), and actively seeks the procurement of feedback.
- B. This strategy is realized and executed at the discretion of the manager or coordinator in charge of the service, program offering and/or the business most applicable. This may include but not limited to: written surveys, customer feedback forms, anonymous feedback through sufeedback@wlu.ca, feedback from our website, social media accounts etc.

EVIDENCE

1. The feedback form is open on our website.
2. The @campuslife pages on Instagram are indicative of effective communication strategies intended to focus on the needs of particular campuses, where direct messaging capabilities are open and encouraged for feedback.
3. This year, the Students’ Union Executive Leadership team intends on boothing in the concourse and other high traffic areas on campus,

on a regular basis throughout the fall and winter term to directly interact with students to measure member satisfaction and get real time feedback on our programming, services and other offerings.

I report this section as **COMPLIANT**.

SECTION – EL #2a, 1b

Treatment of Consumers

EL #2a

With respect to interactions with beneficiaries, the President shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified or unnecessarily intrusive.

The President will not:

1. Operate member focused facilities and member focused services that do not:
 - a. measure member satisfaction and usage; or
 - b. provide opportunity for members to submit feedback.
2. Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access to the material.
3. Operate facilities with insufficient accessibility.
4. Operate member focused facilities and member focused services without a clear and well communicated customer service policy.
5. Allow consumers to be unaware of this policy; or
6. Operate without a way for persons to be heard who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

CEO INTERPRETATION

I interpret/define:

“provide opportunity” as communicating the programming and services offered by the Students’ Union through different mediums, to the members and omitting hindrances in their ability to access such channels.

“member feedback” as the process for the student body to provide both positive and constructive reviews to

our operational performances and other data, which allows us to enhance our facilities and services. Further, at the Students’ Union we need to act on this feedback and constantly innovate.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The programming and services provided by the Students’ Union is accessible to members to provide their feedback both in a formal and in an informal manner.
- B. The Students’ Union business operations provide the opportunity for customers to provide feedback, either positive or constructive in an easy accessible way.

EVIDENCE

1. The Students’ Union maintains active Instagram pages (both a main account, and campus specific accounts) that students could reach out to via social media.
2. Information for staff emails are located on the Students’ Union website for public access (for both continuing staff and executive leadership). Email contacts are also available for many of our committees.
3. Open Door policies to all of our members, volunteers and employees allows for feedback to be given in person during office hours on both campuses with no fear of retaliation.

I report this section as **COMPLIANT**.

SECTION – EL #2a, 2

Treatment of Consumers

EL #2a

With respect to interactions with beneficiaries, the President shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified or unnecessarily intrusive.

The President will not:

1. Operate member focused facilities and member focused services that do not:
 - a. measure member satisfaction and usage; or
 - b. provide opportunity for members to submit feedback.
2. Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access to the material.
3. Operate facilities with insufficient accessibility.
4. Operate member focused facilities and member focused services without a clear and well communicated customer service policy.
5. Allow consumers to be unaware of this policy; or
6. Operate without a way for persons to be heard who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

CEO INTERPRETATION

I interpret/define:

“collecting, reviewing, transmitting or storing client information” as the data gathered, assessed, shared and housed by the Students’ Union through feedback mechanisms from our members.

“fail to protect against improper access” as instances where unauthorized personnel view or use such information, are provided access and/or can easily obtain access to customer feedback, confidential and/or personal information.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. Only authorized personnel have access to client/customer information.
- B. Personal/individualized information is stored in a confidential manner either online or in a physically secure place.
- C. Authorized personnel are trained on their responsibility, limits on their confidentiality and are aware of consequences of such violations.

EVIDENCE

I report this section as **COMPLIANT**.

1. All credit card, debit card, and one card information collected through payment for Hospitality Services is shredded by a secure, external shredding company.
2. Only Directors of the organization have access to user profiles and their subsequent information, within our online ticketing portal. The Directors (Member Services, Student Experience, Marketing, Executive Director) are bound by contract for their position to keep student records confidential. The Student Experience Administrator (reporting to the Director, Student Experience) also has access to user profiles and their subsequent information.
3. ERT keeps incident reports with client information in a locked cabinet that only approved ERT executives have access to (as well as their supervising Vice President).
 - a. Digital copies are now also maintained in a teams file that the ERT Coordinators, VP: Programming & Services, and Director, Student Experience have access to.
4. Foot Patrol keeps student information stored in file on their computer, which only those working dispatch, as well as Vice President: Programming & Services (Waterloo and Brantford) have access to.
5. Our Director, Student Experience has access to input information through the University ADVOCATE student conduct & care system to store member information from incident reports in a centralized, confidential manner.

SECTION – EL #2a, 3

Treatment of Consumers

EL #2a

With respect to interactions with beneficiaries, the President shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified or unnecessarily intrusive.

The President will not:

1. Operate member focused facilities and member focused services that do not:
 - a. measure member satisfaction and usage; or
 - b. provide opportunity for members to submit feedback.
2. Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access to the material.
3. Operate facilities with insufficient accessibility.
4. Operate member focused facilities and member focused services without a clear and well communicated customer service policy.
5. Allow consumers to be unaware of this policy; or
6. Operate without a way for persons to be heard who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

CEO INTERPRETATION

I interpret/define:

“Operate facilities” as any Students’ Union function, business and/or space within the Fred Nichols Campus Centre, Brantford Student Centre or Golden Grounds.

“insufficient accessibility” as any of the operating facilities being non-compliant with government legislation such as but not limited to *Accessibility for Ontarians with Disabilities Act (AODA)*, which includes the *Integrated Accessibility Standards Regulation (IASR)*, *Ontario Human Rights Code* and the *Occupational Health and Safety Act (Ontario) [OHSA]*.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The Students’ Union has not been issued any unmet criteria under the *Accessibility for Ontarians with Disabilities Act*, as assessed by a recognized inspection officer as described in Part IV inspections (1) (2) (3) of the Act.
- B. The Students’ Union has not been proven to infringe the rights of any person based on disability, as defined by Part 2, Section 17 of the Ontario Human Rights Code.
- C. The Students’ Union has not been issued any unmet criteria under the *Occupational Health and Safety*

Act (Ontario), as assessed by a recognized inspection officer as described in Part IV inspections (1) (2) (3) of the Act.

- D. Food options for intolerances, allergies or religious needs are available in the Students' Union food operations.

EVIDENCE

1. The Students' Union abides by the WLU Accessible Service Policy.
2. The Wilf's & Belmont Menus provides Vegetarian, Vegan, Halal, and Gluten Free Options as well as other dietary needs.
3. The Students' Union has not been issued any unmet criteria under the accessibility for Ontarians with Disabilities Act or the Occupational Health and Safety Act.

I report this section as **COMPLIANT**.

SECTION – EL #2a, 4

Treatment of Consumers

EL #2a

With respect to interactions with beneficiaries, the President shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified or unnecessarily intrusive.

The President will not:

1. Operate member focused facilities and member focused services that do not:
 - a. measure member satisfaction and usage; or
 - b. provide opportunity for members to submit feedback.
2. Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access to the material.
3. Operate facilities with insufficient accessibility.
4. Operate member focused facilities and member focused services without a clear and well communicated customer service policy.
5. Allow consumers to be unaware of this policy; or
6. Operate without a way for persons to be heard who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

CEO INTERPRETATION

I interpret/define:

“clear” as being straightforward and easily understood when read or explained by a reasonable standard.

“well communicated” as in using our channels of communication and marketing to let members know how to provide customer service feedback and providing a comprehensive understanding of customer service policies which is executed by staff and the student executive of the Students’ Union.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. All member focused facilities and services of the Students’ Union have a Customer Service Policy
- B. All departments are aware of the Customer Service Policy and it’s implications and requirements of their respective departmental operations.
- C. All member focused facilities and services have a readily accessible and easy to read Customer Service Policy on our website or in accessible print should a member inquire.
- D. All member focused facilities and services have staff who are well trained on the Customer Service Policies.

EVIDENCE

1. Our customer service policies are easily accessible at all of our service locations.
2. Staff were made aware of the updated Customer Service Policy at the July staff meeting, and the policy is available for all salaried staff in the Policy & Procedures library.

I report this section as **COMPLIANT**.

SECTION – EL #2a, 5

Treatment of Consumers

EL #2a

With respect to interactions with beneficiaries, the President shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified or unnecessarily intrusive.

The President will not:

1. Operate member focused facilities and member focused services that do not:
 - a. measure member satisfaction and usage; or
 - b. provide opportunity for members to submit feedback.
2. Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access to the material.
3. Operate facilities with insufficient accessibility.
4. Operate member focused facilities and member focused services without a clear and well communicated customer service policy.
5. Allow consumers to be unaware of this policy; or
6. Operate without a way for persons to be heard who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

CEO INTERPRETATION

I interpret/define:

“allow consumers to be unaware of this policy” as to be content with the undergraduate students at Wilfrid Laurier University having a gap in communication or knowledge of and accessibility towards the Customer Service Policy for the operations and services of the Students’ Union. This policy is to be communicated through various mediums including but not limited to: physical and digital versions, web-based platforms and promoted through our marketing channels. The Students’ Union strives to omit any hindrances towards accessing this policy for its members.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The respective Customer Service Policy of the Students’ Union operation and services are available and accessible online or readily available in print form.
- B. The process to obtain information concerning a Customer Service Policy becomes clear and advertised through its marketing.
- C. There are pluralities of identified channels through which members, customers and employees can provide feedback both formally and informally.

EVIDENCE

1. Our customer service policies are easily accessible at all of our service locations.
2. Customers can provide feedback during open office hours, social media, and through the website form. They are also able to provide feedback in person through the SU Desk.

I report this section as **COMPLIANT**.

SECTION – EL #2a, 6

Treatment of Consumers

EL #2a

With respect to interactions with beneficiaries, the President shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified or unnecessarily intrusive.

The President will not:

1. Operate member focused facilities and member focused services that do not:
 - a. measure member satisfaction and usage; or
 - b. provide opportunity for members to submit feedback.
2. Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access to the material.
3. Operate facilities with insufficient accessibility.
4. Operate member focused facilities and member focused services without a clear and well communicated customer service policy.
5. Allow consumers to be unaware of this policy; or
6. Operate without a way for persons to be heard who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

CEO INTERPRETATION

I interpret/define:

“operate without a way for persons to be heard” as providing mechanisms and opportunities for both formal and informal feedback from our members and consumers. All persons should be able to submit feedback without repression, fear of attribution or retaliation and have the option of remaining anonymous.

“a reasonable interpretation of their rights under this policy” as any person interpreting their rights towards this policy using the reasonable person standard.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The respective Customer Service Policy of the Students' Union operation and services are available and accessible online or readily available in print form.
- B. The process to obtain information concerning a Customer Service Policy becomes clear and advertised through its marketing.
- C. There are pluralities of identified channels through which members, customers and employees can provide feedback both formally and informally.

EVIDENCE

1. Our customer service policies are easily accessible at all of our service locations.
2. Customers can provide feedback during open office hours, social media, and through the website form. They are also able to provide feedback in person through the SU Desk.

I report this section as **COMPLIANT**.

Global Policy Statement Wording EL#2a: With respect to interactions with beneficiaries, the President shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified or unnecessarily intrusive.

CEO INTERPRETATION

I interpret/define:

“interactions with beneficiaries” as any communication or form of contact through any channel between stakeholders and individuals who benefit from the operations and services of the Students’ Union, including but not limited to: members, customers, employees

and/or the Students’ Union full-time continuing staff and executive leadership team.

“cause or allow” as intentionally or unintentionally initiating or permitting.

“conditions” as the state of any and all services, operations, programs, which are part of the experience of the beneficiaries.

“procedures” as the steps and processes in which we operate programs, services, and businesses through our documented policies.

“decisions” as any operational choices rendered by employees, full-time continuing staff and/or the executive leadership.

“unsafe” as putting an individual, employee, staff, member or groups at risk of their personal safety.

“untimely” as an intentional disregard for deadlines and circumstances and/or causing delays which impact beneficiaries negatively.

“undignified” as unnecessarily putting an individual or the corporation’s reputation at risk and causing public harm.

“unnecessarily intrusive” as violating an individual’s privacy without a reasonable purpose and without their consent infringing upon their personal privacy.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. Sections 2a1a, 2a1b, 2a2, 2a3, 2a4, 2a5, and 2a6 are compliant.

EVIDENCE

- A. Sections 2a1a, 2a1b, 2a2, 2a3, 2a4, 2a5, and 2a6 are in compliance

I report this section as **COMPLIANT**.

Appendix A: Customer Service Policy



CUSTOMER SERVICE POLICY

Approving Authority: President and Chief Executive Officer; Executive Director

Administrative Responsibility: Director, Policy Research and Advocacy

Original Approval Date: June 21, 2024

Date of Most Recent Review/Revision:

Related Policies, Procedures, and Documents: *Wilfrid Laurier University Students' Union Policy on Accessible Customer Service Standards: Providing Goods and Services to People with Disabilities; Accessibility for Ontarians with Disabilities Act; Wilfrid Laurier University Accessible Service Policy for Persons with Disabilities (8.10)*

1. Purpose

- 1.1. This policy outlines the Students' Union's customer service priorities, our commitment to gathering feedback from our members, and our obligation to provide accessible customer service. We recognize the importance of providing the Wilfrid Laurier University campus community and especially undergraduate students with the opportunity to offer suggestions, lodge a complaint, critique our programming and services, or communicate a positive experience.

2. Jurisdiction/Scope

- 2.1. This policy applies to:
 - 2.1.1. All Students' Union staff and volunteers.
 - 2.1.2. All Students' Union communications, activities, and programming.

3. Policy

- 3.1. In all interactions with undergraduate student members, campus partners, and community members, Students' Union staff and volunteers will act with respect, inclusivity, and intentionality.
- 3.2. The Students' Union will comply with all relevant accessibility standards, including those required by the *Accessibility for Ontarians with Disabilities Act* and Wilfrid Laurier University's *Accessible Service Policy for Persons with Disabilities (8.10)*.
- 3.3. The Students' Union Hospitality Department will publicly display expanded customer service principles specific to each business operation.
- 3.4. The Students' Union commitment to customer service excellence includes proactive communication strategies and an imperative to collect a range of feedback, service reviews, and general suggestions for improvement from our members.



- 3.4.1. Customer service feedback will be actively sought through outreach to our members, and by providing for a variety of member response mechanisms and forums, including but not limited to:
 - 3.4.1.1. Individual submissions by telephone, email, in writing, or through an in-person meeting.
 - 3.4.1.2. A customer service feedback form available on the Students' Union website.
 - 3.4.1.3. A "Contact & Resources" tab on the Students' Union website.
 - 3.4.1.4. Solicited programming and events feedback.
 - 3.4.1.5. Solicited committee participation feedback.
 - 3.4.1.6. Interaction on social media platforms.
- 3.4.2. The following information should be requested in customer service feedback inquiries when possible:
 - 3.4.2.1. Date and time.
 - 3.4.2.2. Brief description of complaint, suggestion, or compliment.
 - 3.4.2.3. Opportunity for additional comments.
 - 3.4.2.4. Option to provide contact information for follow-up purposes.
- 3.4.3. The Students' Union will respond to all email communication from "@wlu.ca" and "@mylaurier" accounts.
 - 3.4.3.1. Email communication from email accounts other than "@wlu.ca" and "@mylaurier" will be assessed for their authenticity and responded to if appropriate.
- 3.4.4. When a response is requested or warranted, the Students' Union will provide an initial follow-up within two (2) business days or as otherwise directed.
 - 3.4.4.1. If the matter is not resolved during an initial follow-up, the relevant Students' Union representative will provide details on subsequent organizational responses.
 - 3.4.4.2. The recipient of customer service feedback must determine the appropriate Students' Union representative if the issue is outside of their portfolio and coordinate responses with the appropriate departments.
 - 3.4.4.3. Correspondence that originates from direct messages on social media platforms may be directed to other communications platforms (e.g. Customer Service Feedback Form).
- 3.4.5. Feedback pertinent to the operation and performance of the organization will be disclosed to the relevant department or individual for review in a timely fashion.
- 3.4.6. A record of all feedback will be maintained by the relevant department, including issue details and corresponding follow-up actions.

MONITORING REPORT
PRESIDENT & CHIEF EXECUTIVE OFFICER

Executive Limitation #2b – Treatment of Staff

This interpretations-based monitoring report is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of its adherence to the Executive Limitation policies as established by the Board of Directors. I certify that the information is developed without prejudice or bias and represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise

Signed,

A handwritten signature in black ink, appearing to be 'J. B.', is written over a light gray rectangular background.

President & Chief Executive Officer

Wilfrid Laurier University Students' Union

Date completed: August 8th, 2025

SECTION – EL #2b, 1

Treatment of Staff

EL #2b

With respect to treatment of paid and unpaid staff, the President shall not cause or allow conditions, which are unfair, undignified, disorganized or unclear.

The President will not:

1. Operate without up-to-date written personnel procedures that:
 - a. clarify rules, expectations, roles and responsibilities for staff;
 - b. provide for effective handling of grievances;
 - c. clarify disciplinary actions and procedures that are appropriate to the nature of the act; and
 - d. protect against nepotism and other wrongful conditions.
2. Promise or imply guaranteed employment.
3. Retaliate against an employee for non-disruptive expression of dissent, or for reporting to management or to the Board of Directors acts or omissions by staff, management or the Board of Directors that the employee believes, in good faith and based on credible information, constitutes a violation of provincial or federal law or a governing policy of the Board.
4. Allow staff to be unacquainted with the President's interpretations of their protections under this policy.
5. Allow staff to be unprepared to deal with emergency situations.

CEO INTERPRETATION

I interpret/define:

“up to date” as having been reviewed in the past calendar year (12 months)

“personnel procedures” as written documents that clearly identify the purpose and common practices of each employee within the Students' Union.

“rules, expectations, roles and responsibilities” as the general guidelines, which help formulate procedures for all staff and volunteers within the Students' Union.

“effective handling of grievances” as the process in which all employees or volunteers can follow to submit grievances related to their position, hiring, or fellow employees/volunteers. This is to be done on the desk of the Human Resource Manager for formal discussion and records.

“disciplinary actions” as actions taken to address violations of contract or inappropriate behavior demonstrated by paid staff or volunteers in a respectful and professional manner.

“procedures” as the guidelines to adhere to when responding to the identified inappropriate behavior.

“appropriate to the nature of the task” as disciplinary actions that act as solutions to the problem and reflect the situation at hand when it comes to severity.

“protect against” as mechanisms in place to inhibit wrongful conditions.

“nepotism” as the conscious or subconscious influence or persuasion regarding a specific hiring or promotion opportunity.

“wrongful conditions” as any process, action or policy that does not provide fair and equitable opportunities and conditions to all involved.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. Unpaid staff are given a Volunteer Contract, as well as access applicable operational policies that clearly outline rules, expectations and responsibilities.
- B. Paid employees are provided with job descriptions and access to employee policies and procedures that outline rules, expectations and responsibilities.
- C. Paid and Unpaid staff are familiar and comfortable with the grievance process.
- D. Policy outlines appropriate disciplinary actions, and the procedures that need to be taken to execute these actions.
- E. Employees have the ability to file a grievance as per Students' Union's grievance policy and are aware of the process to be followed when doing so.

I report this section as **COMPLIANT**.

EVIDENCE

- 1. Volunteer Contract Template (Appendix A)
- 2. Employee Policy Book, outlining expectations, rules, and rights that all staff are held accountable to and/or have access to. (Available on the Students' Union Website, as linked in Appendix B)
 - a. This includes the Students' Union's Safe Disclosure Policy.
- 3. Volunteer Standards & Performance Policy (Available on the Students' Union Website, as linked in Appendix C)

SECTION – EL #2b, 2

Treatment of Staff

EL #2b

With respect to treatment of paid and unpaid staff, the President shall not cause or allow conditions, which are unfair, undignified, disorganized or unclear.

The President will not:

1. Operate without up-to-date written personnel procedures that:
 - a. clarify rules, expectations, roles and responsibilities for staff;
 - b. provide for effective handling of grievances;
 - c. clarify disciplinary actions and procedures that are appropriate to the nature of the act; and
 - d. protect against nepotism and other wrongful conditions.
2. **Promise or imply guaranteed employment.**
3. Retaliate against an employee for non-disruptive expression of dissent, or for reporting to management or to the Board of Directors acts or omissions by staff, management or the Board of Directors that the employee believes, in good faith and based on credible information, constitutes a violation of provincial or federal law or a governing policy of the Board.
4. Allow staff to be unacquainted with the President's interpretations of their protections under this policy.
5. Allow staff to be unprepared to deal with emergency situations.

CGO INTERPRETATION

I interpret/define

CEO INTERPRETATION

I interpret/define:

“promise” as guaranteeing a position within the Students' Union explicitly.

“imply” as strongly suggesting that an individual apply for a position within the Students' Union with the impression that if they did, they would be rewarded said position.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. All employees, paid or unpaid, are hired through an open, fair and equitable process.
- B. Employees are able to request accessibility requirements during their hiring process.

EVIDENCE

1. Volunteer Recruitment Procedures Policy (Appendix D)

2. Employee Hiring Policy (Appendix E)
3. Accessibility Statement on the Students' Union Website (Appendix F) applicants are welcome to submit any accessibility requests and/or requirement during the hiring process.

I report this section as **COMPLIANT**.

SECTION – EL #2b, 3

Treatment of Staff

EL #2b

With respect to treatment of paid and unpaid staff, the President shall not cause or allow conditions, which are unfair, undignified, disorganized or unclear.

The President will not:

1. Operate without up-to-date written personnel procedures that:
 - a. clarify rules, expectations, roles and responsibilities for staff;
 - b. provide for effective handling of grievances;
 - c. clarify disciplinary actions and procedures that are appropriate to the nature of the act; and
 - d. protect against nepotism and other wrongful conditions.
2. Promise or imply guaranteed employment.
3. Retaliate against an employee for non-disruptive expression of dissent, or for reporting to management or to the Board of Directors acts or omissions by staff, management or the Board of Directors that the employee believes, in good faith and based on credible information, constitutes a violation of provincial or federal law or a governing policy of the Board.
4. Allow staff to be unacquainted with the President's interpretations of their protections under this policy.
5. Allow staff to be unprepared to deal with emergency situations.

CGO INTERPRETATION

I interpret/define

CEO INTERPRETATION

I interpret/define:

“retaliate” as reacting in a way that dismisses the ideas or claims of the individual.

“non-disruptive expression of dissent” as professionally communicating disagreement with a supervisor or other employee.

“good faith” as an act with no malicious intent or ulterior motive underlying the employees' actions.

“credible information” as data that can be reasonably relied upon, including, but not limited to, first-hand accounts.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. There is a clear grievance policy outlined in Students' Union Policy & Procedure Library.

EVIDENCE

1. Employee Policy Book – 12. Grievances
(Appendix G)

I report this section as **COMPLIANT**.

SECTION – EL #2b, 4

Treatment of Staff

EL #2b

With respect to treatment of paid and unpaid staff, the President shall not cause or allow conditions, which are unfair, undignified, disorganized or unclear.

The President will not:

1. Operate without up-to-date written personnel procedures that:
 - a. clarify rules, expectations, roles and responsibilities for staff;
 - b. provide for effective handling of grievances;
 - c. clarify disciplinary actions and procedures that are appropriate to the nature of the act; and
 - d. protect against nepotism and other wrongful conditions.
2. Promise or imply guaranteed employment.
3. Retaliate against an employee for non-disruptive expression of dissent, or for reporting to management or to the Board of Directors acts or omissions by staff, management or the Board of Directors that the employee believes, in good faith and based on credible information, constitutes a violation of provincial or federal law or a governing policy of the Board.
4. Allow staff to be unacquainted with the President's interpretations of their protections under this policy.
5. Allow staff to be unprepared to deal with emergency situations.

CGO INTERPRETATION

I interpret/define

CEO INTERPRETATION

I interpret/define:

“unacquainted” as unaware or not publicly available.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. All sections of EL#2b are in compliance
- B. President & CEO interpretations are available through Board Meeting Minutes.

EVIDENCE

- A. This report will be posted in the Board Package, which will be made available to the Students' Union website through the Board Resources page.
- B. All staff have access to the organizations operating policy library, which provides instructions and guidance in line with the President's interpretations of the Executive Limitations.
- C. All sections of EL#2b are not compliant.

I report this section as **NON-COMPLIANT**.

Refer to next section.

SECTION – EL #2b, 5

Treatment of Staff

EL #2b

With respect to treatment of paid and unpaid staff, the President shall not cause or allow conditions, which are unfair, undignified, disorganized or unclear.

The President will not:

1. Operate without up-to-date written personnel procedures that:
 - a. clarify rules, expectations, roles and responsibilities for staff;
 - b. provide for effective handling of grievances;
 - c. clarify disciplinary actions and procedures that are appropriate to the nature of the act; and
 - d. protect against nepotism and other wrongful conditions.
2. Promise or imply guaranteed employment.
3. Retaliate against an employee for non-disruptive expression of dissent, or for reporting to management or to the Board of Directors acts or omissions by staff, management or the Board of Directors that the employee believes, in good faith and based on credible information, constitutes a violation of provincial or federal law or a governing policy of the Board.
4. Allow staff to be unacquainted with the President's interpretations of their protections under this policy.
5. Allow staff to be unprepared to deal with emergency situations.

CEO INTERPRETATION

I interpret/define:

“unprepared” as being without the skills and training necessary to deal with an emergency.

“emergency situations” as including but not limited to, natural disasters, fire escape plans, and harassment situations that put the employee's immediate wellness at harm.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. All full-time employees and student executives are aware of fire safety procedures.
- B. The Students' Union follows university administration plans for emergency procedures and situations.

EVIDENCE

1. Fire Safety Wardens (Appendix H)
2. Emergency Escape Route (Appendix I)
3. Fire Alarm Procedures (Appendix J)

I report this section as **NON-COMPLIANT**.

Due to recent staff vacancies, previous individuals who held fire safety warden positions no longer work with the Students' Union, hence gaps in the required roles. There are still individuals in each role, and vacant fire warden responsibilities will be assigned with the onboarding of the new Human Resources Generalist position.

Global Policy Statement:

With respect to treatment of paid and unpaid staff, the President shall not cause or allow conditions, which are unfair, undignified, disorganized or unclear.

CEO INTERPRETATION

I interpret “**unfair conditions**” as a working environment that is not up to reasonable working standards and/ or is potentially unsafe.

I interpret “**disorganized conditions**” as fostering an environment that can be confusing, cluttered and difficult for staff to function effectively within.

I interpret “**unclear conditions**” as ambiguous expectations of staff that set them up for failure.

I interpret “**undignified conditions**” as an unseemly environment that does not follow best practices and does not uphold the values of the institution.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) All sections of EL#2b are in compliance

EVIDENCE

1. All sections of EL#2b are not in compliance

I report this section as **NON-COMPLIANT**.

Appendix A – Volunteer Contract Template



VOLUNTEER CONTRACT TEMPLATE 2025-2026

In consideration of my participation as a volunteer with the Wilfrid Laurier University Students' Union I, the undersigned, endorse and will abide by the following volunteer agreement throughout the duration of May 1st, 2025, to April 30th, 2026.

The Role:

I acknowledge that:

1. In order to uphold this volunteer position, I must:
 1. Be an undergraduate member of the Students' Union in good standing with the Department of Residence, Special Constable Services, the Centre for Student Equity and Diversity, the Office of Human Rights and Conflict Management and the Dean of Students Office;
 2. Be registered undergraduate students progressing towards the completion of their degree in good academic standing
 1. Disclose to their Coordinator or departmental Vice/Associate Vice President if they are on academic probation and reapply once they are no longer on academic probation
 3. Complete all mandatory volunteer training in a timely manner, including in-person sessions and online modules within 2 weeks upon signing this contract
2. As a volunteer for the Students' Union, I must represent and uphold the Students' Union mission, vision, and values at all times, abiding by the Laurier Academic and Non-Academic Student Code of Conduct:
 1. Failure to do so can lead to disciplinary action or termination at the discretion of the Vice President: Volunteer Operations
3. I am responsible for completing duties and responsibilities as outlined in the position overview for my volunteer role, as well as:
 1. Attending and actively engaging in all committee activities per term as outlined in the position description;
 2. Responding to all committee-related communication within a 48-hour time frame
4. The duties performed are on a volunteer basis, and therefore I understand that:
 1. There is no employment relationship with the Students' Union; and
 2. I am not entitled to receive remuneration or employment benefits of any kind

5. A volunteer position does not constitute a guarantee or promise of future volunteer opportunity and/or employment, nor does it entitle me to a greater consideration for any future volunteer opportunity and/or employment.
6. I am responsible for informing my supervisor if I witness or become aware of any of the following:
 1. An incident which occurred while I was performing duties within the scope of my role;
 2. An illness or injury which occurred while I was performing duties within the scope of my role;
 3. A person who is not performing adequately within their role, or someone who has displayed a change in character which could be indicative of a wellness issue;
 4. An act of violence, harassment, or gendered/sexual violence which occurred, or was disclosed to me, while I was performing duties within the scope of my role;
 5. Any hazard present while performing duties within the scope of my role;
 6. I am required to abstain from consuming illegal substances or legal substances, such as alcohol or cannabis, while performing duties within the scope of my volunteer role, and/or while I am in uniform (as defined by the Students' Union), or I may be subject to the disciplinary action or termination at the discretion of the Vice President: Volunteer Operations; and
 7. I will not encourage or participate in any form of physical, verbal, or sexual violence/assault or harassment against any individual on campus. In the event I do, I may be subject to the disciplinary action or termination at the discretion of the Vice President: Volunteer Operations.

Position Demands

I understand that:

1. There may be mental and/or emotional demands within this role, including, but not limited to:
 1. Exposure to mental health crises;
 2. Personal disclosures of violence and/or harassment; and
 3. Exposure to intoxicated and/or disgruntled individuals.
2. There may be physical demands within this role, including, but not limited to:
 1. Walking and standing as a major job function;
 2. Carrying and transporting objects of various sizes up to a maximum of 50lbs;
 3. Pushing or pulling contents that weigh a maximum of 75lbs;
 4. Stretching, reaching, bending, stooping, crouching and/or kneeling for short periods of time; and
 5. Exposure to intoxicated and/or disgruntled individuals.

Position Restrictions:

Please note that students are limited to the number of positions they are allowed to hold at one time with the Students' Union. If you are being offered multiple positions or are

already an active member on another committee, please ensure that you are not exceeding your maximums outlined below (positions with Orientation Week do NOT count towards this total unless otherwise specified):

1. One coordinator position, one general member position
2. Two Executive positions
3. One executive position, two general positions
4. Three general member positions

Confidentiality

I understand that being a Students' Union volunteer allows me to have access to confidential information. I sign this contract understanding that I am going to be held responsible for maintaining confidentiality within my volunteer role.

Unauthorized disclosure of confidential information can lead to disciplinary action or termination at the discretion of the Vice President: Volunteer Operations. Confidential information should be kept secure at all times and not left unattended. In addition, confidential information is not to be discussed in areas where it may be overheard, or with others who do not need the information to perform their volunteer role. If you suspect or know of a breach of confidentiality, you must immediately report it to your direct superior and/or the Vice President: Volunteer Operations.

Assumption of Risk Release and Waiver of Liability

I affirm that:

1. I understand there are inherent and unavoidable risks associated with, or related to, the duties described in the position overview;
2. There are certain inherent and unavoidable risks in all activities, and I will take reasonable steps at all times to avoid placing myself in dangerous and/or potentially hazardous situations;
3. The Students' Union is in no way responsible for lost or stolen property, bodily injury, or any other misfortune that might come to me while performing the duties within the scope of my role;
4. I will abide by all health and safety protocols as prescribed by the Students' Union and Wilfrid Laurier University;
5. I will notify my supervisor of any health conditions that may be associated with a medical emergency or prevent me from performing the duties of my role (ex. severe allergy, recent injury/illness, etc); and
6. If I am injured or ill, I will refrain from participating in any activity that could further my condition or put others at risk.

Insurance

I verify that:

1. I have adequate medical and/or health insurance covering me for the length of this agreement, and I am responsible for my own health, dental and medical coverage;
2. As a volunteer, I am not covered by the Students' Union Workers' Compensation Insurance through the Workplace Safety and Insurance Board; and
3. The Students' Union maintains general liability insurance that covers me while performing duties within the scope of my role.

Personal Information

I consent to:

1. The collection, use and disclosure of my personal information (as defined under the Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. F.31), including my name, contact information and volunteer performance history;
2. This information being used by the Students' Union before, during, or after my volunteer role;
3. The Students' Union capturing me in photographs, videos, and/or voice recordings to be used in marketing materials throughout the organization; and
4. Informing the Students' Union in writing if I do not permit my personal information, photographs, videos, and or voice recordings to be used.

Termination

I understand that:

1. Failure to abide by this volunteer agreement, or breach of any of its sections or subsections will be considered a serious violation and may result in immediate removal from all volunteer activities and/or this position, as well as impact future volunteer and/or employment hiring decisions with the Students' Union; and
2. If the Students' Union or the volunteer wish to terminate this agreement for any reason, outside of violation of the agreement, they must do so in writing, providing reasonable notice to the other party.

Appendix B – [Employee Policy Book](#)

Appendix C – [Volunteer Standards and Performance Policy](#)

PDF or physical copies of these policies can be made available at the request of the Board.

Appendix D – Volunteer Recruitment Procedures Policy

1. PURPOSE

The following procedures outline how Wilfrid Laurier University undergraduate students can volunteer with the Students' Union.

2. VOLUNTEER CATEGORIES

- 2.1. Volunteer positions with the Students' Union are organized into the following categories:
 - 2.1.1. **Coordinator** – Provides financial, operational, and volunteer management support for a committee to the departmental Vice-President and Associate Vice-Presidents.
 - 2.1.2. **Executive** – Supports the Coordinator and works collaboratively with general volunteers to promote events, operate services, and facilitate committee initiatives.
 - 2.1.3. **Team Lead** – Holds additional responsibilities beyond that of a general volunteer, and as identified by role.
 - 2.1.4. **General** – Assist in the facilitation of committee events, initiatives, programming, and outreach.

3. VOLUNTEER POSITIONS

- 3.1. In consultation with the Vice-President: Volunteer Operations, the relevant departmental Vice-President, Associate Vice-President, or Coordinator will determine the number of available volunteer positions.
- 3.2. The Vice-President: Volunteer Operations will hold a detailed list of all active volunteer positions, including volunteer categories.
 - 3.2.1. The Hiring and Recruitment Coordinators will work in conjunction with the Vice-President: Volunteer Operations and their Associate Vice-Presidents to monitor open volunteer positions as they become available.
- 3.3. The decision to limit volunteer positions by suspending or eliminating an entire committee can only be made by the President and their Executive Leadership Team in consultation with the Executive Director.
- 3.4. The Vice-President: Volunteer Operations or their Associate Vice-Presidents will approve committee structures, including the available volunteer positions.
- 3.5. The standard volunteer term is May 1st through to April 30th.
 - 3.5.1. Volunteers hired after May 1st for standard volunteer terms serve from the date of their hiring through to April 30th.
 - 3.5.2. Volunteer contracts for seasonal or term limited positions will stipulate the start and end dates for the role.
- 3.6. Volunteers are eligible to hold multiple standard positions, with the following restrictions:

- 3.6.1. A **Coordinator** may only hold one (1) additional general volunteer position.
- 3.6.2. An **Executive** may only hold two (2) additional general volunteer positions.
- 3.6.3. Volunteers are limited to hold three (3) **General** volunteer positions.
- 3.7. The Vice-President: Volunteer Operations and their Associate Vice-Presidents may grant exemptions to the restrictions on number of positions a volunteer may hold based on organizational need and in consideration of seasonal and term limited roles.

4. RECRUITMENT PROCESS

- 4.1. Available volunteer positions are posted online through a recruitment portal linked on the Students' Union website.
- 4.2. The Vice-President: Volunteer Operations and the Hiring & Recruitment Committee will lead the recruitment process and are responsible for training volunteers participating on hiring panels.
- 4.3. Students are required to complete the application process by the posted deadline and indicate the position they intend to hold.
 - 4.3.1. The Vice-President: Volunteer Operations or their Associate Vice-Presidents may grant exceptions for the submission of applications outside of set recruitment periods.
- 4.4. Students must consent to a mandatory confidential Volunteer Suitability Check, conducted by the Wilfrid Laurier University Office of Student Affairs.
 - 4.4.1. The Volunteer Suitability Check includes information from the Department of Residence, Special Constable Services, the Centre for Student Equity and Diversity, the Office of Human Rights and Conflict Management, and the Dean of Students Office.
 - 4.4.2. The volunteer role is conditional upon the completion of a successful Volunteer Suitability Check.
- 4.5. Hiring & Recruitment Committee representatives will mark all completed volunteer applications.
- 4.6. Coordinator candidates are considered based on their marked application and for those eligible, an interview.
 - 4.6.1. Coordinator interviews are conducted by a hiring panel consisting of the relevant Vice-President or Associate Vice-President and a Hiring & Recruitment Committee representative.
 - 4.6.2. Candidates will be invited to an interview based on the score of their marked application.
 - 4.6.3. Candidates invited to an interview will be notified within two (2) weeks unless otherwise communicated.
 - 4.6.4. Successful candidates will be notified within two (2) weeks unless otherwise communicated.
 - 4.6.5. Unsuccessful candidates will be notified within three (3) weeks unless otherwise communicated.

- 4.7. Executive volunteers are considered based on their marked application and for those eligible, an interview.
 - 4.7.1. Executive interviews are conducted by a hiring panel consisting of the committee coordinator and a Hiring & Recruitment Committee representative.
 - 4.7.2. The relevant Vice-President or Associate Vice-President will act as an alternative for the hiring panel in the event the coordinator has a conflict.
 - 4.7.3. Candidates will be invited to an interview based on the score of their marked application.
 - 4.7.4. Candidates invited to an interview will be notified within two (2) weeks unless otherwise communicated.
 - 4.7.5. Successful candidates will be notified by within two (2) weeks unless otherwise communicated.
 - 4.7.6. Unsuccessful candidates will be notified within three (3) weeks unless otherwise communicated.
- 4.8. General volunteer candidates are considered based on the score of their completed application, with the following exception:
 - 4.8.1. Emergency Response Team general volunteers must participate in a carousel (activity-based group exercise) interview facilitated by the Emergency Response Team Coordinator(s) and Executive Team, with support from the Hiring & Recruitment Committee.
- 4.9. Orientation "Icebreaker" volunteer candidates are considered based on the score of their completed application.
- 4.10. Brantford Orientation "Head Ice" and Executive volunteer candidates are considered based on their marked application and for those eligible, a carousel interview conducted by the Vice-President Programming & Services Brantford, the Orientation Program Facilitator Brantford, and a Hiring & Recruitment Committee Representative.
 - 4.10.1. Candidates will be invited to an interview based on the score of their marked application.
 - 4.10.2. Candidates invited to an interview will be notified within two (2) weeks unless otherwise communicated.
 - 4.10.3. Successful candidates will be notified within two (2) weeks unless otherwise communicated.
 - 4.10.4. Unsuccessful candidates will be notified within three (3) weeks unless otherwise communicated.
- 4.11. Waterloo Orientation "Head Ice" and Executive volunteer candidates are considered based on their marked application and for those eligible, a carousel interview conducted by the Vice-President Programming & Services Waterloo, the Associate Vice-President: Programming & Services Waterloo.
 - 4.11.1. Candidates will be invited to an interview based on the score of their marked application.
 - 4.11.2. Candidates invited to an interview will be notified within two (2) weeks unless otherwise communicated.
 - 4.11.3. Successful candidates will be notified within two (2) weeks unless otherwise communicated.

- 4.12. Unsuccessful candidates will be notified within three (3) weeks unless otherwise communicated.

5. FEEDBACK

- 5.1. Unsuccessful candidates may contact the Vice-President: Volunteer Operations or their Associate Vice-Presidents for feedback within fourteen (14) days of receiving notice.
- 5.1.1. If a successful candidate alleges impropriety during the recruitment process the Vice-President: Volunteer Operations will promptly examine the circumstances and if required consult with the Wilfrid Laurier University Office of Human Rights and Conflict Management.
- 5.1.1.1. If the alleged impropriety relates to the Vice-President: Volunteer Operations, another Vice-President or the President will take responsibility for reviewing the matter.
- 5.1.2. The Vice-President: Volunteer Operations may provide the unsuccessful candidate with additional written feedback or an opportunity to meet to discuss the process, if circumstances merit additional follow-up.
- 5.1.3. The Vice-President: Volunteer Operations, in consultation with the hiring panel and Hiring & Recruitment representatives, may reconsider the initial hiring decision if errors or oversights during the hiring process are discovered.

6. ACADEMIC STANDING

- 6.1. Volunteers must be registered undergraduate students progressing towards the completion of their degree and in good academic standing.
- 6.2. Students placed on academic probation are not eligible to continue in their volunteer role.
- 6.2.1. Volunteers are required to disclose to their Coordinator that they are on academic probation.
- 6.2.2. Students must re-apply for all volunteer roles once they are no longer on academic probation.
- 6.3. Committee Coordinators and their Executives will encourage volunteers to properly manage their time and confirm that they are not neglecting their academics in favour of their volunteer responsibilities.

7. CONFLICT OF INTEREST

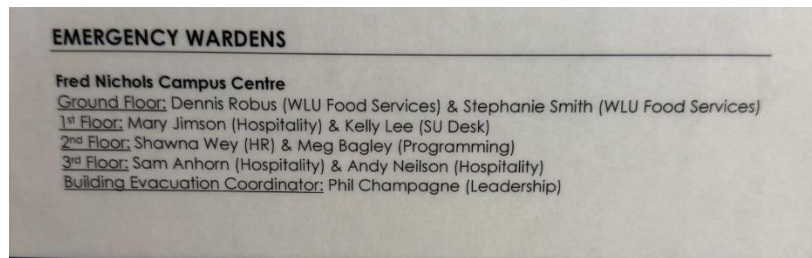
- 7.1. All participants in the recruitment of volunteers are obligated to disclose any conflicts of interest that may jeopardize the process, including but not limited to:
- 7.1.1. Familial relationship.

- 7.1.2. Intimate or romantic relationship.
- 7.1.3. Co-habitation or roommate relationship.
- 7.1.4. Financial interests.
- 7.2. A hiring panel member with a potential, apparent, or actual conflict of interest may be required to excuse themselves from the process.
 - 7.2.1. The Vice-President: Volunteer Operations may be consulted if hiring panel members are not able to reach consensus about perceived or real conflicts.
 - 7.2.2. An additional person may be added to a hiring panel to mitigate an acknowledged but unavoidable conflict.
- 7.3. If a member of the hiring process fails to properly disclose a conflict of interest, they will be subject to the Volunteer Standards and Performance Policy.
- 7.4. Any conflict of interest directly involving the Vice-President: Volunteer Operations will be dealt with according to the Students' Union's Conflict of Interest policy.

Appendix F – Accessibility Statement on the Students' Union Website

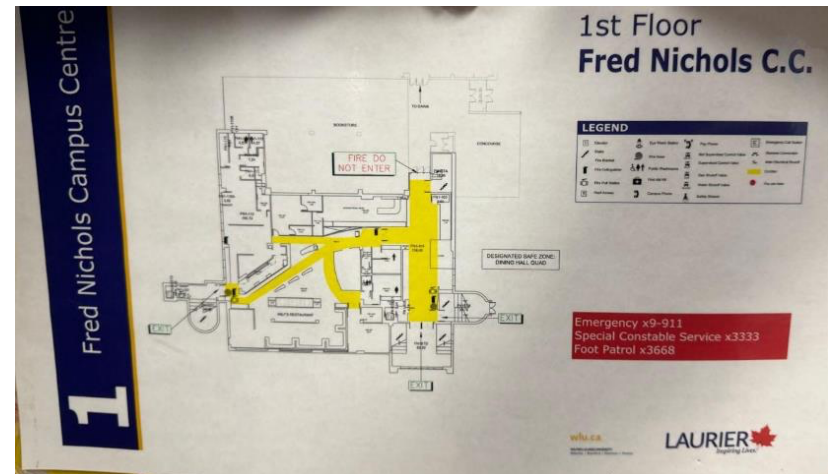
Appendix G – Employee Policy Book – 12. Grievances (Page 5)

Appendix H – Fire Safety Wardens

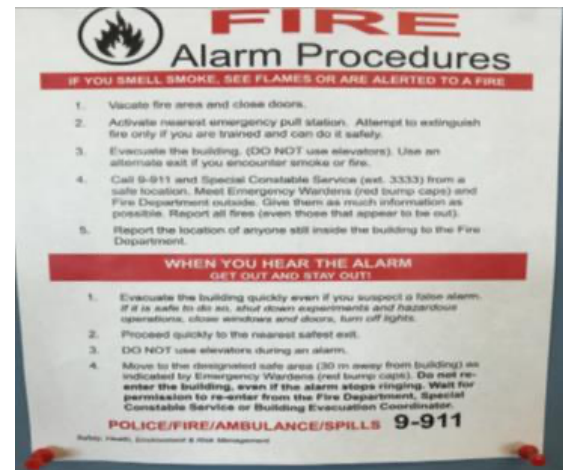


Vacant positions – 2nd Floor (Meg Bagley), 3rd Floor (Andy Neilson)

Emergency Escape Route (Appendix I)



Fire Alarm Procedures (Appendix J)



MONITORING REPORT
PRESIDENT & CHIEF EXECUTIVE OFFICER

Executive Limitation #2d – Financial Condition & Activities

This interpretations-based monitoring report is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of its adherence to the Executive Limitation policies as established by the Board of Directors. I certify that the information is developed without prejudice or bias and represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise

Signed,

A handwritten signature in black ink, appearing to be 'J. B.', is written over a light gray rectangular background.

President & Chief Executive Officer

Wilfrid Laurier University Students' Union

Date completed: September 5th, 2025

SECTION – EL #2d, 1

Financial Condition & Activities

EL #2d

With respect to the actual ongoing financial condition and activities, the President may not cause or allow the development of fiscal jeopardy and/or a material deviation of actual expenditures from Board priorities established in Ends policies.

The President will not:

1. Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline (point #2 below) is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within:
 - a. 120 days or prior to the expiration of the President's term, whichever is sooner, during periods 5-12;
 - b. 160 days during periods 1-4.
3. Use any restricted reserves.
4. Settle payroll and debts in an untimely manner.
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. Make a single purchase or commitment of greater than \$10,000.
 - a. With respect to this policy, any project overage greater than 15% shall be subject to subsequent Board approval;
 - b. Splitting orders to avoid this limit is not acceptable.
7. Acquire, encumber or dispose of real estate.
8. Operate without aggressively pursuing receivables:
 - a. After a reasonable grace period; and
 - b. That are more than \$10,000;
 - c. Expending currency other than Canadian dollars to avoid this limit is not acceptable.
9. Allow the Board to be uninformed of any anticipated surplus or deficit at or near the end of the fiscal year.
10. Allow expenditures to be reported in a currency other than Canadian dollars.
11. Present a budget to the Board for the upcoming fiscal year later than April 30th of the current fiscal year. |

CEO INTERPRETATION

I interpret “**expend more funds than have been received**” as the use of financial resources exceeding the approved operating budget for 2025/2026, unless in compliance with point 2 of this policy. The expenses of the Organization include but are not limited to the outflow of assets, and costs required to effectively operate the organization, and are approved by the Board of Directors. Assets refer to any resources owned by the Students' Union that carry monetary value and include but not limited to cash, credit, property, accounts receivable and inventory. Revenues are inflows of assets that fund the Students' Union and are generated through providing services, operating businesses, or providing any activity or service that requires payment.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- All financial records quantitatively confirm that expenses do not outweigh revenue at any point during the fiscal year within the debt guideline.
- The operating budget for 2025/26 approved by the Board of Directors is balanced.

EVIDENCE

1. Bank Account Balances (Appendix A)
2. Students' Union Operating Budget (can be made available at the Board's request)

I report this section as **COMPLIANT**.

SECTION – EL #2d, 2

Financial Condition & Activities

EL #2d

With respect to the actual ongoing financial condition and activities, the President may not cause or allow the development of fiscal jeopardy and/or a material deviation of actual expenditures from Board priorities established in Ends policies.

CEO INTERPRETATION

I interpret “**debt**” as the amount of incurred currency that the Students’ Union borrows and owes, outside the financed operating revenue of the current fiscal year.

I interpret “**repaid**” as fulfilling our debt obligations through repayment methods to parties that the

Organizations owes, including accrued interests over the course of relevant agreements to said parties.

I interpret “**certain and otherwise unencumbered revenues**” as in to be free of debt and financial liability within the prescribed timeline, using revenue and funds which do not hinder the operations of the Organization.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- All financial records quantitatively confirm that no debt is incurred in an amount greater than can be repaid without financial liability within:
 - 120 days or prior to the expiration of the President’s term, whichever is sooner, during periods 5-13 or,
 - 160 days during periods 1-4.

EVIDENCE

1. Cash positions of the Students’ Union (Appendix B)
 - a. This chart shows will be in a positive cash position; therefore, we are not incurring more debt than we can repay.

I report this section as **COMPLIANT**.

SECTION – EL #2d. 3

Financial Condition & Activities

EL #2d

With respect to the actual ongoing financial condition and activities, the President may not cause or allow the development of fiscal jeopardy and/or a material deviation of actual expenditures from Board priorities established in Ends policies.

The President will not:

1. Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline (point #2 below) is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within:
 - a. 120 days or prior to the expiration of the President's term, whichever is sooner, during periods 5-12;
 - b. 160 days during periods 1-4.
3. Use any restricted reserves.
4. Settle payroll and debts in an untimely manner.
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. Make a single purchase or commitment of greater than \$10,000.
 - a. With respect to this policy, any project overage greater than 15% shall be subject to subsequent Board approval;
 - b. Splitting orders to avoid this limit is not acceptable.
7. Acquire, encumber or dispose of real estate.
8. Operate without aggressively pursuing receivables:
 - a. After a reasonable grace period; and
 - b. That are more than \$10,000;
 - c. Expending currency other than Canadian dollars to avoid this limit is not acceptable.
9. Allow the Board to be uninformed of any anticipated surplus or deficit at or near the end of the fiscal year.
10. Allow expenditures to be reported in a currency other than Canadian dollars.
11. Present a budget to the Board for the upcoming fiscal year later than April 30th of the current fiscal year.

CEO INTERPRETATION

I interpret “**use**” as the intentional expenditure of Students' Union assets, depleting a reserve.

I interpret “**restricted reserves**” as specifically designated reserve funds which are collected for a specific purpose. These funds have strict guidelines on how to use them which are set either by the organization

through the Board of Directors, the membership through referenda or governing bodies of the institution.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- Restricted reserves are not used for other expenditures.
- There is no use of restricted reserves unless specifically directed by the Board.

EVIDENCE

1. Health and Dental Reserve Balance per the Balance Sheet
2. Health and Dental Reserve (Appendix C)

I report this section as **COMPLIANT**.

SECTION – EL #2d, 4

Financial Condition & Activities

EL #2d

With respect to the actual ongoing financial condition and activities, the President may not cause or allow the development of fiscal jeopardy and/or a material deviation of actual expenditures from Board priorities established in Ends policies.

The President will not:

1. Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline (point #2 below) is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within:
 - a. 120 days or prior to the expiration of the President's term, whichever is sooner, during periods 5-12;
 - b. 160 days during periods 1-4.
3. Use any restricted reserves.
4. **Settle payroll and debts in an untimely manner.**
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. Make a single purchase or commitment of greater than \$10,000.
 - a. With respect to this policy, any project overage greater than 15% shall be subject to subsequent Board approval;
 - b. Splitting orders to avoid this limit is not acceptable.
7. Acquire, encumber or dispose of real estate.
8. Operate without aggressively pursuing receivables:
 - a. After a reasonable grace period; and
 - b. That are more than \$10,000;
 - c. Expending currency other than Canadian dollars to avoid this limit is not acceptable.
9. Allow the Board to be uninformed of any anticipated surplus or deficit at or near the end of the fiscal year.
10. Allow expenditures to be reported in a currency other than Canadian dollars.
11. Present a budget to the Board for the upcoming fiscal year later than April 30th of the current fiscal year.

CEO INTERPRETATION

I interpret “**settle**” as paying within the established payment schedule or having payment produced when requested by those seeking payment.

I interpret “**payroll**” as the total amount of wages and salaries paid by the Students' Union to all its employees.

I interpret “**untimely manner**” as paying an invoice over 90 days of its issue, unless the invoice was not received within those 90 days, and payment that is not settled or

arranged within 10 business days from the scheduled date.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- Payroll is settled within 10 days of the scheduled payment date, unless an alternative payment schedule or plan was arranged and agreed upon by all parties.
- Debts are settled within 90 days of invoicing, unless an alternative payment schedule or plan was arranged and agreed to by all parties.

EVIDENCE

1. Proof of Payroll (Appendix D)
2. Schedule of Aged Payables (Appendix E)
 - a. This document shows an immaterial number of payables that have been outstanding for greater than 90 days.

I report this section as **COMPLIANT**.

SECTION – EL #2d, 5

Financial Condition & Activities

EL #2d

With respect to the actual ongoing financial condition and activities, the President may not cause or allow the development of fiscal jeopardy and/or a material deviation of actual expenditures from Board priorities established in Ends policies.

The President will not:

1. Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline (point #2 below) is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within:
 - a. 120 days or prior to the expiration of the President's term, whichever is sooner, during periods 5-12;
 - b. 160 days during periods 1-4.
3. Use any restricted reserves.
4. Settle payroll and debts in an untimely manner.
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. Make a single purchase or commitment of greater than \$10,000.
 - a. With respect to this policy, any project overage greater than 15% shall be subject to subsequent Board approval;
 - b. Splitting orders to avoid this limit is not acceptable.
7. Acquire, encumber or dispose of real estate.
8. Operate without aggressively pursuing receivables:
 - a. After a reasonable grace period; and
 - b. That are more than \$10,000;
 - c. Expending currency other than Canadian dollars to avoid this limit is not acceptable.
9. Allow the Board to be uninformed of any anticipated surplus or deficit at or near the end of the fiscal year.
10. Allow expenditures to be reported in a currency other than Canadian dollars.
11. Present a budget to the Board for the upcoming fiscal year later than April 30th of the current fiscal year.

CEO INTERPRETATION

I interpret “**overdue**” as failing to pay government issued bills before the set deadline.

I interpret “**inaccurately filled out**” as submitting fillings or payments with errors or discrepancies whether intentional or unintentional.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- All government-ordered payments are paid accurately and before the deadline.

EVIDENCE

1. Summary of Payments to Government (Appendix F)
 - a. These documents represent payments made for the various taxes we are required to remit to the government.

I report this section as **COMPLIANT**.

SECTION – EL #2d, 6

Financial Condition & Activities

EL #2d

With respect to the actual ongoing financial condition and activities, the President may not cause or allow the development of fiscal jeopardy and/or a material deviation of actual expenditures from Board priorities established in Ends policies.

The President will not:

1. Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline (point #2 below) is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within:
 - a. 120 days or prior to the expiration of the President's term, whichever is sooner, during periods 5-12;
 - b. 160 days during periods 1-4.
3. Use any restricted reserves.
4. Settle payroll and debts in an untimely manner.
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. **Make a single purchase or commitment of greater than \$10,000.**
 - a. **With respect to this policy, any project overage greater than 15% shall be subject to subsequent Board approval;**
 - b. **Splitting orders to avoid this limit is not acceptable.**
7. Acquire, encumber or dispose of real estate.
8. Operate without aggressively pursuing receivables:
 - a. After a reasonable grace period; and
 - b. That are more than \$10,000;
 - c. Expending currency other than Canadian dollars to avoid this limit is not acceptable.
9. Allow the Board to be uninformed of any anticipated surplus or deficit at or near the end of the fiscal year.
10. Allow expenditures to be reported in a currency other than Canadian dollars.
11. Present a budget to the Board for the upcoming fiscal year later than April 30th of the current fiscal year.

CEO INTERPRETATION

I interpret “**make a single purchase or commitment of greater than \$10 000**” to mean that the President or anyone who directly or indirectly reports to the President will not expend any single item over \$10 000 without Board approval.

I interpret “**commitment**” as entering into a written or a verbal agreement with either an internal or external

partner which involves a contractual agreement or transfer of funds over \$10 000 without Board approval.

I interpret “**any project overage greater than 15% shall be subject to subsequent Board approval**” as any capital projects or payments previously approved by the Board that exceeds the original presented costs by 15% or more, to seek renewed approval by the Board.

I interpret “**splitting orders**” as intentionally separating a single purchase item into smaller purchase order amounts, that would equal more than \$10 000 if accumulated, and therefore must be approved by the Board.

I interpret “**expending currency other than Canadian dollars**” as all expenditures of the Organization and those which require Board approval for purchase over \$10 000 to be presented in CAD and if applicable, the correct conversion through a mid-market rate be applied when dealing with non-CAD values.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The Students' Union financial statements demonstrate an absence of capital projects or initiatives exceeding \$10 000 that have not been previously approved by the Board.
- The Students' Union financial statements do not show project cost overrun in excess of 15% that has not been further approved by the Board. These statements will also illustrate orders were not split in order to circumvent this policy.

EVIDENCE

- a. The Students' Union Operating Budget over \$10,000 (Appendix G)
 - a. This is a pre-approved list of expenditures greater than \$10 000 that has been approved by the Board of Directors for the 2025/26 operating year.
 - b. All items are presented in CAD value.
- b. Additional projects over \$10,000 have been brought to the Board for approval.

I report this section as **COMPLIANT**.

SECTION – EL #2d, 7

Financial Condition & Activities

EL #2d

With respect to the actual ongoing financial condition and activities, the President may not cause or allow the development of fiscal jeopardy and/or a material deviation of actual expenditures from Board priorities established in Ends policies.

The President will not:

1. Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline (point #2 below) is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within:
 - a. 120 days or prior to the expiration of the President's term, whichever is sooner, during periods 5-12;
 - b. 160 days during periods 1-4.
3. Use any restricted reserves.
4. Settle payroll and debts in an untimely manner.
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. Make a single purchase or commitment of greater than \$10,000.
 - a. With respect to this policy, any project overage greater than 15% shall be subject to subsequent Board approval;
 - b. Splitting orders to avoid this limit is not acceptable.
7. **Acquire, encumber or dispose of real estate.**
8. Operate without aggressively pursuing receivables:
 - a. After a reasonable grace period; and
 - b. That are more than \$10,000;
 - c. Expending currency other than Canadian dollars to avoid this limit is not acceptable.
9. Allow the Board to be uninformed of any anticipated surplus or deficit at or near the end of the fiscal year.
10. Allow expenditures to be reported in a currency other than Canadian dollars.
11. Present a budget to the Board for the upcoming fiscal year later than April 30th of the current fiscal year.

CEO INTERPRETATION

I interpret “**acquire**” as purchasing, leasing, or obtaining a new mortgage of physical property of behalf of the Students' Union

I interpret “**encumber**” as a claim for a piece of property through mortgages and liens that burdens or restricts the title of property.

I interpret “**dispose of**” as terminating a lease or selling a physical property with no intent or agreement of future usage in regard to Students' Union facilities.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The Students' Union holds a building agreement with WLU as per the Operating Procedures Agreement. This agreement outlines the terms of occupancy of the Fred Nichols Campus Centre in Waterloo.
- The Students' Union will not acquire, encumber or dispose of real estate unless defined above. Any exceptions in the future must be made at the Board's discretion.

EVIDENCE

1. The Operating Procedures Agreement (Appendix H)
2. Real Estate Holdings (Appendix I)
 - a. These documents indicate that there is clearly an immaterial difference between the Union's real estate holdings from May until now.

I report this section as **COMPLIANT**.

SECTION – EL #2d, 8

Financial Condition & Activities

EL #2d

With respect to the actual ongoing financial condition and activities, the President may not cause or allow the development of fiscal jeopardy and/or a material deviation of actual expenditures from Board priorities established in Ends policies.

The President will not:

1. Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline (point #2 below) is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within:
 - a. 120 days or prior to the expiration of the President's term, whichever is sooner, during periods 5-12;
 - b. 160 days during periods 1-4.
3. Use any restricted reserves.
4. Settle payroll and debts in an untimely manner.
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. Make a single purchase or commitment of greater than \$10,000.
 - a. With respect to this policy, any project overage greater than 15% shall be subject to subsequent Board approval;
 - b. Splitting orders to avoid this limit is not acceptable.
7. Acquire, encumber or dispose of real estate.
8. Operate without aggressively pursuing receivables:
 - a. After a reasonable grace period; and
 - b. That are more than \$10,000;
 - c. Expending currency other than Canadian dollars to avoid this limit is not acceptable.
9. Allow the Board to be uninformed of any anticipated surplus or deficit at or near the end of the fiscal year.
10. Allow expenditures to be reported in a currency other than Canadian dollars.
11. Present a budget to the Board for the upcoming fiscal year later than April 30th of the current fiscal year.

CEO INTERPRETATION

I interpret “**aggressively pursuing**” as using all appropriate means within the boundaries of the law to acquire outstanding balances from external companies and individuals when it is imperative to do so.

I interpret “**receivables**” as the outstanding balances owing to the Students' Union, pertaining to incoming assets which equate to or in excess of \$10,000.

I interpret “**a reasonable grace period**” as 90 days with the exception of receivables from Wilfrid Laurier

University, which are paid based on a payment schedule established and agreed upon by both parties.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- All financial records and statements are kept up to date and accurate as receivables are being collected efficiently.
- There is a known process in place in the finance department of appropriate procedures for collecting receivables.

EVIDENCE

1. Schedule of Aged Receivables (Appendix J)

I report this section as **COMPLIANT**.

SECTION – EL #2d, 9

Financial Condition & Activities

EL #2d

With respect to the actual ongoing financial condition and activities, the President may not cause or allow the development of fiscal jeopardy and/or a material deviation of actual expenditures from Board priorities established in Ends policies.

The President will not:

1. Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline (point #2 below) is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within:
 - a. 120 days or prior to the expiration of the President's term, whichever is sooner, during periods 5-12;
 - b. 160 days during periods 1-4.
3. Use any restricted reserves.
4. Settle payroll and debts in an untimely manner.
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. Make a single purchase or commitment of greater than \$10,000.
 - a. With respect to this policy, any project overage greater than 15% shall be subject to subsequent Board approval;
 - b. Splitting orders to avoid this limit is not acceptable.
7. Acquire, encumber or dispose of real estate.
8. Operate without aggressively pursuing receivables:
 - a. After a reasonable grace period; and
 - b. That are more than \$10,000;
 - c. Expending currency other than Canadian dollars to avoid this limit is not acceptable.
9. Allow the Board to be uninformed of any anticipated surplus or deficit at or near the end of the fiscal year.
10. Allow expenditures to be reported in a currency other than Canadian dollars.
11. Present a budget to the Board for the upcoming fiscal year later than April 30th of the current fiscal year.

CEO INTERPRETATION

I interpret “**uninformed**” as not relaying information to the Board both intentionally and unintentionally.

I interpret “**anticipated**” as projecting surplus based on updated financial readings.

I interpret “**surplus**” as the monetary value of remaining revenue after all accounts payables and debts have been settled.

I interpret “**end of the fiscal year**” as assessing all periods from the previous fiscal year, and to be reported after the audit is completed into the new fiscal year between period 5 and 6.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The President will communicate to the Board between periods 5 and 6 of the exact surplus amount from the previous fiscal year.

EVIDENCE

1. Audited financial statements were presented to the Board and approved during the fall term.

I report this section as **COMPLIANT**.

SECTION – EL #2d, 10

Financial Condition & Activities

EL #2d

With respect to the actual ongoing financial condition and activities, the President may not cause or allow the development of fiscal jeopardy and/or a material deviation of actual expenditures from Board priorities established in Ends policies.

The President will not:

1. Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline (point #2 below) is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within:
 - a. 120 days or prior to the expiration of the President's term, whichever is sooner, during periods 5-12;
 - b. 160 days during periods 1-4.
3. Use any restricted reserves.
4. Settle payroll and debts in an untimely manner.
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. Make a single purchase or commitment of greater than \$10,000.
 - a. With respect to this policy, any project overage greater than 15% shall be subject to subsequent Board approval;
 - b. Splitting orders to avoid this limit is not acceptable.
7. Acquire, encumber or dispose of real estate.
8. Operate without aggressively pursuing receivables:
 - a. After a reasonable grace period; and
 - b. That are more than \$10,000;
 - c. Expending currency other than Canadian dollars to avoid this limit is not acceptable.
9. Allow the Board to be uninformed of any anticipated surplus or deficit at or near the end of the fiscal year.
10. Allow expenditures to be reported in a currency other than Canadian dollars.
11. Present a budget to the Board for the upcoming fiscal year later than April 30th of the current fiscal year.

CEO INTERPRETATION

I interpret “**expenditures**” as in money spent.

I interpret “**currency**” as a system of money in general use in a country, in this case, Canada.

I interpret “**Canadian dollars**” as the monetary unit used within Canada as stated by the *Currency Act* and following the system of pegging or floating to the US dollar as determined by the Bank of Canada and/or the free market.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- All expenditures reported to the Board including but not limited to the operational budget and items over \$10 000 will be reported in Canadian dollars.
- A conversion rate is applied and adjusted to reflect all amounts in CAD for approval, when dealing with non-Canadian vendors.

EVIDENCE

1. All items in the operational budget and items over \$10,000 for 2025/26 were reported in Canadian dollars and approved by the Board

I report this section as **COMPLIANT**.

SECTION – EL #2d, 11

Financial Condition & Activities

EL #2d

With respect to the actual ongoing financial condition and activities, the President may not cause or allow the development of fiscal jeopardy and/or a material deviation of actual expenditures from Board priorities established in Ends policies.

The President will not:

1. Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline (point #2 below) is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within:
 - a. 120 days or prior to the expiration of the President's term, whichever is sooner, during periods 5-12;
 - b. 160 days during periods 1-4.
3. Use any restricted reserves.
4. Settle payroll and debts in an untimely manner.
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. Make a single purchase or commitment of greater than \$10,000.
 - a. With respect to this policy, any project overage greater than 15% shall be subject to subsequent Board approval;
 - b. Splitting orders to avoid this limit is not acceptable.
7. Acquire, encumber or dispose of real estate.
8. Operate without aggressively pursuing receivables:
 - a. After a reasonable grace period; and
 - b. That are more than \$10,000;
 - c. Expending currency other than Canadian dollars to avoid this limit is not acceptable.
9. Allow the Board to be uninformed of any anticipated surplus or deficit at or near the end of the fiscal year.
10. Allow expenditures to be reported in a currency other than Canadian dollars.
11. Present a budget to the Board for the upcoming fiscal year later than April 30th of the current fiscal year.

CEO INTERPRETATION

I interpret “**present**” as formally submitting the documents through the Chair to be included in the agenda package for the Board.

I interpret “**budget**” as the breakdown of the expenses, revenues and net of all operational departments, in conjunction with reflecting the ends breakdown and report over \$10 000.

I interpret “**current fiscal year**” as the period between May 1st, 2025 and April 30th, 2026.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The outgoing President and Executive team will develop and present a budget for the 2025/2026 year and present it to the Board, with consultation from the incoming President once elected.

EVIDENCE

- The executive team has completed budget development for the next fiscal year, and the budget will be presented at the April 7th Board Meeting for approval.

I report this section as **COMPLIANT**.

Appendix A – Bank Account Balances

Balance Reporting - Balance Summary Report

CHRIS TURNER, WILFRID LAURIER UNIV

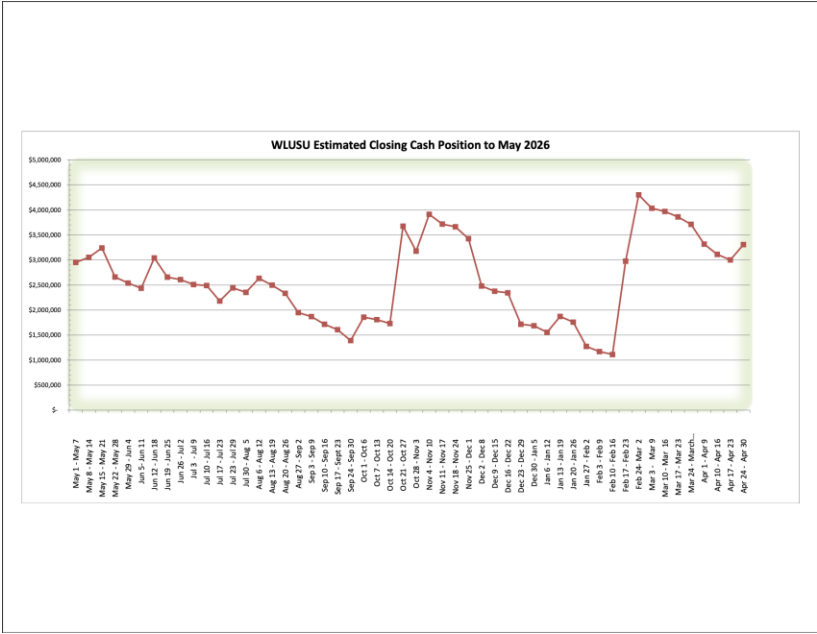
Report Creation Date: Sep 05, 2025 11:06:55AM ET

Report Date: Sep 04, 2025

| Account Type | Account | Currency | Balance |
|--------------|---|----------|--------------|
| BUS DEP | U-Desk-ROYAL BANK OF CANADA-02482-1002296 | CAD | 10,015.86 |
| BUS DEP | H&D Reserve-ROYAL BANK OF CANADA-02482-1002849 | CAD | 1,253,224.34 |
| BUS DEP | Main/IVR-ROYAL BANK OF CANADA-02482-1011485 | CAD | 1,337,322.10 |
| BUS DEP | Golden Grounds-ROYAL BANK OF CANADA-02482-1011535 | CAD | 1,885.86 |
| BUS DEP | Wilfrid/Turret-ROYAL BANK OF CANADA-02482-1013713 | CAD | 55,611.80 |
| BUS DEP | The Belmont-ROYAL BANK OF CANADA-02482-1015064 | CAD | 6,362.11 |
| BUS DEP | General Reserve-ROYAL BANK OF CANADA-02482-1024413 | CAD | 3,432,966.22 |
| BUS DEP | Brantford SC-ROYAL BANK OF CANADA-02482-1026079 | CAD | 1,087.26 |
| BUS DEP | Waterloo Web-ROYAL BANK OF CANADA-02482-1037126 | CAD | 9,990.87 |
| BUS DEP | Campus Clubs-ROYAL BANK OF CANADA-02482-1039411 | CAD | 22,404.69 |
| BUS DEP | WILFRID LAURIER UNIV-ROYAL BANK OF CANADA-02482-4001475 | USD | 4,000.00 |
| BUS LOAN | Line of Credit-04117-62473996-001 | CAD | 0.00 |
| BUS LOAN | BSC Loan-04117-62473996-012 | CAD | 68,450.08 |
| BUS LOAN | Comprehensive Loan-04117-62473996-013 | CAD | 196,727.30 |

*** End of report ***

Appendix B – Cash Positions of the Students' Union



Appendix C – Health and Dental Reserve

2025-08-11 3:47:19PM
Report (GLTRLR1)
In Functional Currency

Wilfrid Laurier University Students' Union
Trial Balance as of 2025-08-31

Page 1

Sort By [Account No.]
Include Accounts With No Activity [No]
For Year-Period [2025 - 04]
From Account No. [3000-02-050] To [3000-02-050]
From Sort Code - Account Group [] To [ZZZZZZZZZZ-ZZZZZZZZZZZ]
Use Rolled Up Amounts [No]

| Account Number | Description | Debits | Credits |
|----------------|--|--------------|--------------|
| 3000-02-050 | EQUITY - HEALTH PLAN CONTINGENCY RE | | 1,145,000.00 |
| | Total: | 0.00 | 1,145,000.00 |
| | Amount Out Of Balance: | 1,145,000.00 | |
| | Net Income (Loss) for Accounts Listed: | 0.00 | |

1 account printed

Appendix D – Proof of Payroll

Da

Run By: christopher.turner
Commit Date: 9/1/2025 10:18:22 AM
Run Type: Normal
Run Number: 362

* Italicized amounts are not factored into net and impound totals

| BI-Weekly Totals | | | | | | | | | | | | |
|--|-----------------|---------|------|------------------|------------------|-------------|------------------|------------------|--------------|------------------|------------------|--------------|
| Wilfrid Laurier University Students' Union - 105684211-E4974 | | | | | | | | | | | | |
| Wages and Tax Liabilities | | | | | | | | | | | | |
| EE Count: 190; Male: 13; Female: 14; Unions: 0 | | | | | | | | | | | | |
| | ID | Type | Rate | Current | | | QTD | | | YTD | | |
| | | | | Tot Taxable Wage | Ltd Taxable Wage | Tax | Tot Taxable Wage | Ltd Taxable Wage | Tax | Tot Taxable Wage | Ltd Taxable Wage | Tax |
| Federal Deposit | 105684211RP0002 | CPP | | \$97,796.35 | \$98,653.23 | \$4,365.19 | \$377,910.53 | \$364,874.34 | \$18,772.18 | \$1,795,810.63 | \$1,732,075.19 | \$89,000.00 |
| | 105684211RP0002 | CPP-ER | | \$97,796.35 | \$98,653.23 | \$4,365.19 | \$377,910.53 | \$364,874.34 | \$18,772.18 | \$1,795,810.63 | \$1,732,075.19 | \$89,000.00 |
| | 105684211RP0002 | EI | | \$98,893.18 | \$97,401.29 | \$1,433.38 | \$387,659.92 | \$327,194.90 | \$57,462.42 | \$1,725,345.12 | \$1,684,880.15 | \$38,766.00 |
| | 105684211RP0002 | E-ER | 1.4% | \$98,893.18 | \$97,401.29 | \$2,006.74 | \$387,659.92 | \$327,194.90 | \$57,462.42 | \$1,725,345.12 | \$1,684,880.15 | \$38,766.00 |
| | 105684211RP0002 | Fed Tax | | \$96,602.50 | \$95,607.60 | \$9,462.91 | \$387,547.60 | \$387,547.60 | \$1,140.24 | \$1,721,196.81 | \$1,721,196.81 | \$0.00 |
| | | | | | | \$22,113.41 | | | \$60,653.03 | | | \$446,000.00 |
| Provincial Deposit | 105684211TE0001 | ON EHT | | \$97,796.35 | \$97,796.35 | \$1,906.47 | \$377,910.53 | \$377,910.53 | \$1,268.37 | \$1,795,810.63 | \$1,795,810.63 | \$14,000.00 |
| | Total | | | | | \$1,906.47 | | | \$7,369.37 | | | \$14,000.00 |
| | Total Taxes | | | | | \$24,019.88 | | | \$100,652.40 | | | \$446,000.00 |

Page 21 of 2

| | | | | | | | | | | | |
|---------------|------------|--------------|------|--------|------|------|------|------|------|------|--------|
| Vendor No.: | | Vendor Name: | | | | | | | | | |
| 2009-10-20 | CR 1509105 | 2009-10-20 | Ganz | -69.30 | | | | | | | -69.30 |
| Vendor Total: | | | | -69.30 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | -69.30 |

Appendix E – Schedule of Aged Payables

2025-09-05 11:16:41 AM
A/P Aged Payables by Due Date (APAPAY1)

Wilfrid Laurier University Students' Union

Page 2

| Due Date App. Date | Doc. Type/Doc. Number Applied No. | Due Date App. Type | Current | 1 to 30 Days | 31 to 60 Days | 61 to 90 Days | Over 90 Days | Total Overdue | Total Payables |
|----------------------------|--------------------------------------|--|-----------|-----------------|------------------|------------------|-----------------|------------------|-------------------|
| Vendor No.: HUBINT | | Vendor Name: HUB International Ontario Limited | | | | | | | |
| 2025-08-25 IN 3894522 | | 2025-09-24 1,404.00 | | | | | | | 1,404.00 |
| 2025-08-27 IN 3897619 | | 2025-09-26 76.68 | | | | | | | 76.68 |
| Vendor Total: | | | 1,480.68 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1,480.68 |
| Vendor No.: SYSCO | | Vendor Name: Sysco Southwestern Ontario | | | | | | | |
| 2025-08-20 IN 3384256717 | | 2025-09-03 768.59 | | | | | | 768.59 | 768.59 |
| 2025-08-21 IN 3384259558 | | 2025-09-04 224.68 | | | | | | 224.68 | 224.68 |
| Vendor Total: | | | 0.00 | 993.27 | 0.00 | 0.00 | 0.00 | 993.27 | 993.27 |
| Vendor No.: TRAJEC | | Vendor Name: Trajectory Beverage Partners | | | | | | | |
| 2025-08-26 IN DE-IN0098486 | | 2025-09-25 1,695.32 | | | | | | | 1,695.32 |
| Vendor Total: | | | 1,695.32 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1,695.32 |
| Vendor No.: TRENIWS | | Vendor Name: Globe and Mail | | | | | | | |
| 2011-02-28 CR SD353 | | 2011-02-28 -32.36 | | | | | | | -32.36 |
| Vendor Total: | | | -32.36 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | -32.36 |
| Report Total: | | | -3,236.99 | 993.27 | 0.00 | 0.00 | 19.32 | 1,012.59 | -2,224.40 |
| | | | 145.52% | -44.65% | 0.00% | 0.00% | -0.87% | -45.52% | 100.00% |

CR: Credit Note DB: Debit Note IN: Invoice IT: Interest Charge PE: Prepayment MC: Miscellaneous Payment
AD: Adjustment CF: Applied Credit (from) CT: Applied Credit (to) TP: Applied Debit (from) TP: Applied Debit (to)
ED: Earned Discount Taken GL: Gain or Loss (multicurrency ledger) PY: Payment RD: Rounding

6 vendors printed

9/5/25, 12:17 PM

Account transactions – selection criteria

Account transactions – selection criteria

As of September 5, 2025

Business Name:

WILFRID LAURIER UNIVERSITY STUDENTS' UNION

Business Number:

105684211

Select accounts

Fields marked with an asterisk (*) are required

*Program account

Payroll (RP)

*Account

RP0002

Select criteria

*Balance types

Tax year balances

*Period end/tax year

2025

*Time Frame

Maximum

View

https://apps7.ams-sga.cra-arc.gc.ca/gol-ged/mims/hbeta/#/cua/account-transaction?prePopulate=true&period=2025&balanceType=TAX_YEAR_BAL... 1/2

Appendix F – Summary of Payments to Government

Payroll (RP) transactions

| Date posted | Transactions | Date received | \$ Amount | CR/DR |
|-------------------|--------------------------|-------------------------|-------------|-------|
| August 25, 2025 | Payment Aug 2025 | Rec'd August 25, 2025 | \$17,582.55 | CR |
| August 11, 2025 | Payment July 2025 | Rec'd August 11, 2025 | \$17,621.01 | CR |
| July 25, 2025 | Payment July 2025 | Rec'd July 25, 2025 | \$17,758.34 | CR |
| July 10, 2025 | Payment June 2025 | Rec'd July 10, 2025 | \$18,489.66 | CR |
| June 25, 2025 | Payment June 2025 | Rec'd June 25, 2025 | \$20,237.18 | CR |
| June 10, 2025 | Payment May 2025 | Rec'd June 10, 2025 | \$21,900.55 | CR |
| May 30, 2025 | Arrears refund requested | | \$233.58 | DR |
| May 26, 2025 | Payment May 2025 | Rec'd May 26, 2025 | \$64,039.27 | CR |
| May 12, 2025 | Payment Apr 2025 | Rec'd May 12, 2025 | \$29,314.21 | CR |
| April 25, 2025 | Payment Apr 2025 | Rec'd April 25, 2025 | \$33,112.87 | CR |
| April 10, 2025 | Payment Mar 2025 | Rec'd April 10, 2025 | \$31,134.22 | CR |
| March 25, 2025 | Payment Mar 2025 | Rec'd March 25, 2025 | \$29,714.39 | CR |
| March 10, 2025 | Payment Feb 2025 | Rec'd March 10, 2025 | \$28,021.62 | CR |
| February 25, 2025 | Payment Feb 2025 | Rec'd February 25, 2025 | \$29,899.24 | CR |
| February 10, 2025 | Payment Jan 2025 | Rec'd February 10, 2025 | \$28,799.76 | CR |
| January 27, 2025 | Payment Jan 2025 | Rec'd January 27, 2025 | \$20,472.48 | CR |

1 to 16 of 16

Export to CSV

Screen ID: A-B-RP-VT-01
Version: 2025-08-21 3:44:34 p.m. (25.08.1-RELEASE)



Hello, Chris Turner

[View as spreadsheet](#) [Print](#) [Premiums and payment FAQs](#)

Online reporting history

Account details

WILFRID LAURIER UNIVERSITY STUDENTS' UNION
Account number: R202168
Account status: Active
[Sign up for premium reminders](#)

Account balance

Total balance
-\$2,038.15
Overdue balance
\$0.00

[Pay now](#)

[Report premium](#) [Reporting history \(view all\)](#) [Online reporting history \(view all\)](#)

The following is a detailed view of all premiums and any revisions you've submitted online. We've updated our system with your latest entry.
Please review your [reporting history](#) to access details about premiums not submitted online.

| Submission number | Reporting period | Insurable earnings | Premium | Action |
|-------------------|----------------------------|--------------------|------------|---|
| 13088186 | 01-Jan-2025 to 31-Jul-2025 | \$137,499.84 | \$1,380.30 | View Edit |
| 13088949 | 01-Jan-2025 to 30-Jun-2025 | \$134,087.32 | \$1,437.68 | View Edit |
| 13076787 | 01-May-2025 to 31-May-2025 | \$297,380.15 | \$3,122.49 | View Edit |
| 13027775 | 01-Apr-2025 to 30-Apr-2025 | \$290,953.07 | \$2,633.63 | View Edit |
| 13773121 | 01-Mar-2025 to 31-Mar-2025 | \$238,443.90 | \$2,533.66 | View Edit |
| 13436764 | 01-Feb-2025 to 28-Feb-2025 | \$242,361.82 | \$2,544.80 | View Edit |
| 13028888 | 01-Jan-2025 to 31-Jan-2025 | \$197,060.83 | \$2,009.14 | View Edit |
| 13007893 | 01-Dec-2024 to 31-Dec-2024 | \$208,006.36 | \$2,288.67 | View Edit |
| 13167439 | 01-Nov-2024 to 30-Nov-2024 | \$248,064.87 | \$2,738.71 | View Edit |
| 13288418 | 01-Oct-2024 to 31-Oct-2024 | \$352,828.42 | \$3,877.72 | View Edit |

Previous 1 2 3 - 13 Next

Appendix G – Students’ Union Operating Budget Over \$10,000

| 2025-26 Over \$10k Payment Report | |
|--|-----------|
| C&A Campus Clubs & Associations Fund | \$150,000 |
| C&A Special Projects | \$ 10,000 |
| C&A Waterloo Winter Club Appreciation Catering | \$ 10,000 |
| OUSA Membership | \$ 67,000 |
| Sterling Back Check Subscription | \$ 16,500 |
| IO Honorariums | \$ 17,000 |
| IO Volunteer Appreciation Events | \$ 74,960 |
| Board of Directors Honorarium | \$ 10,390 |
| Staff Transition Activities | \$ 15,000 |
| Audit Expense | \$ 29,000 |
| Insurance Expense | \$ 92,000 |
| FNCC Front Entrance Refresh | \$ 30,000 |
| FNCC Building Reserve | \$404,370 |
| Turret Refresh | \$ 10,000 |
| General Capital Reserve | \$ 10,000 |
| ITS Annual Agreement | \$ 30,000 |
| Year 3 of Athletic Agreement | \$ 10,000 |
| 50 th Anniversary Events | \$ 20,000 |
| 50 th Anniversary Merch | \$ 15,000 |
| Student Organizational Software | \$ 48,950 |
| President Special Projects | \$ 70,000 |
| President Residence Accommodation | \$ 11,000 |
| PSB Hawk Team Entertainment – Entertainers | \$ 60,000 |
| PSB Orientation Oweek Kits | \$ 22,200 |
| PSB Orientation Entertainment – Entertainers | \$ 95,000 |
| PSB Orientation Rental Expense – Entertainment | \$ 21,000 |
| PSB Orientation Rental Expense – Facilities | \$ 12,000 |
| PSW A-Team Entertainment – Entertainers | \$255,000 |
| PSW A-Team Contracting and Services | \$ 41,500 |
| PSW A-Team Rental Expense – Equipment | \$124,600 |
| PSW Orientation Oweek Kits | \$155,400 |
| PSW Orientation Entertainment – Entertainers | \$155,000 |
| PSW Orientation Contracted Services | \$ 32,500 |
| PSW Orientation Rental Expense – Entertainment | \$ 50,000 |
| PSW Orientation Rental Expense – Equipment | \$ 26,450 |
| PSW Entertainment – Entertainers | \$ 35,000 |
| PSW ERT First Responder Staff Training | \$ 19,000 |
| | |
| | |

Appendix H – Operating Procedures Agreement (available upon request)

Appendix I – Real Estate Holdings

2025-09-05 11:46:45AM

Wilfrid Laurier University Students' Union

Page 1

Report (GLTRLR1)

Trial Balance as of 2025-05-31

In Functional Currency

Sort By

Include Accounts With No Activity

For Year-Period

From Account No.

From Account Group

Use Rolled Up Amounts

[Account No.]

[No]

[2025 - 01]

[1415-00-000] To [1451-16-800]

[] To [ZZZZZZZZZZ]

[No]

| Account Number | Description | Debits | Credits |
|----------------|---|---------------|---------------|
| 1415-00-000 | LEASEHOLDS | 4,747,629.26 | |
| 1415-01-001 | LSHLD FNCC - CENTRAL | 3,017,354.43 | |
| 1420-01-001 | LHLD FDCR - CENTRAL | 434,010.17 | |
| 1420-04-150 | LEASEHOLDS - WILP'S RENOVATIONS | 122,331.26 | |
| 1420-05-210 | LEASEHOLDS - GOLDEN GROUNDS BRANTF | 101,736.13 | |
| 1420-06-250 | LEASEHOLDS - UDESK WATERLOO | 13,554.36 | |
| 1420-07-300 | LHLD FDCR - FOOD COURT RENOVATIONS | 358,199.34 | |
| 1420-07-302 | LEASEHOLDS - WILLIAMS XPRESS CAFE | 99,127.37 | |
| 1422-07-304 | LEASEHOLDS - FOOD COURT - HARVEYS | 157,599.01 | |
| 1450-03-100 | LEASEHOLDS - TURRET RENOVATIONS | 428,580.84 | |
| 1451-00-000 | WILP'S RENEWAL PROJECT ACCT | 579,360.06 | |
| 1451-01-001 | FNCC IMPROVEMENTS PROJ - 3RD FLOOR | 858,029.88 | |
| 1451-03-100 | LEASEHOLDS - TURRET | 122,380.37 | |
| 1451-05-200 | Brantford Project - WILLIAMS FRESH CAFÉ | 713,008.59 | |
| 1451-06-250 | CSPOT & RETAIL SERVICES RENO PROJ ACC | 408,450.75 | |
| 1451-07-300 | TFC RENO PROJECT ACCT | 505,273.81 | |
| 1451-07-301 | PTA SHACK RENOVATION PROJECT ACCT | 663.99 | |
| 1451-16-800 | BRANTFORD DEVELOPMENT PROJECT | 204,469.67 | |
| | Total: | 12,871,759.29 | 0.00 |
| | Amount Out Of Balance: | | 12,871,759.29 |
| | Net Income (Loss) for Accounts Listed: | 0.00 | |

18 accounts printed

2025-09-05 11:49:30AM

Wilfrid Laurier University Students' Union

Page 1

Report (GLTRLR1)

Trial Balance as of 2025-09-30

In Functional Currency

Sort By

[Account No.]

Include Accounts With No Activity

[No]

For Year-Period

[2025 - 05]

From Account No.

[1415-00-000] To [1451-16-800]

From Account Group

[] To [ZZZZZZZZZZ]

Use Rolled Up Amounts

[No]

| Account Number | Description | Debits | Credits |
|----------------|---|---------------|---------------|
| 1415-00-000 | LEASEHOLDS | 4,747,629.26 | |
| 1415-01-001 | LSHLD FNCC - CENTRAL | 3,017,354.43 | |
| 1420-01-001 | LHLD FDCR - CENTRAL | 434,010.17 | |
| 1420-04-150 | LEASEHOLDS - WILP'S RENOVATIONS | 122,331.26 | |
| 1420-05-210 | LEASEHOLDS - GOLDEN GROUNDS BRANTF | 101,736.13 | |
| 1420-06-250 | LEASEHOLDS - UDESK WATERLOO | 13,554.36 | |
| 1420-07-300 | LHLD FDCR - FOOD COURT RENOVATIONS | 358,199.34 | |
| 1420-07-302 | LEASEHOLDS - WILLIAMS XPRESS CAFE | 99,127.37 | |
| 1422-07-304 | LEASEHOLDS - FOOD COURT - HARVEYS | 157,599.01 | |
| 1450-03-100 | LEASEHOLDS - TURRET RENOVATIONS | 428,580.84 | |
| 1451-00-000 | WILP'S RENEWAL PROJECT ACCT | 579,360.06 | |
| 1451-01-001 | FNCC IMPROVEMENTS PROJ - 3RD FLOOR | 858,029.88 | |
| 1451-03-100 | LEASEHOLDS - TURRET | 122,380.37 | |
| 1451-05-200 | Brantford Project - WILLIAMS FRESH CAFE | 713,008.59 | |
| 1451-06-250 | CSPOT & RETAIL SERVICES RENO PROJ ACC | 408,450.75 | |
| 1451-07-300 | TFC RENO PROJECT ACCT | 505,273.81 | |
| 1451-07-301 | PTA SHACK RENOVATION PROJECT ACCT | 663.99 | |
| 1451-16-800 | BRANTFORD DEVELOPMENT PROJECT | 204,469.67 | |
| | Total: | 12,871,759.29 | 0.00 |
| | Amount Out Of Balance: | | 12,871,759.29 |
| | Net Income (Loss) for Accounts Listed: | 0.00 | |

18 accounts printed

Appendix J – Schedule of Aged Receivables

2025-09-05 11:24:18AM

A/R Aged Trial Balance by Due Date (ARTBAL01)

Wilfrid Laurier University Students' Union

Page 1

Account Type

Age Transactions As Of

Cutoff by Document Date

Print Transactions In

Transaction Types

Include Contact/Phone/Credit Limit

Include Space For Comments

Include Only Customers Over Their Credit Limits

Include Zero-Balance Customers

Show Applied Details

Show Fully Paid Transactions

From Document Date

Sort Transactions by Transaction Type

[All Customers]

[2025-09-05]

[2025-09-05]

[Detail by Document Date]

[Invoice, Debit Note, Credit Note, Interest, Unapplied Cash, Prepayment, Receipt, Refund, Adjustment]

[No]

[No]

[No]

[No]

[No]

[No]

[]

[No]

Customer Number/Name/

Document Type/Number

Due Date

Due Date or Check/Receipt No.

Current

1 to 30 Days

31 to 60 Days

61 to 90 Days

Over 90 Days

Total

IN/NEW International News

IN 113106

2024-07-01

2024-07-31

4,085.81

4,085.81

IN 113113

2024-08-01

2024-08-31

4,085.81

4,085.81

IN 113277

2025-03-01

2025-03-31

4,085.81

4,085.81

IN 113321

2025-04-01

2025-04-30

4,085.81

4,085.81

IN 113335

2025-05-01

2025-05-31

4,085.81

4,085.81

IN 113346

2025-06-01

2025-07-01

4,085.81

4,085.81

IN 113349

2025-07-01

2025-07-31

4,085.81

4,085.81

IN 113354

2025-08-01

2025-08-31

4,085.81

Customer Total:

0.00

4,085.81

4,085.81

4,085.81

20,429.05

32,686.48

THORIT RITA THOMAS

UC UC000000000000000000012

2005-08-17

28

-0.01

-0.01

AD AD0023

2022-02-07

100310

AD AD0026

2022-02-07

100310

Customer Total:

-0.01

0.00

0.00

0.00

0.00

-0.01

Report Total:

-0.01

4,085.81

4,085.81

4,085.81

20,429.05

32,686.48

0.00%

12.50%

12.50%

12.50%

62.50%

100.00%

CR: Credit Note

DB: Debit Note

IN: Invoice

IT: Interest Charge

PI: Prepayment

UC: Unapplied Cash

MC: Miscellaneous Receipt

AD: Adjustment

CF: Applied Credits (from

CT: Applied Credits (to)

DF: Applied Debit (to)

ED: Earned Discount Taken

GL: Gain or Loss (multicurrency ledgers)

PY: Receipt

WO: Write-Off

RD: Rounding

RF: Refund

2 customers printed

MONITORING REPORT
PRESIDENT & CHIEF EXECUTIVE OFFICER

Executive Limitation #2e – Financial Planning & Budgeting

This interpretations-based monitoring report is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of its adherence to the Executive Limitation policies as established by the Board of Directors. I certify that the information is developed without prejudice or bias and represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise

Signed,

A handwritten signature in black ink, appearing to be 'J. B.', is written over a light gray rectangular background.

President & Chief Executive Officer

Wilfrid Laurier University Students' Union

Date completed: August 8th, 2025

SECTION – EL #2e, 1

Financial Planning & Budgeting

EL #2e

With respect to the financial planning and budgeting process, the President will ensure that all relevant Board policies are considered and followed.

The President will not:

1. Deviate materially from Board Ends priorities during financial planning;
2. Risk financial jeopardy in the budget; or
3. Create a budget that has not been derived from a multi-year plan that includes a long-term goal of organizational financial self-sustainability.
4. Present a budget or updated report to the Board in a manner that is disparate to the previous report.
5. Allow the budgeting process to omit:
 - a. Credible projection of revenues and expenses;
 - b. Separation of capital and operational items;
 - c. Cash flow analysis;
 - d. Disclosure of planning assumptions;
 - e. A plan for project financing;
 - f. The over \$10,000 expense report from the previous fiscal year.
 - g. Contingency and mitigation strategies.
6. Provide less for Board prerogatives during the year than is set forth in the Cost of Governance budget.
7. Allow the Board to go without reports at the end of each academic term detailing actuals to projections, including but not limited to:
 - a. Income statement;
 - b. Balance sheet;
 - c. Cash flow analysis;
 - d. Growth projections for upcoming academic term;
 - e. Qualitative key performance indicators. |

CEO INTERPRETATION

I interpret/define:

“deviate materially” as making intentional decisions that impact operations and finances by going beyond the parameters mandated by the Board of Directors in the Ends Policy and allocating resources to programming

and services which do not fulfil the Ends of the Organization.

“Board Ends priorities” as the Ends Policies outlined in the 2024/25 Policy Manual.

“financial planning” as the process of creating the budget for the upcoming fiscal year with the incoming President and their team.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The inflow and outflow of resources do not deviate from the Board’s Ends priorities and an Ends based budgeting system is used during financial budget planning.
- B. The Board approves the operational budget and all purchases made above \$10,000.
- C. The operating budget package contains an Ends based breakdown of allocation of resources.

EVIDENCE

1. Students’ Union Operating Budget
 - a. This document, approved by the Board of Directors, allocates the operating budget expenditures to the Organization’s Ends. (Appendix A)
2. Report of Planned Expenditures over \$10,000. (Appendix B)
 - a. This was previously approved by the Board of Directors, no expenses over \$10,000

have been occurred or planned since that approval.

I report this section as **COMPLIANT**.

SECTION – EL #2e, 2

Financial Planning & Budgeting

EL #2e

With respect to the financial planning and budgeting process, the President will ensure that all relevant Board policies are considered and followed.

The President will not:

1. Deviate materially from Board Ends priorities during financial planning;
2. Risk financial jeopardy in the budget; or
3. Create a budget that has not been derived from a multi-year plan that includes a long-term goal of organizational financial self-sustainability.
4. Present a budget or updated report to the Board in a manner that is disparate to the previous report.
5. Allow the budgeting process to omit:
 - a. Credible projection of revenues and expenses;
 - b. Separation of capital and operational items;
 - c. Cash flow analysis;
 - d. Disclosure of planning assumptions;
 - e. A plan for project financing;
 - f. The over \$10,000 expense report from the previous fiscal year.
 - g. Contingency and mitigation strategies.
6. Provide less for Board prerogatives during the year than is set forth in the Cost of Governance budget.
7. Allow the Board to go without reports at the end of each academic term detailing actuals to projections, including but not limited to:
 - a. Income statement;
 - b. Balance sheet;
 - c. Cash flow analysis;
 - d. Growth projections for upcoming academic term;
 - e. Qualitative key performance indicators.

CGO INTERPRETATION

I interpret/define

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

•

CEO INTERPRETATION

I interpret/define:

“risk financial jeopardy” as permitting the Organization to have insufficient liquid assets at the end of the fiscal year, which are required to maintain normal operations inclusive of 120-160 days, and/or depletion of long-term funds.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The budget presented to the Board is balanced and zero-based, and revenues equate the expenses.
- B. At the end of each fiscal year, the Students' Union will be able to access the required funds to sustain normal operations of 120 to 160 days at the beginning of the operating period.

EVIDENCE

1. Students' Union Operating Budget
 - a. As approved by the Board of Directors, it shows that the Organization intends to operate at a net-zero budget.
 - b. The full document can be seen in previous Board martials from April 2024.
2. Cash Flow Forecast (Appendix C)
 - a. This chart is a prediction of the Organization's cash flows over the fiscal year for 2024/25

I report this section as **COMPLIANT**.

SECTION – EL #2e, 3

Financial Planning & Budgeting

EL #2e

With respect to the financial planning and budgeting process, the President will ensure that all relevant Board policies are considered and followed.

The President will not:

1. Deviate materially from Board Ends priorities during financial planning;
2. Risk financial jeopardy in the budget; or
3. Create a budget that has not been derived from a multi-year plan that includes a long-term goal of organizational financial self-sustainability.
4. Present a budget or updated report to the Board in a manner that is disparate to the previous report.
5. Allow the budgeting process to omit:
 - a. Credible projection of revenues and expenses;
 - b. Separation of capital and operational items;
 - c. Cash flow analysis;
 - d. Disclosure of planning assumptions;
 - e. A plan for project financing;
 - f. The over \$10,000 expense report from the previous fiscal year.
 - g. Contingency and mitigation strategies.
6. Provide less for Board prerogatives during the year than is set forth in the Cost of Governance budget.
7. Allow the Board to go without reports at the end of each academic term detailing actuals to projections, including but not limited to:
 - a. Income statement;
 - b. Balance sheet;
 - c. Cash flow analysis;
 - d. Growth projections for upcoming academic term;
 - e. Qualitative key performance indicators.

CEO INTERPRETATION

I interpret/define:

“multi-year plan” as the Students’ Union Strategic Plan 2020-2025 which outlines the priorities for the Organization for that time period and prioritizes goals and strategic operational initiatives.

“organizational financial self-sustainability” as the Students’ Union not exceeding its expenses more than the projected revenues and not leaving the Organization in financial jeopardy.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The balanced budget is based on both the Ends Policy which tie into the Strategic Plan goals. This allows for long-term sustainability.
- B. Contingency practices such as reserve accounts are added annually to ensure long-term sustainability.
- C. The Students' Union holds adequate insurance to ensure contingency.

EVIDENCE

- 1. Students' Union Operating Budget
 - a. This document, which is approved by the Board of Directors, allocates the operating budget expenditures to the Organization's Ends. (Appendix A)
- 2. Health & Dental Reserve (Appendix D)
 - a. This shows that there is currently money set aside in the Health and Dental Reserve.
- 3. Property and Liability Insurance
 - a. There is presently no documentation for it, however the Students' Union is insured.

I report this section as **COMPLIANT**.

SECTION – EL #2e, 4

Financial Planning & Budgeting

EL #2e

With respect to the financial planning and budgeting process, the President will ensure that all relevant Board policies are considered and followed.

The President will not:

1. Deviate materially from Board Ends priorities during financial planning;
2. Risk financial jeopardy in the budget; or
3. Create a budget that has not been derived from a multi-year plan that includes a long-term goal of organizational financial self-sustainability.
4. **Present a budget or updated report to the Board in a manner that is disparate to the previous report.**
5. Allow the budgeting process to omit:
 - a. Credible projection of revenues and expenses;
 - b. Separation of capital and operational items;
 - c. Cash flow analysis;
 - d. Disclosure of planning assumptions;
 - e. A plan for project financing;
 - f. The over \$10,000 expense report from the previous fiscal year.
 - g. Contingency and mitigation strategies.
6. Provide less for Board prerogatives during the year than is set forth in the Cost of Governance budget.
7. Allow the Board to go without reports at the end of each academic term detailing actuals to projections, including but not limited to:
 - a. Income statement;
 - b. Balance sheet;
 - c. Cash flow analysis;
 - d. Growth projections for upcoming academic term;
 - e. Qualitative key performance indicators. |

CEO INTERPRETATION

I interpret/define:

disparate to the previous report” as not providing an accurate comparison of the preceding year’s fiscal budget and report(s).

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. Budget reports are provided to the Board in the same format year after year. All changes must be demonstrated through direct comparison of the previous year’s documents, accompanied by a verbal explanation.

EVIDENCE

1. Students' Union Operating Budget
 - a. This document approved by the Board of Directors is provided in the same format year after year.
2. Financial Update Presentations from the Director, Finance & Administration.
 - a. These updates are provided in the same format each term.

I report this section as **COMPLIANT**.

SECTION – E #2e, 5

Financial Planning & Budgeting

EL #2e

With respect to the financial planning and budgeting process, the President will ensure that all relevant Board policies are considered and followed.

The President will not:

1. Deviate materially from Board Ends priorities during financial planning;
2. Risk financial jeopardy in the budget; or
3. Create a budget that has not been derived from a multi-year plan that includes a long-term goal of organizational financial self-sustainability.
4. Present a budget or updated report to the Board in a manner that is disparate to the previous report.
5. Allow the budgeting process to omit:
 - a. Credible projection of revenues and expenses;
 - b. Separation of capital and operational items;
 - c. Cash flow analysis;
 - d. Disclosure of planning assumptions;
 - e. A plan for project financing;
 - f. The over \$10,000 expense report from the previous fiscal year.
 - g. Contingency and mitigation strategies.
6. Provide less for Board prerogatives during the year than is set forth in the Cost of Governance budget.
7. Allow the Board to go without reports at the end of each academic term detailing actuals to projections, including but not limited to:
 - a. Income statement;
 - b. Balance sheet;
 - c. Cash flow analysis;
 - d. Growth projections for upcoming academic term;
 - e. Qualitative key performance indicators. |

CEO INTERPRETATION

I interpret/define:

“credible” as budgeted revenues and expenses which are projected and confirmed on good authority by professional staff in the Finance department and taking into consideration contextual information and subsequently confirmed in the budgeting process.

“revenues” as inflow of assets including but not limited to providing services, programming and business operations.

“expenses” as the outflow of assets or costs that are required to effectively operate the components of the

Students' Union including but not limited to: programming, services, product offerings and the human capital associated with them.

"capital items" as products, goods, services and/or projects with a monetary value exceeding \$10 000 and with usefulness that will go beyond one fiscal year.

"operational items" as expenses that are required to execute the daily functions and initiatives of the Students' Union.

"cash flow analysis" as a review of expenses and revenues within a specified time period that reflects the cash balance of the organization through critical assessment.

"disclosure of planning assumptions" as being transparent and providing information of any operational changes projected through the budgeting process, which impact the revenue projects and planned expenditures.

"project financing" as a financial plan assessing the immediate, short-term and long-term impacts including but not limited to a loan structure that may be acquired for capital items.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The Finance Department confirms the accuracy of the budget.

- B. The yearly audit confirms the accuracy of the Finance Department and the budget.
- C. Capital items over \$10,000 receive a separate analysis and approval from the Board.
- D. The Finance Department supplies a cash flow forecast to demonstrate cash flow analysis.
- E. Projected revenues and expenditures can be verified by the Finance Department (and subsequently reinforced by the auditing process)
- F. Expenditures are based on an Ends based budget.
- G. Departments provide the financing plan for each capital related project(s).

EVIDENCE

1. No new capital projects require financing at this time.
2. Planned Expenditures over \$10,000 (Appendix B)
 - a. This document, approved by the Board of Directors, shows all planned expenditures over \$10,000 for the 2024/25 fiscal year.
3. Cash Flow Forecast (Appendix C)
 - a. This chart is a prediction of the organization's cash flows over the fiscal year.

I report this section as **COMPLIANT**.

SECTION – EL #2e, 6

Financial Planning & Budgeting

EL #2e

With respect to the financial planning and budgeting process, the President will ensure that all relevant Board policies are considered and followed.

The President will not:

1. Deviate materially from Board Ends priorities during financial planning;
2. Risk financial jeopardy in the budget; or
3. Create a budget that has not been derived from a multi-year plan that includes a long-term goal of organizational financial self-sustainability.
4. Present a budget or updated report to the Board in a manner that is disparate to the previous report.
5. Allow the budgeting process to omit:
 - a. Credible projection of revenues and expenses;
 - b. Separation of capital and operational items;
 - c. Cash flow analysis;
 - d. Disclosure of planning assumptions;
 - e. A plan for project financing;
 - f. The over \$10,000 expense report from the previous fiscal year.
 - g. Contingency and mitigation strategies.
6. Provide less for Board prerogatives during the year than is set forth in the Cost of Governance budget.
7. Allow the Board to go without reports at the end of each academic term detailing actuals to projections, including but not limited to:
 - a. Income statement;
 - b. Balance sheet;
 - c. Cash flow analysis;
 - d. Growth projections for upcoming academic term;
 - e. Qualitative key performance indicators.

CEO INTERPRETATION

I interpret/define:

“provide less for Board prerogatives” as intentionally making decisions which would alter the approved costs associated with the Governance budget or impact the financial plans of the Board through the alteration of finances.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The President & CEO will not affect the financial plans for the Board by allowing financial resources in the Cost of Governance budget.

EVIDENCE

1. Governance Budget
 - a. The Governance Budget approved by the Board of Directors for the 2024/2025 fiscal year was approved separately from the Students' Union Operating Budget. This was included in the creation of the Organization's Operating Budget to ensure that it was a zero-based budget.
 - b. The Chair of the Board & CGO has had full control over spending within this approved budget, and the President has signed off on all submitted expenses from the Chair.

I report this section as **COMPLIANT**.

SECTION – EL #2e, 7

Financial Planning & Budgeting

EL #2e

With respect to the financial planning and budgeting process, the President will ensure that all relevant Board policies are considered and followed.

The President will not:

1. Deviate materially from Board Ends priorities during financial planning;
2. Risk financial jeopardy in the budget; or
3. Create a budget that has not been derived from a multi-year plan that includes a long-term goal of organizational financial self-sustainability.
4. Present a budget or updated report to the Board in a manner that is disparate to the previous report.
5. Allow the budgeting process to omit:
 - a. Credible projection of revenues and expenses;
 - b. Separation of capital and operational items;
 - c. Cash flow analysis;
 - d. Disclosure of planning assumptions;
 - e. A plan for project financing;
 - f. The over \$10,000 expense report from the previous fiscal year.
 - g. Contingency and mitigation strategies.
6. Provide less for Board prerogatives during the year than is set forth in the Cost of Governance budget.
7. Allow the Board to go without reports at the end of each academic term detailing actuals to projections, including but not limited to:
 - a. Income statement;
 - b. Balance sheet;
 - c. Cash flow analysis;
 - d. Growth projections for upcoming academic term;
 - e. Qualitative key performance indicators.

CEO INTERPRETATION

I interpret/define:

“reports” as three times through the President’s term in office for fiscal year 2024-25, and one final report from the auditors based on the fiscal year 2023-24 as indicated by the Chair of the Board.

“actuals to projections” as a comparison between the budgeted amounts which were approved, and the expended amount at the time of monitoring based on reconciliation.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The President and CEO provides an updated term report to the Board in either August/September,

December and April. The remaining one should be reported once the audit has been completed.

EVIDENCE

1. Reports were provided each term for the Board in the 2023/2024 Fiscal Year.
2. A report for the spring/summer term is being planned to be presented at a September Board Meeting.

I report this section as **COMPLIANT**.

MONITORING REPORT
PRESIDENT & CHIEF EXECUTIVE OFFICER

Executive Limitation #2f – Asset Protection

This interpretations-based monitoring report is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of its adherence to the Executive Limitation policies as established by the Board of Directors. I certify that the information is developed without prejudice or bias and represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise

Signed,

A handwritten signature in black ink, appearing to be 'J. B.', is written over a light gray rectangular background.

President & Chief Executive Officer

Wilfrid Laurier University Students' Union

Date completed: August 8th, 2025

SECTION – EL #2f, 1

Asset Protection

EL #2f

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

The President will not:

1. Be uninsured against theft, fire and casualty losses to a prudent replacement value and against liability losses to Board members, staff, volunteers and the Organization itself.
2. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
3. Unnecessarily expose the organization, its Board, or staff to claims of liability.
4. Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.
5. Make any capital purchase:
 - a. wherein normally prudent protection has not been given against conflict of interest;
 - b. of more than \$5,000 without having obtained comparative prices and quality unless a regular or preferred supplier has been established; and
 - c. of more than \$5,000 without a stringent method of assuring the balance of long-term quality and cost.
6. Split orders to avoid the order meeting capital purchase criteria (#5).
7. Allow property, information and files to be exposed to loss or significant damage.
8. Invest or hold operating capital in insecure instruments, including uninsured chequing accounts and bonds of less than R-3 rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
9. Endanger the Organization's public image, or credibility.
10. Change the Organization's name or substantially alter its identity in the community.
11. Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers.

CEO INTERPRETATION

I interpret/define:

“prudent replacement value” as the approximate amount of \$9,000,000.00 as this covers the Students' Union business operations and its real estate holdings.

“liability losses” as injury or damages to the aforementioned parties including paid and unpaid staff.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. An agreement is held with a reputable insurance broker/agency to cover all assets, property, businesses and employee wages/honorariums of the Students' Union, an adequate coverage would be \$9,000,000.00.

EVIDENCE

- 1. Insurance Coverage (Appendix A)
 - a. This document shows that the Students' Union is insured to an amount of well beyond the \$9,000,000.00 threshold.

I report this section as **COMPLIANT**.

SECTION – EL #2f, 2

Asset Protection

EL #2f

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

The President will not:

1. Be uninsured against theft, fire and casualty losses to a prudent replacement value and against liability losses to Board members, staff, volunteers and the Organization itself.
2. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
3. Unnecessarily expose the organization, its Board, or staff to claims of liability.
4. Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.
5. Make any capital purchase:
 - a. wherein normally prudent protection has not been given against conflict of interest;
 - b. of more than \$5,000 without having obtained comparative prices and quality unless a regular or preferred supplier has been established; and
 - c. of more than \$5,000 without a stringent method of assuring the balance of long-term quality and cost.
6. Split orders to avoid the order meeting capital purchase criteria (#5).
7. Allow property, information and files to be exposed to loss or significant damage.
8. Invest or hold operating capital in insecure instruments, including uninsured chequing accounts and bonds of less than R-3 rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
9. Endanger the Organization's public image, or credibility.
10. Change the Organization's name or substantially alter its identity in the community.
11. Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers.

CEO INTERPRETATION

I interpret/define:

“improper wear and tear” as consciously ignoring adequate storage maintenance, cleaning procedures and other processes regarding maintenance for Students' Union facilities and/or equipment.

“insufficient maintenance” as procedures of preservation not meeting the needs of restoration and failing to put in processes to perform such activities when there is a need.

OPERATIONAL DEFINITION

I report this section as **COMPLIANT**.

Compliance will be demonstrated when:

- A. A process for regular maintenance is agreed upon with Wilfrid Laurier University Facilities & Asset Management. This serves agreement includes:
 - a. Building maintenance, as WLU owns the Fred Nichols Campus Centre, the Research and Academic Centre West for Golden Grounds, the OneMarket for the Belmont.
 - b. Building maintenance for the Brantford Student Centre as property of the Students' Union.
- B. The Office & Facilities Administrator is trained on the procedure to request needed repair and maintenance.

EVIDENCE

- 1. Operating Procedures Agreement (Appendix B)
 - a. Section 7b of this agreement sets out a plan for regular maintenance on all required spaces on the Waterloo campus.
 - b. This section also includes regular maintenance on all required spaces on the Brantford campus.
 - c. Note: The OPA does not currently contain language surrounding the Belmont, as the agreement has not been renegotiated since the Belmont opened. However, the Belmont is still getting regular maintenance, and it will be included in the upcoming renegotiation of the OPA.

SECTION – EL #2f, 3

Asset Protection

EL #2f

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

The President will not:

1. Be uninsured against theft, fire and casualty losses to a prudent replacement value and against liability losses to Board members, staff, volunteers and the Organization itself.
2. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
3. Unnecessarily expose the organization, its Board, or staff to claims of liability.
4. Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.
5. Make any capital purchase:
 - a. wherein normally prudent protection has not been given against conflict of interest;
 - b. of more than \$5,000 without having obtained comparative prices and quality unless a regular or preferred supplier has been established; and
 - c. of more than \$5,000 without a stringent method of assuring the balance of long-term quality and cost.
6. Split orders to avoid the order meeting capital purchase criteria (#5).
7. Allow property, information and files to be exposed to loss or significant damage.
8. Invest or hold operating capital in insecure instruments, including uninsured chequing accounts and bonds of less than R-3 rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
9. Endanger the Organization's public image, or credibility.
10. Change the Organization's name or substantially alter its identity in the community.
11. Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers. |

CEO INTERPRETATION

I interpret/define:

“unnecessarily expose the organization” as haphazardly commit acts that go against the Students' Union organizational policies.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The Students' Union has multiple risk management policies and procedures in effect including the following areas:
 - a. Occupational Health and Safety
 - b. Human Resources

- c. Liquor License
 - d. Food Handling Policies and Training
 - e. General Event Risk Management
- B. The Students' Union has been able to deal with any claims should they be presented.

EVIDENCE

1. Risk Management Policies (Appendix C)
 - a. Safe Alcohol Handling and Service Policy
 - b. Events and Activities Risk Management Policy
 - c. Conflict of Interest Policy
 - d. Safe Disclosure Policy
 - e. Health & Safety Policy
 - f. Prevention of Workplace Violence Policy
 - g. Workplace Harassment and Discrimination Policy
2. All staff requiring Food Handling training will not perform their duties until this training is completed.
3. The Students' Union is prepared to appropriately address any claims that have or will be presented, see the In-Camera brief from the July 2024 Board Meeting for further evidence.

I report this section as **COMPLIANT**.

SECTION – EL #2f, 4

Asset Protection

EL #2f

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

The President will not:

1. Be uninsured against theft, fire and casualty losses to a prudent replacement value and against liability losses to Board members, staff, volunteers and the Organization itself.
2. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
3. Unnecessarily expose the organization, its Board, or staff to claims of liability.
4. Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.
5. Make any capital purchase:
 - a. wherein normally prudent protection has not been given against conflict of interest;
 - b. of more than \$5,000 without having obtained comparative prices and quality unless a regular or preferred supplier has been established; and
 - c. of more than \$5,000 without a stringent method of assuring the balance of long-term quality and cost.
6. Split orders to avoid the order meeting capital purchase criteria (#5).
7. Allow property, information and files to be exposed to loss or significant damage.
8. Invest or hold operating capital in insecure instruments, including uninsured chequing accounts and bonds of less than R-3 rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
9. Endanger the Organization's public image, or credibility.
10. Change the Organization's name or substantially alter its identity in the community.
11. Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers.

CEO INTERPRETATION

I interpret/define:

“Board-appointed auditor’s standards” as in framework laid out by the auditors (who are appointed by the board), which establish a level of quality and attainment, and follow procedures that allow the auditors to reach the conclusion that the financial statements present fairly, in all material aspects, the financial position of the Students’ Union for the fiscal year.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The Students' Union meets the Auditor's standards and the audit report expresses an opinion without reservation.

EVIDENCE

- 1. The Board received and approved the Auditor's report for the 2023/2024 fiscal year, which demonstrated compliance.

I report this section as **COMPLIANT**.

SECTION – EL #2f, 5

Asset Protection

EL #2f

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

The President will not:

1. Be uninsured against theft, fire and casualty losses to a prudent replacement value and against liability losses to Board members, staff, volunteers and the Organization itself.
2. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
3. Unnecessarily expose the organization, its Board, or staff to claims of liability.
4. Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.
5. **Make any capital purchase:**
 - a. wherein normally prudent protection has not been given against conflict of interest;
 - b. of more than \$5,000 without having obtained comparative prices and quality unless a regular or preferred supplier has been established; and
 - c. of more than \$5,000 without a stringent method of assuring the balance of long-term quality and cost.
6. Split orders to avoid the order meeting capital purchase criteria (#5).
7. Allow property, information and files to be exposed to loss or significant damage.
8. Invest or hold operating capital in insecure instruments, including uninsured chequing accounts and bonds of less than R-3 rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
9. Endanger the Organization's public image, or credibility.
10. Change the Organization's name or substantially alter its identity in the community.
11. Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers.

CEO INTERPRETATION

I interpret/define:

“capital purchase” as purchases of asset(s) and property that are amortized, over \$10 000 and have usefulness that will extend beyond one fiscal year.

“prudent protection” as completing the process of putting the asset(s) and property through policy and procedures, established by the Board in advance of the purchase to ensure there are no conflicts and careful thought and consideration have been given prior to the purchase.

“conflict of interest” as deciding pertaining to a capital purchase which directly results in a personal gain for the

President and CEO over the interests of the Organization.

“having obtained comparative prices and quality” as the Students’ Union budget manager intentionally seeking competitive pricing methods when inquiring about a capital purchase.

“unless a regular or preferred supplier has been established” as a supplier who has been vetted and has proven record to provide a quality product as a competitive price with experience.

“a stringent method of assuring the balance of long-term quality and cost” as going through a strict process to ensure reasonable warranty guarantee on capital purchases.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. All sections of EL #2f5 are in compliance.
- B. A policy is established and enforced to prevent conflicts of interest as defined above.
- C. No capital purchases are made from an employee or from a company wholly owned by an employee with adequate approval from superiors.
- D. The Students’ Union takes action to compare capital purchases over \$5,000 with multiple suppliers unless a preferred supplier has been identified.

- E. All capital purchases exceeding \$5 000 have a reasonable warranty purchased that will ensure that value is provided during its life expectancy.

EVIDENCE

1. Conflict of Interest Policy (included in Appendix D)
2. We have a list of preferred suppliers for regular large purchases (i.e. merch orders) that is managed by the Programming & Events Manager, and when we not using a preferred supplier staff are aware multiple quotes must be procured.
3. Capital purchases have been made through vetted and reputable sources and have been done in conjunction with Laurier departments (ICT and FAM).

I report this section as **COMPLIANT**.

SECTION – EL #2f, 6

Asset Protection

EL #2f

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

The President will not:

1. Be uninsured against theft, fire and casualty losses to a prudent replacement value and against liability losses to Board members, staff, volunteers and the Organization itself.
2. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
3. Unnecessarily expose the organization, its Board, or staff to claims of liability.
4. Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.
5. Make any capital purchase:
 - a. wherein normally prudent protection has not been given against conflict of interest;
 - b. of more than \$5,000 without having obtained comparative prices and quality unless a regular or preferred supplier has been established; and
 - c. of more than \$5,000 without a stringent method of assuring the balance of long-term quality and cost.
6. Split orders to avoid the order meeting capital purchase criteria (#5).
7. Allow property, information and files to be exposed to loss or significant damage.
8. Invest or hold operating capital in insecure instruments, including uninsured chequing accounts and bonds of less than R-3 rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
9. Endanger the Organization's public image, or credibility.
10. Change the Organization's name or substantially alter its identity in the community.
11. Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers.

CEO INTERPRETATION

I interpret/define:

“split orders” as dividing an order of a project into separate purchases to hide the true total cost of the purchase.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. Capital projects in excess of \$10,000 are presented to the Board separately from the approved budget document.
- B. Orders and subsequent payments for orders will be accepted only if the order is whole and there are no missing components.

EVIDENCE

- 1. All capital purchases made over the cost \$10,000 have been brought to the board through the Over \$10,000 Report (Appendix E)
 - a. No further expenses over \$10,000 have been incurred since the approval of that report.

I report this section as **COMPLIANT**.

SECTION – EL #2f, 7

Asset Protection

EL #2f

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

The President will not:

1. Be uninsured against theft, fire and casualty losses to a prudent replacement value and against liability losses to Board members, staff, volunteers and the Organization itself.
2. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
3. Unnecessarily expose the organization, its Board, or staff to claims of liability.
4. Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.
5. Make any capital purchase:
 - a. wherein normally prudent protection has not been given against conflict of interest;
 - b. of more than \$5,000 without having obtained comparative prices and quality unless a regular or preferred supplier has been established; and
 - c. of more than \$5,000 without a stringent method of assuring the balance of long-term quality and cost.
6. Split orders to avoid the order meeting capital purchase criteria (#5).
7. Allow property, information and files to be exposed to loss or significant damage.
8. Invest or hold operating capital in insecure instruments, including uninsured chequing accounts and bonds of less than R-3 rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
9. Endanger the Organization's public image, or credibility.
10. Change the Organization's name or substantially alter its identity in the community.
11. Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers.

CEO INTERPRETATION

I interpret/define:

“property” as Students' Union physical assets including but not limited to the Turret, Wilf's, Golden Grounds, the Belmont, SU-Desk, Students' Union offices in Waterloo, Student Centre in Brantford and storage spaces.

“information” as the Students' Union online resources including SAGE Program, the NEST, digital and physical files.

“loss or significant damage” as not properly secured, maintained to a point of damage beyond or theft beyond repair or irrecoverable.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The Students' Union has procedures and resources in place to ensure reasonable precaution in taking to protect property, information and files; these could include:
 - o Electronic Security Systems
 - o Video surveillance
 - o Money handling systems/safes
 - o Secure procedures and resources to transfer cash
 - o Secure physical and electronic locations

EVIDENCE

- 1. The FNCC and the Brantford Student Centre are equipped with electronic systems and video surveillance, that were updated this fiscal year.
- 2. The Students' Union and its businesses have safes in locked offices to protect cash and other assets as needed.
- 3. Servers are in a fire and temperature protected WLU server room, and are frequently backed up.
- 4. Physical files are stored in lock filing cabinets or in secure off site storage locations.
- 5. Access to digital files is audited once per fiscal year during the Executive transition process.

- 6. Employees lose access to their @wlu.ca emails when no longer employed by the Students' Union, unless they are otherwise employed by WLU.
 - a. Access to digital files is also removed from the account's permissions, regardless of retention by the employee.

I report this section as **COMPLIANT**.

SECTION – EL #2f, 8

Asset Protection

EL #2f

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

The President will not:

1. Be uninsured against theft, fire and casualty losses to a prudent replacement value and against liability losses to Board members, staff, volunteers and the Organization itself.
2. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
3. Unnecessarily expose the organization, its Board, or staff to claims of liability.
4. Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.
5. Make any capital purchase:
 - a. wherein normally prudent protection has not been given against conflict of interest;
 - b. of more than \$5,000 without having obtained comparative prices and quality unless a regular or preferred supplier has been established; and
 - c. of more than \$5,000 without a stringent method of assuring the balance of long-term quality and cost.
6. Split orders to avoid the order meeting capital purchase criteria (#5).
7. Allow property, information and files to be exposed to loss or significant damage.
8. Invest or hold operating capital in insecure instruments, including uninsured chequing accounts and bonds of less than R-3 rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
9. Endanger the Organization's public image, or credibility.
10. Change the Organization's name or substantially alter its identity in the community.
11. Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers.

CEO INTERPRETATION

I interpret/define:

“insecure instruments” as any mechanism that is not safe and deemed high risk for an investment.

“operational transactions” as day-to-day business proceedings including online banking systems, payroll, accounts payable and accounts receivable.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. All Students' Union investments are made following the aforementioned protocol excluding operational transactions.

EVIDENCE

1. As seen in the Statement of Financial Position dated December 31st, 2024, that was presented to the Board, the Students' Union holds no such investments.

I report this section as **COMPLIANT**.

SECTION – EL #2f, 9

Asset Protection

EL #2f

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

The President will not:

1. Be uninsured against theft, fire and casualty losses to a prudent replacement value and against liability losses to Board members, staff, volunteers and the Organization itself.
2. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
3. Unnecessarily expose the organization, its Board, or staff to claims of liability.
4. Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.
5. Make any capital purchase:
 - a. wherein normally prudent protection has not been given against conflict of interest;
 - b. of more than \$5,000 without having obtained comparative prices and quality unless a regular or preferred supplier has been established; and
 - c. of more than \$5,000 without a stringent method of assuring the balance of long-term quality and cost.
6. Split orders to avoid the order meeting capital purchase criteria (#5).
7. Allow property, information and files to be exposed to loss or significant damage.
8. Invest or hold operating capital in insecure instruments, including uninsured chequing accounts and bonds of less than R-3 rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
9. **Endanger the Organization's public image, or credibility.**
10. Change the Organization's name or substantially alter its identity in the community.
11. Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers.

CEO INTERPRETATION

I interpret/define:

“endanger” as to put at risk.

“public image” as perceptions the public and external parties have towards the Students' Union and its staff.

“credibility” as the quality of being trustworthy, professional and having integrity.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. There is no risk raised by the Board of the Organization's public image.
- B. The President has policies & procedures in place to mitigate the risk of any damage to the image or credibility of the organization.

EVIDENCE

- 1. The Board of Directors has not notified the President of any actions that have risked either the Organization's public image, or its credibility in the eyes of the stakeholder.
- 2. Marketing Communications Policy (Appendix F)
- 3. Representing the Students Union Agreement (Appendix G) – which has been signed by each staff member in the 2024/2025 year.

I report this section as **COMPLIANT**.

SECTION – EL #2f, 10

Asset Protection

EL #2f

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

The President will not:

1. Be uninsured against theft, fire and casualty losses to a prudent replacement value and against liability losses to Board members, staff, volunteers and the Organization itself.
2. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
3. Unnecessarily expose the organization, its Board, or staff to claims of liability.
4. Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.
5. Make any capital purchase:
 - a. wherein normally prudent protection has not been given against conflict of interest;
 - b. of more than \$5,000 without having obtained comparative prices and quality unless a regular or preferred supplier has been established; and
 - c. of more than \$5,000 without a stringent method of assuring the balance of long-term quality and cost.
6. Split orders to avoid the order meeting capital purchase criteria (#5).
7. Allow property, information and files to be exposed to loss or significant damage.
8. Invest or hold operating capital in insecure instruments, including uninsured chequing accounts and bonds of less than R-3 rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
9. Endanger the Organization's public image, or credibility.
10. Change the Organization's name or substantially alter its identity in the community.
11. Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers.

CEO INTERPRETATION

I interpret/define:

“identity in the community” as familiarity behind the Students' Union brand and our work to the public and external partnerships. This includes perceived identity from external bodies.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The Students' Union Board of Directors approves all substantial alterations to the Mission, Vision,

Values, publicly identifiable or recognizable marks, logos and name.

EVIDENCE

1. The operations team has made no substantial alterations.

I report this section as **COMPLIANT**.

SECTION – EL #2f, 11

Asset Protection

EL #2f

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

The President will not:

1. Be uninsured against theft, fire and casualty losses to a prudent replacement value and against liability losses to Board members, staff, volunteers and the Organization itself.
2. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
3. Unnecessarily expose the organization, its Board, or staff to claims of liability.
4. Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.
5. Make any capital purchase:
 - a. wherein normally prudent protection has not been given against conflict of interest;
 - b. of more than \$5,000 without having obtained comparative prices and quality unless a regular or preferred supplier has been established; and
 - c. of more than \$5,000 without a stringent method of assuring the balance of long-term quality and cost.
6. Split orders to avoid the order meeting capital purchase criteria (#5).
7. Allow property, information and files to be exposed to loss or significant damage.
8. Invest or hold operating capital in insecure instruments, including uninsured chequing accounts and bonds of less than R-3 rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
9. Endanger the Organization's public image, or credibility.
10. Change the Organization's name or substantially alter its identity in the community.
11. **Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers.**

CEO INTERPRETATION

I interpret/define:

“compromise the independence” as engaging in actions which interfere with the integrity of auditing process, its advising or external monitoring.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. There are no complaints from the auditors or external consultants based on the Office of the President's behavior.
- B. The Board raises no concerns regarding the aforementioned interpretation.

EVIDENCE

- 1. No issues or complaints have been raised in reference to the above interpretation by any parties.

I report this section as **COMPLIANT**.

Appendix A – Insurance Coverage

Appendix B – Operating Procedures Agreement

APPENDIX B – FACILITY AND ASSET MANAGEMENT OPERATIONS

1. General

- 1.1 The University shall, in all cases, supervise activities for the supply of custodial, grounds, maintenance, service for repairs, and minor renovations to the FNCC and/or SC. Such maintenance and repairs will be performed at the full cost of the Union unless specified otherwise in this appendix. In the process of managing the affairs of the FNCC and SC, the Union must comply with all relevant and current University policies.
- 1.2 The employees and agents of the University shall have the right of access at all times to the FNCC and/or SC.
- 1.3 The LLC and the AVP, FAM, prior to implementation, must review any plans for structural change, major renovations or capital improvement to the Union Space.

2. Waterloo Campus: Fred Nichols Campus Centre

2.1 Building Services

- a) The University and the Union will contribute to the cost of repairs and preventative maintenance of the FNCC and all HVAC and infrastructure associated systems that service the building on a shared basis. Laurier will cover 23% and the Union 77%.
- b) The University will be solely responsible for the provision of preventative maintenance on regulated equipment and systems in the FNCC, including but not limited to the following:
 - (1) Elevators
 - (2) Systems under regulation by TSSA
 - (3) Mechanical Systems
- c) The Union shall reimburse the University for the cost of repairs required for the regulated equipment and systems listed in b) except where negligence on the part of the University has contributed to the repair requirement. The University is responsible to communicate any required repairs to these systems upon discovery of the concern.
- d) The costs related to the elevator systems in the FNCC will be shared using the same formula (Laurier 23% and Union 77%). Capital replacement will also follow the same formula in addition to a specific financing plan will be arranged with the University for the payment of the Union portion of any such project over a 3-5 year term for amortization, if requested by the Union, which arrangement will be set out in a separate agreement and attached as a schedule to this appendix.
- e) The cost for inspections, regular preventative maintenance and repair services provided by either external contractors or University employees shall be billed directly to the Union based upon the services performed by such contractors specific to the FNCC.
- f) All non-emergency repairs or maintenance will be communicated to the Union in advance. The Union will review and respond to the University on the timing and costs associated with non-emergency repairs or maintenance and not unreasonably withhold consent for completion of the work.

2.2 Utilities

- a) The University shall supply utilities to the FNCC with the costs shared between the two parties using the same formula as defined above in Building Services (University 23% and Union 77%). This formula reflects the common use of space in the buildings for student study space, access to other buildings and space occupied by the University for Departments of the University.
- b) For the purposes of annual budgeting the University will provide the Union with the actual breakdown of usage for the preceding calendar year (January 1 – December 31) by the Friday before the Family Day Weekend in February. This will form an estimate for the fiscal year starting on May 1st for the following fiscal year.
- c) For clarity, electricity is directly metered for the FNCC and will be summarized monthly with reports being sent to the Union within thirty (30) days of the end of the month.. The charge for water and gas is based on a sq. ft. percentage and modified usage formula.
- d) The Union will make payments monthly based on the forecast from the University and the difference will be reconciled during the fiscal year end process between the parties, as set out in section 8, Financial Services of the Operating Agreement.

2.3 Custodial Operations

For the purposes of annual budgeting the University will provide the Union with the estimated cost for the next fiscal year prior by the Friday before the Family Day Weekend. This will form an estimate for the fiscal year starting on May 1st for the following fiscal year that will be based on the cleaning schedule expectations outlined in this document along with the anticipated cost for the associated supplies. Any additional work required beyond what is defined will be invoiced separately as agreed upon between the parties.

Cleaning Schedule:

Monday to Sunday daily requirements Nights (10:00 pm – 6:30 am, 2 people)

| | |
|----------------------------|--|
| 24 Hour Lounge & Cubicles: | Garbage stations, glass cleaning |
| Washrooms: | Full cleaning |
| Food Court: | Floors, washrooms, glass, handrails, garbage receptacles |
| Wif's: | Full cleaning (Kitchen cleaning between 3am to 5am) |
| International News: | Floors, garbage |
| Hallways: | Dust mop, floor scrubber machine |
| Turret/Hawks Nest: | Full cleaning (Floors / all washrooms) OT as required |
| Foot Patrol office: | Full cleaning, garbage |
| South stairwell: | Loading area, doors, glass, elevator (floors/tracks/stain steel) |
| Quad entrance stairwell: | Full cleaning |

Saturday and Sunday (12pm - 6pm, 1 person)

| | |
|--|--|
| 24 Hour Lounge Cubicles: | Tables, garbage, vacuum |
| Washrooms: | Full cleaning |
| Student Affairs Office, Campus Clubs room: | Saturday - Dust & Vacuum only |
| Student Union Office & Board room: | Sunday - Dust & vacuum only, collect front, back garbage stations inside main office |
| Cashier Office: | No cleaning on weekends |
| Quad Front Entrance: | Garbage, glass cleaning |

| | |
|-------------|--------------------------|
| Food Court: | Public washroom cleaning |
|-------------|--------------------------|

Monday to Friday (6 a.m. to 2:30 pm, 1 person) Before 8a.m.

| | |
|--|--|
| Boardroom, Conference Rooms, Kitchenette & High Table: | Full cleaning |
| NE and NW Stairwells: | Full cleaning |
| U-Desk: | Wednesday full cleaning, garbage daily, computer counter |

Monday to Friday After 8a.m.

| | |
|---|--|
| Cubicles, Food Bank, Microwave & Campus Clubs Room: | Tables, vacuum, dust, garbage, glass spot cleaning, door handles, garbage stations |
| Washrooms: | Clean, dust mop, wet mop, flush toilet after clean, stainless |
| Quad Front Entrance: | Garbage (2x daily), glass cleaning, hand rail disinfectant, stainless ledges |
| Food Court: | Public washrooms – Check up |
| Turret & Hawks Nest: | Floors, walls spot cleaning, washrooms, tables, garbage |
| Will's: | Washrooms check up |
| North Elevator: | Floors, tracks & stainless steel |
| Cashier Office: | Friday morning clean up |

General:

- Carpet spot cleaning to remove large stains
- Air return vents and high dusting should be completed as needed (minimum monthly),
- Replace light bulbs as needed
- Summer projects will be determined by Union staff and communicated to FAM staff. Charges related to projects will be covered by the Union
- All supplies and equipment required will be paid for by the Union

2.4 Grounds and Waste Management

- The University and the Union will each contribute 50% of the cost of repairs and disposal services in relation to the compactor.
- It is anticipated that the waste removal process using the compactor will be changed within the term of this agreement which will require the parties to revisit the cost sharing of that new process once confirmed.
- The Union will be solely responsible for the costs associated with recycling and organic waste collection related to the operations of the FNCC.

3. Brantford Campus: Student Centre

3.1 Building Services

- a) The University and the Union will contribute to the cost of repairs and preventative maintenance at the SC and all HVAC and infrastructure associated systems that service the building on a shared basis. The University will cover 50% and the Union 50%.
- b) The University will be solely responsible for the provision of preventative maintenance on regulated equipment and systems in the SC, including but not limited to the following:
 - (1) Elevators
 - (2) Systems under regulation by TSSA
 - (3) Mechanical Systems
- c) The costs related to the elevator systems in the SC will be shared using the same formula (University 50% and Union 50%). Capital replacement will follow the same formula in addition to a specific financing plan arranged, if requested, with the University for the payment of the Union portion of any such project over a 3-5 year term for amortization, if requested by the Union, which arrangement will be set out in a separate agreement and attached as a schedule to this appendix.
- d) The cost for inspections, regular preventative maintenance and repair services provided by either external contractors or University employees shall be billed directly to the Union based upon the services performed by such contractors specific to the SC.
- g) All non-emergency repairs or maintenance will be communicated to the Union in advance. The Union will review and respond to the University on the timing and costs associated with non-emergency repairs or maintenance and not unreasonably withhold consent for completion of the work..

3.2 Utilities

- a) The University shall supply utilities to the SC with the shared cost between the two parties using the same formula (University 50% and Union 50%). This formula reflects the common use of space in the buildings for student study space and space occupied by the University for administrative departments of the University. This will replace the annual payment provided by the University to the Union that previously was in place from the Office of Student Affairs.
- b) For the purposes of annual budgeting the University will provide the Union with the breakdown of usage for the preceding calendar year (January 1 – December 31 by the Friday before the Family Day Weekend in February. This will form an estimate for the fiscal year starting on May 1st for the following fiscal year.
- c) Golden Grounds is a Union operated business that occupies space outside of the SC. The cost recovery rate for Golden Grounds will be all inclusive for cleaning and utilities and will be confirmed for budget purposes as per the same schedule as described in section (b). The rate for this space will be \$15 per square foot for each year for the term of the Agreement, including optional extensions.
- d) The Union will make payments monthly based on the forecast from the University and the difference will be reconciled during the fiscal year end process between the parties, as set out in section 8, Financial Services of the Operating Agreement.

3.3 Custodial Operations

For the purposes of annual budgeting the University will provide the Union with the estimated cost for the next fiscal year prior by the Friday before the Family Day Weekend. This will form an estimate for the fiscal year starting on May 1st for the following fiscal year that will be based on the cleaning schedule expectations outlined in this document along with the anticipated costs for the associated supplies. Any additional work required will be invoiced separately as agreed upon between the parties.

Cleaning Schedule:

Monday to Friday daily requirements (3:00 am – 7:30 am, 1 person)

| | |
|-----------------------------------|--|
| Front entrance and elevator lobby | Full cleaning, garbage |
| WILUSU Offices: | Floors, washrooms, glass, handrails, garbage receptacles |
| Washrooms: | Full cleaning |
| 24 Hour Lounge | Full cleaning |
| Student Affairs Offices: | Full cleaning (Kitchen cleaning between 3am to 5am) |
| Wellness Centre: | Floors, garbage |
| All Hallways: | Dust mop, floor scrubber machine |
| Foot Patrol/Clubs office: | Full cleaning |
| Stairwells: | Full cleaning |
| Multi-Purpose Room: | Full cleaning |

General:

- Carpet spot cleaning to remove large stains
- Air return vents and high dusting should be completed as needed (minimum monthly)
- Replace light bulbs as needed
- Set-ups requests in the Multi-Purpose Room
- Afternoon policing of spaces when required
- All supplies and equipment required will be paid for by the Union

[Workplace Harassment and Discrimination Policy](#)

[Appendix D – Conflict of Interest Policy](#)

[Appendix E – Over 10,000 List](#)

[Appendix F – Marketing Communications Policy](#)

[Appendix C – Risk Management Policies](#)

[Safe Alcohol Handling and Service Policy](#)

[Events and Activities Risk Management Policy](#)

[Conflict of Interest Policy](#)

[Safe Disclosure Policy](#)

[Health & Safety Policy](#)

[Prevention of Workplace Violence Policy](#)

Appendix G – Representing the Students Union Agreement



REPRESENTING THE STUDENTS' UNION AGREEMENT

As an employee and/or volunteer of the Students' Union, I understand that my actions and behaviour, whether online or otherwise, can shape the way others view the Students' Union even when I am not doing so within the purview of my role. As such, and as a representative of the Students' Union, I agree to abide by the following online and in-person:

- I will not share anything about the Students' Union, nor it's members, employees and alumni, that could be considered confidential or proprietary;
- I will not announce or reveal a Students' Union policy, project or initiative prior to an official announcement from the Organization being published first;
- My posts and/or actions will remain in accordance with all applicable laws, legislation, Wilfrid Laurier University policies, and Students' Union policies and procedures;
 - I will not act out of accordance with the Wilfrid Laurier University Policy 6.1 titled Prevention of Harassment, Discrimination and Sexual Misconduct, as well as the Student Code of Conduct, which I understand includes but is not limited to, sharing information that is inaccurate, hostile, violent, threatening, abusive, sexist, racist or homophobic;
- I understand that I am encouraged to post and/or act in a manner that is authentic to my personal brand but that does not negatively impact the Students' Union brand;
 - When posting and/or acting within the scope of my role, I will remain non-partisan on any legal, electoral, political or socially divisive issue(s);
 - When posting and/or acting within a personal capacity outside of my role, I will make it clear that my opinion is not that of the Students' Union if I chose to take a stance on any legal, electoral, political or socially divisive issue(s);
 - I will not wear my Students' Union uniform, or branded clothing items, when posting and/or acting within a personal capacity outside of my role if doing so could negatively impact the Students' Union brand;
 - I will read and follow my department's Students' Union Branding Style Guide when creating or sharing content within the scope of my role; and
 - I understand that I may be asked to share official Students' Union content on my personal social media profile from time to time, and that while this is encouraged, it is my own personal decision to post.

I, _____ (*first and last name*), hereby confirm that I have read, understand and agree to the terms within the Marketing and Communications Policy, as well as this Agreement. I understand that failure to abide by these terms may result in disciplinary action up to and including the termination of my position with the Students' Union.

Date: _____

Signature: _____

- e. Facilitating President's Group and President's Operations Group meetings.
- B. The Vice President: Internal Operations is aware of the above requirements when they sign the executive succession plan.
- C. The Executive Director & COO is aware that their responsibility will be to support the portfolio of the President in conjunction with the Vice President: Internal Operations.

EVIDENCE

1. The signed Executive Succession Plan seen in Appendix A.
2. Regular Meetings between the President and President Designate
 - The President and Vice President: Internal Operations meet bi-weekly at minimum to remain communicative and proactive by informing the Vice President: Internal Operations of any business the President is attending to that may be relevant/require action during a time when she is acting as President.

I report this section as **COMPLIANT**.

“mitigate” as the conscious and proactive effort to decrease the burden of the President’s absence.

“avoid” as the intentional effort to stay away from responsibilities.

“interruptions in service” as a reduction in the quality, efficiency and effectiveness of the operations intended to serve its stakeholders by the Students’ Union.

“interim or partial President and CEO” as the temporary replacement of the President, someone appointed by the President to fulfill their responsibilities during the leave of absence.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The President plans their leave of absence within a minimum of a week ahead of time.
- B. When the President informs the Chair of the Board, Executive Director & Vice President: Volunteer Operations of a leave of absence, they must also provide the reason behind the leave and detail of any conflicts of interest in writing and/or on DayForce.
- C. The President informs the Chair of the Board of a leave and conveys in writing their reason behind the leave, including all conflicts of interest regarding the leave.
- D. When the President determines that they require a leave of absence, the interim President and CEO

is informed immediately. This time will allow the interim to prepare to the best of their ability for their additional responsibility.

- E. The Executive Director must be willing and able to support the interim President and CEO during their transition and temporary status.
- F. The President and CEO and the interim President and CEO must convey a plan to lessen the gravity of the transition period and leave of absence.

EVIDENCE

1. Vacation Requests
 - a. The Executive Director will, on behalf of the Board for the President, receive and approve all vacation requests at a minimum one week prior to the start. This has been agreed upon through conversation between the President and the Executive Director.
 - b. The President has not taken any vacation nor extended intentional leave of absence within the term.

I report this section as **COMPLIANT**.

MONITORING REPORT
PRESIDENT & CHIEF EXECUTIVE OFFICER

Executive Limitation #2j – Hiring Practices – Unpaid Staff

This interpretations-based monitoring report is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of its adherence to the Executive Limitation policies as established by the Board of Directors. I certify that the information is developed without prejudice or bias and represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise

Signed,

A handwritten signature in black ink, appearing to be 'J. B.', is written over a light gray rectangular background.

President & Chief Executive Officer

Wilfrid Laurier University Students' Union

Date completed: August 8th, 2025

SECTION – EL #2j, 1

Hiring Practices – Unpaid Staff

EL #2j

With respect to the hiring of unpaid staff, the President shall not allow conditions that are unfair, disrespectful, prohibitive, biased or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that:
 - a. accurately describe special circumstances under which deviation from policy would be acceptable;
 - b. are readily available and easily understood by hiring staff and applicants;
 - c. accurately describe situations in which an applicant would not be considered for a position; and
 - d. follow a well-defined and widely recognized practice.
2. Operate without protection against improper access to public candidate information.
3. Allow a procedure that is unnecessarily complex or restrictive given the responsibilities of the position.
4. Operate without taking into account previous formal performance appraisals or documented disciplinary action; including ongoing complaints generated by the Organization and relevant university partners.
5. Operate without providing access to personalized feedback and coaching to applicants that will assist them in future applications when operationally feasible.
6. Allow applicants to be unaware of this policy.
7. Fail to provide a way to be heard for persons who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

CEO INTERPRETATION

I interpret/define:

“up-to-date” as regularly reviewed.

“special circumstances” as specifically unique situations, which vary on a case-to-case basis as per circumstances and allow making exceptions from policy.

“readily available” as accessible by all interested parties inquiring for information and being provided in an accessible format compliant with AODA, as requested by a person(s).

“easily understood” as not making it complex or difficult to understand for staff and applicants and that it can be explained in a concise manner while articulating the content of the message.

“accurately describe” as specifically outlining unique circumstances

“well-defined and widely recognized practice” as a policies and procedures comparable to organizations within the sector.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. Hiring policies and procedures are reviewed at least once every 12 months, and are updated as necessary.
- B. There is a clearly outlined “special circumstances” section in the Students’ Union’s hiring procedures that describes when it is viable to deviate from policy and make an exception.
- C. Potential applicants can access the hiring procedures without barriers and should any questions arise, Students’ Union staff within the hiring procedure will be able to answer them.

- D. There are clearly outlined expectations of situations where potential applicants will not be considered for a position in the hiring procedures.
- E. The hiring policies that are used are fair and equitable and allow opportunities for all undergraduate students;
- F. The unpaid staff hiring policies are similar to other student organizations in Ontario.

EVIDENCE

- 1. Volunteer Recruitment Policy (included in Appendix A)
- 2. Potential applicants can reach out to the SU-Desk staff, via email or in person, during their hours.
- 3. Contact information for the VP: Volunteer Operations and AVPs: Volunteer Operations are available on the website and can be contacted by any student who has a question about unpaid staff hiring.

I report this section as **COMPLIANT**.

SECTION – EL #2j, 2

Hiring Practices – Unpaid Staff

EL #2j

With respect to the hiring of unpaid staff, the President shall not allow conditions that are unfair, disrespectful, prohibitive, biased or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that:
 - a. accurately describe special circumstances under which deviation from policy would be acceptable;
 - b. are readily available and easily understood by hiring staff and applicants;
 - c. accurately describe situations in which an applicant would not be considered for a position; and
 - d. follow a well-defined and widely recognized practice.
2. Operate without protection against improper access to public candidate information.
3. Allow a procedure that is unnecessarily complex or restrictive given the responsibilities of the position.
4. Operate without taking into account previous formal performance appraisals or documented disciplinary action; including ongoing complaints generated by the Organization and relevant university partners.
5. Operate without providing access to personalized feedback and coaching to applicants that will assist them in future applications when operationally feasible.
6. Allow applicants to be unaware of this policy.
7. Fail to provide a way to be heard for persons who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

CEO INTERPRETATION

I interpret/define:

“protection” as preventative measures taken proactively to avoid negative outcomes and/or damage.

“improper access to public candidate information” as data relating back to specific individuals and applicants which is confidential and private in nature and acquired through the hiring process. This means limiting who can acquire such knowledge and limit it to only those who are relevant to access it for hiring.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. There are specific procedures for accepting, storing and recording any personal information from applicants that prevent access from the

public.

- B. Hiring information is available only to those who require access within the organization including Hiring and Recruitment volunteers, Volunteer Operations staff, Human Resources, employees in the Finance and Administration department, and Senior Leadership as needed.

EVIDENCE

1. Unpaid Staff Interview Script (Appendix B)
 - a. Script that is read by Hiring and Recruitment representation before each interview.
2. Online Personnel Info
 - a. All online information is password protected with access monitored and granted by the VP: Volunteer Operations.
3. Volunteer Recruitment Policy (included in Appendix A)

I report this section as **COMPLIANT**.

SECTION – EL #2j, 3

Hiring Practices – Unpaid Staff

EL #2j

With respect to the hiring of unpaid staff, the President shall not allow conditions that are unfair, disrespectful, prohibitive, biased or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that:
 - a. accurately describe special circumstances under which deviation from policy would be acceptable;
 - b. are readily available and easily understood by hiring staff and applicants;
 - c. accurately describe situations in which an applicant would not be considered for a position; and
 - d. follow a well-defined and widely recognized practice.
2. Operate without protection against improper access to public candidate information.
3. Allow a procedure that is unnecessarily complex or restrictive given the responsibilities of the position.
4. Operate without taking into account previous formal performance appraisals or documented disciplinary action; including ongoing complaints generated by the Organization and relevant university partners.
5. Operate without providing access to personalized feedback and coaching to applicants that will assist them in future applications when operationally feasible.
6. Allow applicants to be unaware of this policy.
7. Fail to provide a way to be heard for persons who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

CEO INTERPRETATION

I interpret/define:

“unnecessarily complex or restrictive” as overtly confusing, difficult to understand and not within the scope of the position being applied to.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. Hiring procedures are consistent and determined by the level of position being applied for (General Volunteer, Executive, Coordinator)

EVIDENCE

1. Volunteer Recruitment Policy (included in Appendix A)

- a. Procedures are outlined for each type and level of volunteer position offered by the Students' Union.

I report this section as **COMPLIANT**.

SECTION – EL #2j, 4

Hiring Practices – Unpaid Staff

EL #2j

With respect to the hiring of unpaid staff, the President shall not allow conditions that are unfair, disrespectful, prohibitive, biased or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that:
 - a. accurately describe special circumstances under which deviation from policy would be acceptable;
 - b. are readily available and easily understood by hiring staff and applicants;
 - c. accurately describe situations in which an applicant would not be considered for a position; and
 - d. follow a well-defined and widely recognized practice.
2. Operate without protection against improper access to public candidate information.
3. Allow a procedure that is unnecessarily complex or restrictive given the responsibilities of the position.
4. Operate without taking into account previous formal performance appraisals or documented disciplinary action; including ongoing complaints generated by the Organization and relevant university partners.
5. Operate without providing access to personalized feedback and coaching to applicants that will assist them in future applications when operationally feasible.
6. Allow applicants to be unaware of this policy.
7. Fail to provide a way to be heard for persons who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

CEO INTERPRETATION

I interpret/define:

The above statement as articulated.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The hiring procedures dictate that previous performance appraisals and documented disciplinary action must be taken into account and considered.

EVIDENCE

1. Volunteer Operations staff have records of previous performance appraisals for volunteers, as well as documentation of any conduct procedures.
2. The Vice President: Volunteer Operations is given the authority to designate a “do not rehire”

designation for significant conduct or performance concerns, in coordination with the supervising Vice President.

I report this section as **COMPLIANT**.

SECTION – EL #2j, 5

Hiring Practices – Unpaid Staff

EL #2j

With respect to the hiring of unpaid staff, the President shall not allow conditions that are unfair, disrespectful, prohibitive, biased or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that:
 - a. accurately describe special circumstances under which deviation from policy would be acceptable;
 - b. are readily available and easily understood by hiring staff and applicants;
 - c. accurately describe situations in which an applicant would not be considered for a position; and
 - d. follow a well-defined and widely recognized practice.
2. Operate without protection against improper access to public candidate information.
3. Allow a procedure that is unnecessarily complex or restrictive given the responsibilities of the position.
4. Operate without taking into account previous formal performance appraisals or documented disciplinary action; including ongoing complaints generated by the Organization and relevant university partners.
5. Operate without providing access to personalized feedback and coaching to applicants that will assist them in future applications when operationally feasible.
6. Allow applicants to be unaware of this policy.
7. Fail to provide a way to be heard for persons who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

CEO INTERPRETATION

I interpret/define:

“providing access” as ensuring personalized feedback is available to applications with further details including positive and constructive feedback at the request of the applicant.

“operationally feasible” as feedback within reason given the volume for certain positions

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. Applicants are explained the feedback process (and how to request such feedback) during their interview or applicable procedure.
- B. Applicants are given feedback relative to their hiring experience, and the VP: Volunteer

Operations and/or the AVP: Volunteer Operations make themselves available should the applicant want more information.

EVIDENCE

1. Feedback process are outlines in our Volunteer Recruitment Policy (included in Appendix A).
2. Unpaid staff interview preamble (Appendix B)
 - a. This script is read at the start of all unpaid staff interviews. It outlines how and where concerns can be addressed.

I report this section as **COMPLIANT**.

SECTION – EL #2j, 6

Hiring Practices – Unpaid Staff

EL #2j

With respect to the hiring of unpaid staff, the President shall not allow conditions that are unfair, disrespectful, prohibitive, biased or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that:
 - a. accurately describe special circumstances under which deviation from policy would be acceptable;
 - b. are readily available and easily understood by hiring staff and applicants;
 - c. accurately describe situations in which an applicant would not be considered for a position; and
 - d. follow a well-defined and widely recognized practice.
2. Operate without protection against improper access to public candidate information.
3. Allow a procedure that is unnecessarily complex or restrictive given the responsibilities of the position.
4. Operate without taking into account previous formal performance appraisals or documented disciplinary action; including ongoing complaints generated by the Organization and relevant university partners.
5. Operate without providing access to personalized feedback and coaching to applicants that will assist them in future applications when operationally feasible.
6. Allow applicants to be unaware of this policy.
7. Fail to provide a way to be heard for persons who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

CEO INTERPRETATION

I interpret/define:

“unaware” as an applicant’s lack of owed knowledge regarding the aforementioned policy.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. Applicants are aware of the existence of policies during the process and they are made available for viewing by the Students’ Union.
- B. Applicants are informed of the process available to them should they feel they have not been accorded their rights as outlined in the policy.

EVIDENCE

1. Processes and procedures are identified in communication to applicants.

2. Volunteer Recruitment Policy (included in Appendix A)
3. Unpaid staff interview preamble (Appendix B)

I report this section as **COMPLIANT**.

SECTION – EL #2j, 7

Hiring Practices – Unpaid Staff

EL #2j

With respect to the hiring of unpaid staff, the President shall not allow conditions that are unfair, disrespectful, prohibitive, biased or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that:
 - a. accurately describe special circumstances under which deviation from policy would be acceptable;
 - b. are readily available and easily understood by hiring staff and applicants;
 - c. accurately describe situations in which an applicant would not be considered for a position; and
 - d. follow a well-defined and widely recognized practice.
2. Operate without protection against improper access to public candidate information.
3. Allow a procedure that is unnecessarily complex or restrictive given the responsibilities of the position.
4. Operate without taking into account previous formal performance appraisals or documented disciplinary action; including ongoing complaints generated by the Organization and relevant university partners.
5. Operate without providing access to personalized feedback and coaching to applicants that will assist them in future applications when operationally feasible.
6. Allow applicants to be unaware of this policy.
7. Fail to provide a way to be heard for persons who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

CEO INTERPRETATION

I interpret/define:

“be heard” as an avenue/communication medium for candidates to utilize in the event they believe they have not been accorded a reasonable interpretation of their rights under this policy

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. Applicants have an avenue/communication medium for candidates to utilize in the event they believe they have not been accorded a reasonable interpretation of their rights under this policy
- B. These avenue(s)/communication medium(s) are accessible

EVIDENCE

1. The VP: Volunteer Operations and AVPs:
Volunteer Operations email addresses are easily located under the Executive Leadership contact

- page, as well as that of the President & CEO.
2. Approved Operating Policies (included in Appendix A):
 - a. Volunteer Recruitment Procedures
 - b. Safe Disclosure Policy

I report this section as **COMPLIANT**.

Appendix A – [Volunteer Recruitment Policy](#)

Appendix B – Unpaid staff interview preamble



VOLUNTEER INTERVIEW PREAMBLE 2025-2026

READ THIS PREAMBLE AT THE START OF THE INTERVIEW

Introduce the hiring panel members, including names and positions

Thank you for joining us today. Today's interview is going to be up to 30 minutes in length and will cover a variety of topics. You will be asked three behavioural questions through which we will ask you to relate your past experiences to the position. You will have up to 3 minutes to answer these questions. Additionally, we will give you time to present your prepared case response, in which you will have up to 5 minutes to discuss. Please note AI generated responses are not permitted and your interview may be considered void if AI is suspected. The interview will then conclude with any additional questions you or the interview panel may have. Keep in mind that this interview is confidential and we ask that you keep the questions confidential to maintain the integrity of the hiring process. If you would like feedback on how your interview went or if you feel you were treated unjustly in this interview, please email the VP of Internal Operations at ddobbs@wlu.ca. Please note that we are taking notes so we may not be looking at you, but we are actively listening.

Do you have any questions before we start?

MONITORING REPORT
PRESIDENT & CHIEF EXECUTIVE OFFICER

Executive Limitation #2n – Hiring Practices – Paid Staff

This interpretations-based monitoring report is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of its adherence to the Executive Limitation policies as established by the Board of Directors. I certify that the information is developed without prejudice or bias and represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise

Signed,

A handwritten signature in black ink, appearing to be 'J. B.', is enclosed within a thin black rectangular border.

President & Chief Executive Officer

Wilfrid Laurier University Students' Union
Date completed: August 8th, 2025

SECTION – EL #2n, 1

Hiring Practices – Paid Staff

EL #2n

With respect to the hiring of paid staff, the President shall not allow conditions that are unfair, biased, or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that outline a well-defined and widely recognized practice.
2. Operate without controls in place that protect the applicant's privacy.
3. Operate without controls in place to prevent nepotism and other wrongful conditions.
4. Allow openings to be filled without an open and accessible posting.
5. Allow openings to be filled without student input on the hiring process.
6. Allow an opening to be filled without a consistent and equitable process.
7. Allow conflicts of interest in the hiring process to go undeclared.

CEO INTERPRETATION

I interpret/define:

“up-to-date” as frequently revised and reviewed within the past fiscal year.

“well-defined and widely recognized” as practices that consistently used in the industry or market or organizations of similar size, purpose and structure.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. Paid hiring practices are reviewed by Senior Leadership and Human Resources Department, once every twelve (12) months.
- B. Hiring policies and practices are well-researched and represent common practice when compared to organization of similar size and structure

EVIDENCE

1. Employee Hiring Policy (Available on the Students' Union website, and linked in Appendix A)

I report this section as **COMPLIANT**.

SECTION – EL #2n, 2

Hiring Practices – Paid Staff

EL #2n

With respect to the hiring of paid staff, the President shall not allow conditions that are unfair, biased, or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that outline a well-defined and widely recognized practice.
2. Operate without controls in place that protect the applicant's privacy.
3. Operate without controls in place to prevent nepotism and other wrongful conditions.
4. Allow openings to be filled without an open and accessible posting.
5. Allow openings to be filled without student input on the hiring process.
6. Allow an opening to be filled without a consistent and equitable process.
7. Allow conflicts of interest in the hiring process to go undeclared.

CEO INTERPRETATION

I interpret/define:

I interpret this policy to mean that there are mechanisms which are designed to ensure information of applicants for volunteer or staff positions is kept secure and confidential and only accessed by those involved in the hiring process.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. Internal privacy procedures are followed relative to access to applicant information.
- B. There are no complaints of breaches in applicant privacy and confidentiality.

EVIDENCE

- A. Interview Preamble 2024/2025 (Appendix B)
- B. Confidentiality Clause in Employment Contract (Appendix C)
- C. There have been no complaints of breaches in applicant privacy.

I report this section as **COMPLIANT**.

SECTION – EL #2n, 3

Hiring Practices – Paid Staff

EL #2n

With respect to the hiring of paid staff, the President shall not allow conditions that are unfair, biased, or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that outline a well-defined and widely recognized practice.
2. Operate without controls in place that protect the applicant's privacy.
3. Operate without controls in place to prevent nepotism and other wrongful conditions.
4. Allow openings to be filled without an open and accessible posting.
5. Allow openings to be filled without student input on the hiring process.
6. Allow an opening to be filled without a consistent and equitable process.
7. Allow conflicts of interest in the hiring process to go undeclared.

CEO INTERPRETATION

I interpret/define:

“nepotism” as the intentional or unintentional influence a power position may have over hiring regarding relatives, friends and acquaintances.

“other wrongful conditions” as circumstances that make the hiring process inequitable, unfair or biased towards one applicant.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. There are practices and policies in place that prevent nepotism and other wrongful conditions.
- B. The President intervenes if these cases arise.

EVIDENCE

1. Approved Operational Policies (Available on the Students' Union website, and linked in Appendix A)
 - a. Employee Hiring Policy
 - b. Conflict of Interest Policy

I report this section as **COMPLIANT**.

SECTION – EL #2n, 4

Hiring Practices – Paid Staff

EL #2n

With respect to the hiring of paid staff, the President shall not allow conditions that are unfair, biased, or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that outline a well-defined and widely recognized practice.
2. Operate without controls in place that protect the applicant's privacy.
3. Operate without controls in place to prevent nepotism and other wrongful conditions.
4. Allow openings to be filled without an open and accessible posting.
5. Allow openings to be filled without student input on the hiring process.
6. Allow an opening to be filled without a consistent and equitable process.
7. Allow conflicts of interest in the hiring process to go undeclared.

CEO INTERPRETATION

I interpret/define:

I interpret this policy statement as facilitating an open and accessible hiring process for all paid staff, which will allow for any and all applicants to apply based on experience.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. All paid staff hiring is done using an accessible and open job posting.
- B. No Students' Union employee is hired without going through the necessary procedure aforementioned without the Board's consent.

EVIDENCE

1. Employee Hiring Policy (Available on the Students' Union website, and linked in Appendix A)
2. The vast majority of job postings are made available to the public on the Students' Union website.
 - a. In unique scenarios where roles are filled outside of the usual hiring practices, the Board is consulted and provides approval. The Board may request evidence of specific examples from the President as needed, which can be provided In-Camera.

I report this section as **COMPLIANT**.

SECTION – EL #2n, 5

Hiring Practices – Paid Staff

EL #2n

With respect to the hiring of paid staff, the President shall not allow conditions that are unfair, biased, or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that outline a well-defined and widely recognized practice.
2. Operate without controls in place that protect the applicant's privacy.
3. Operate without controls in place to prevent nepotism and other wrongful conditions.
4. Allow openings to be filled without an open and accessible posting.
5. Allow openings to be filled without student input on the hiring process.
6. Allow an opening to be filled without a consistent and equitable process.
7. Allow conflicts of interest in the hiring process to go undeclared.

CEO INTERPRETATION

I interpret/define:

“student input” as student representation including but not limited to student executive on each hiring committee with the exclusion of the Hospitality Services Department.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. There is student executive representation or student appointed representation on the hiring committees for paid positions, excluding Hospitality services.
 - a. Hospitality Service hiring is excluded from this policy statement from having physical representation. However the President, who is a member of the Student Executive can be consulted as needed.

EVIDENCE

1. Employee Hiring Policy (Available on the Students' Union website, and linked in Appendix A)
 - a. There has been student representation on all full-time paid staff hiring committees this year.

I report this section as **COMPLIANT**.

SECTION – EL #2n, 6

Hiring Practices – Paid Staff

EL #2n

With respect to the hiring of paid staff, the President shall not allow conditions that are unfair, biased, or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that outline a well-defined and widely recognized practice.
2. Operate without controls in place that protect the applicant's privacy.
3. Operate without controls in place to prevent nepotism and other wrongful conditions.
4. Allow openings to be filled without an open and accessible posting.
5. Allow openings to be filled without student input on the hiring process.
6. Allow an opening to be filled without a consistent and equitable process.
7. Allow conflicts of interest in the hiring process to go undeclared.

CEO INTERPRETATION

I interpret/define:

“a consistent and equitable process” as a hiring practice that is the same for each applicant for a position in terms of treatment and processes, unless accessibility accommodations need to be provided.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. There are policies in place that outline the procedures for the hiring of all paid staff.
- B. All applicants are vetted using the same hiring process.

EVIDENCE

1. Employee Hiring Policy (Available on the Students' Union website, and linked in Appendix A)

I report this section as **COMPLIANT**.

SECTION – EL #2n, 7

Hiring Practices – Paid Staff

EL #2n

With respect to the hiring of paid staff, the President shall not allow conditions that are unfair, biased, or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that outline a well-defined and widely recognized practice.
2. Operate without controls in place that protect the applicant's privacy.
3. Operate without controls in place to prevent nepotism and other wrongful conditions.
4. Allow openings to be filled without an open and accessible posting.
5. Allow openings to be filled without student input on the hiring process.
6. Allow an opening to be filled without a consistent and equitable process.
7. Allow conflicts of interest in the hiring process to go undeclared.

CEO INTERPRETATION

I interpret/define:

conflicts of interest as personal relationships that could positively or negatively bias hiring decisions.

I interpret this policy statement as the hiring manager or other interviewees in any given situation failing to inquire or disclose any conflicts of interest before the process begins or at any time throughout the process.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. There is ample opportunity made aware for every member of the hiring committee to come forward regarding a conflict of interest.
- B. The President intervenes and re-allocated the hiring committee based on the conflicts of interest.
- C. The organization has a clear conflict of interest policy.

EVIDENCE

1. Approved Operational Policies (Available on the Students' Union website, and linked in Appendix A)
 - a. Employee Hiring Policy
 - b. Conflict of Interest Policy

I report this section as **COMPLIANT**.

Appendix A – Students' Union Operational Policies

All current operating policies approved by the President & CEO (or designate) can be found on the Students' Union website at: <https://www.yourstudentsunion.ca/su-policies>

Appendix B – Interview Preamble

Interview Preamble Provided By HR:

- Introduce the hiring panel members, including names, positions, and why they're sitting on this hiring panel
- Communicate the following to the candidate:
 - The interview will be approximately 30-mins in length, and will cover a variety of topics related to the skillsets required for the role
 - Everything said in the interview will remain confidential, and only discussed within this hiring panel and our Human Resources

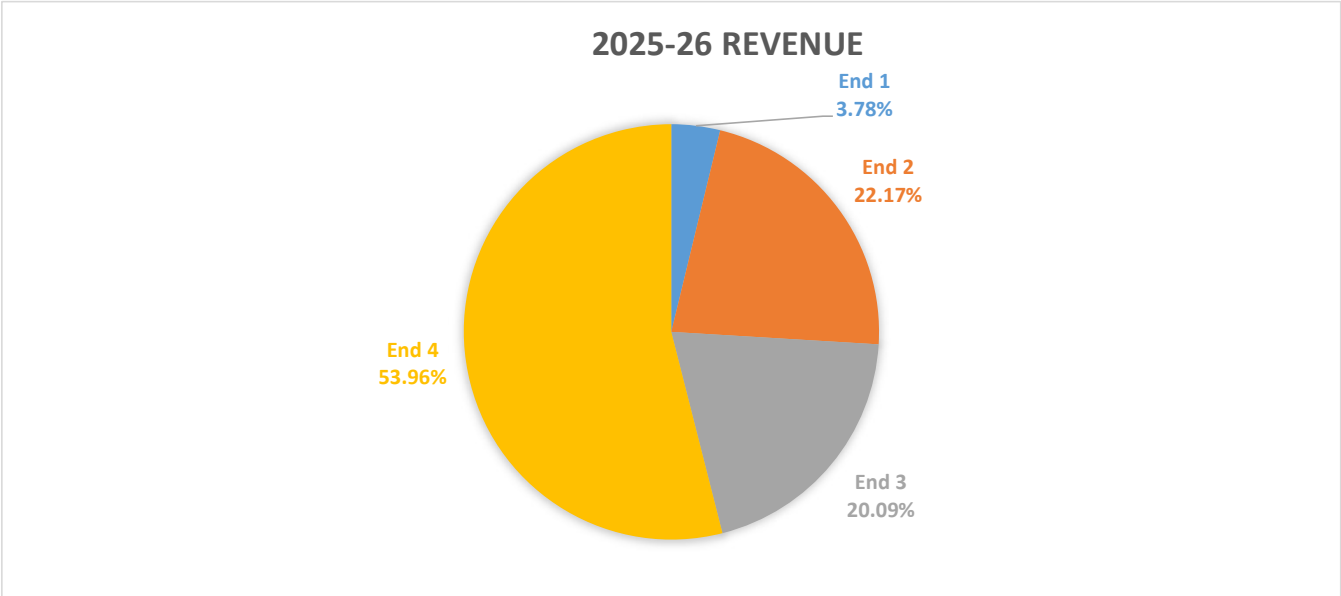
department

- We ask that you keep the questions and scenarios confidential, to protect the integrity of our hiring process
- We will be writing your answers down, and therefore may not be making eye contact the whole time – rest assure we are actively listening to you
- There is a feedback process should you feel that you were treated unjustly, or if you would like advice on how your interview went, through [Kelly Lee our Director, Member Services OR Danielle Dobbs, our Vice President: Volunteer Operations].
- Ask the candidate: Do you have any questions for us before we begin?

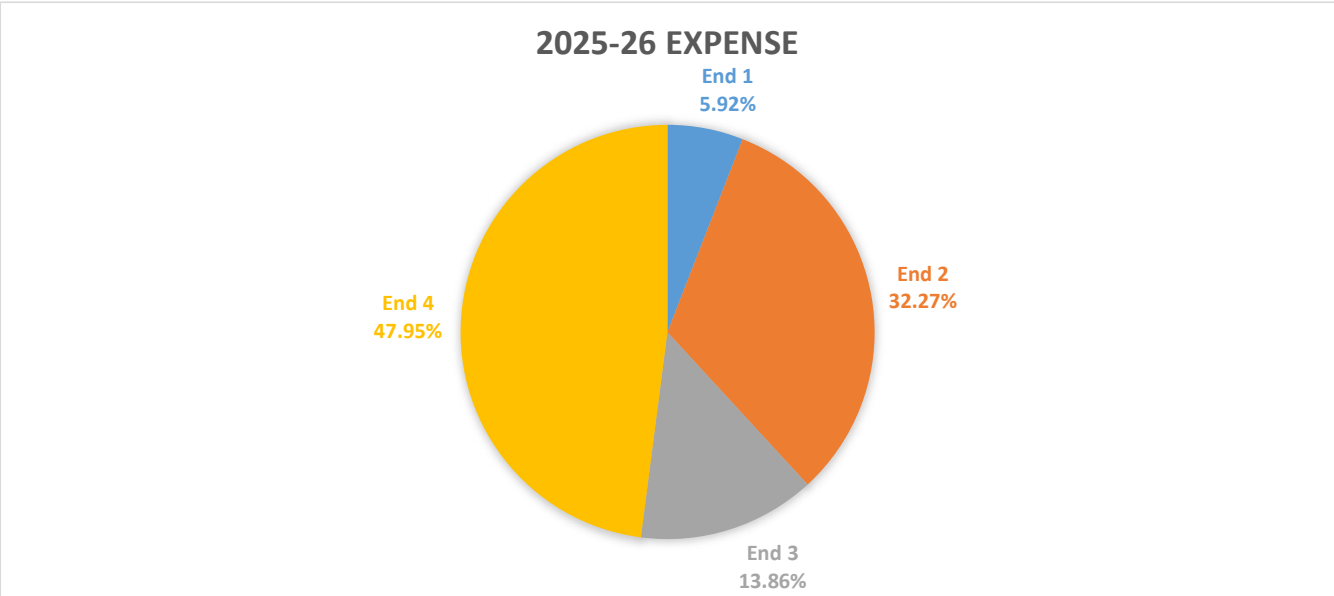
Appendix C – Confidentiality Clause in Contracts

11) Employees shall not, either during the term of their employment or at any time thereafter, disclose to any person, firm, or corporation any confidential or privileged information concerning the business or affairs of The Students' Union. This includes any information that the Employee may have acquired in the course of or incidental to their employment hereunder or otherwise, whether for their own benefit, or to the detriment, or intended or probable detriment, of The Students' Union.

2025-26 Budget Summary Allocated by Ends

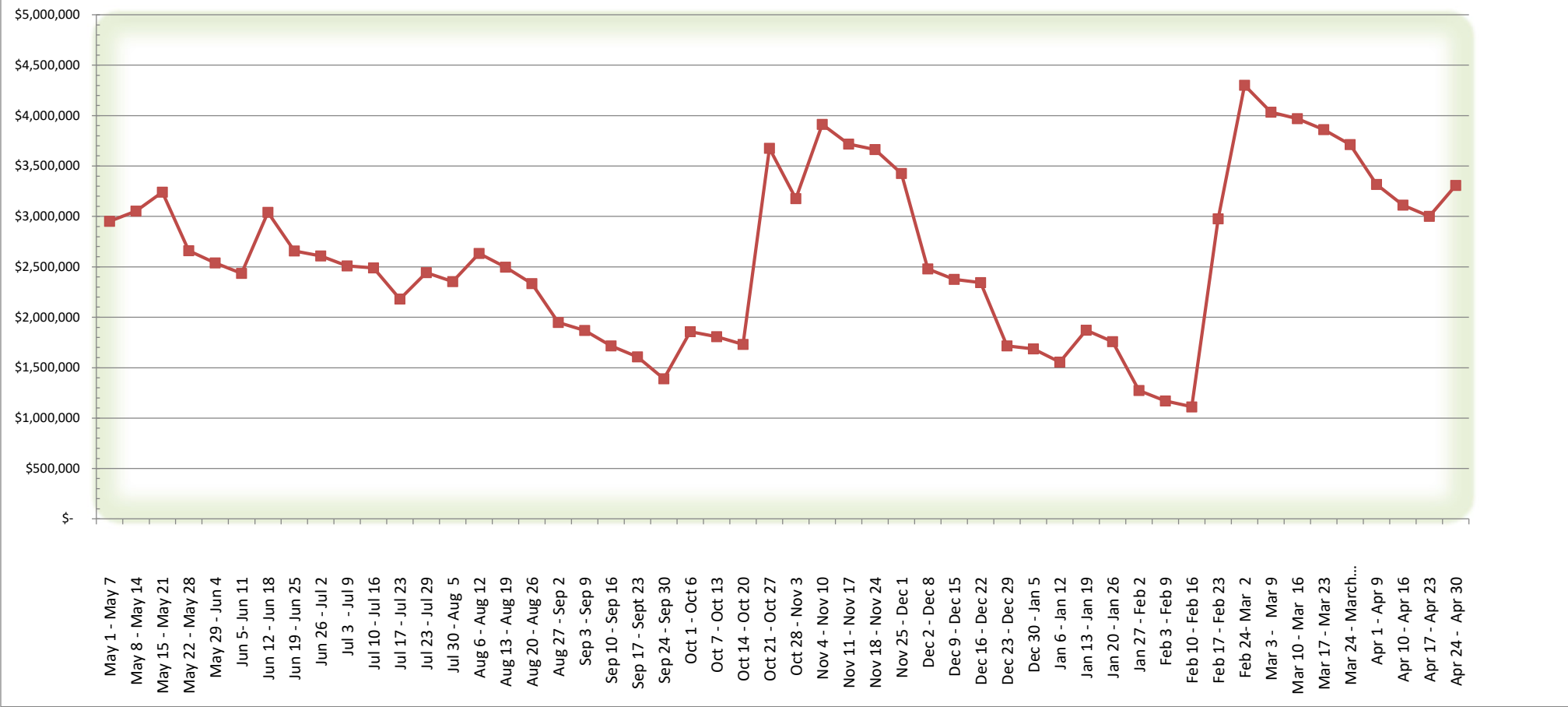


- 1. An affordable, accessible, and high quality academic experience;
- 2. A safe, sustainable, and empowering environment;
- 3. Diverse and inclusive social interaction;
- 4. Products and services that cater to the financial needs of students.



| 2025-26 Over \$10k Payment Report | |
|--|-----------|
| C&A Campus Clubs & Associations Fund | \$150,000 |
| C&A Special Projects | \$ 10,000 |
| C&A Waterloo Winter Club Appreciation Catering | \$ 10,000 |
| OUSA Membership | \$ 67,000 |
| Sterling Back Check Subscription | \$ 16,500 |
| IO Honorariums | \$ 17,000 |
| IO Volunteer Appreciation Events | \$ 74,960 |
| Board of Directors Honorarium | \$ 10,390 |
| Staff Transition Activities | \$ 15,000 |
| Audit Expense | \$ 29,000 |
| Insurance Expense | \$ 92,000 |
| FNCC Front Entrance Refresh | \$ 30,000 |
| FNCC Building Reserve | \$404,370 |
| Turret Refresh | \$ 10,000 |
| General Capital Reserve | \$ 10,000 |
| ITS Annual Agreement | \$ 30,000 |
| Year 3 of Athletic Agreement | \$ 10,000 |
| 50 th Anniversary Events | \$ 20,000 |
| 50 th Anniversary Merch | \$ 15,000 |
| Student Organizational Software | \$ 48,950 |
| President Special Projects | \$ 70,000 |
| President Residence Accommodation | \$ 11,000 |
| PSB Hawk Team Entertainment – Entertainers | \$ 60,000 |
| PSB Orientation Oweek Kits | \$ 22,200 |
| PSB Orientation Entertainment – Entertainers | \$ 95,000 |
| PSB Orientation Rental Expense – Entertainment | \$ 21,000 |
| PSB Orientation Rental Expense – Facilities | \$ 12,000 |
| PSW A-Team Entertainment – Entertainers | \$255,000 |
| PSW A-Team Contracting and Services | \$ 41,500 |
| PSW A-Team Rental Expense – Equipment | \$124,600 |
| PSW Orientation Oweek Kits | \$155,400 |
| PSW Orientation Entertainment – Entertainers | \$155,000 |
| PSW Orientation Contracted Services | \$ 32,500 |
| PSW Orientation Rental Expense – Entertainment | \$ 50,000 |
| PSW Orientation Rental Expense – Equipment | \$ 26,450 |
| PSW Entertainment – Entertainers | \$ 35,000 |
| PSW ERT First Responder Staff Training | \$ 19,000 |
| | |
| | |

WLUSU Estimated Closing Cash Position to May 2026



Report (GLTRLR1)

Trial Balance as of 2025-08-31

In Functional Currency

Sort By [Account No.]
Include Accounts With No Activity [No]
For Year-Period [2026 - 04]
From Account No. [3000-02-050] To [3000-02-050]
From Sort Code - Account Group [] To [ZZZZZZZZZZZZ-ZZZZZZZZZZZZ]
Use Rolled Up Amounts [No]

| Account Number | Description | Debits | Credits |
|----------------|--|--------------|--------------|
| 3000-02-050 | EQUITY - HEALTH PLAN CONTIGENCY RE | | 1,145,000.00 |
| | Total: | 0.00 | 1,145,000.00 |
| | Amount Out Of Balance: | 1,145,000.00 | |
| | Net Income (Loss) for Accounts Listed: | 0.00 | |

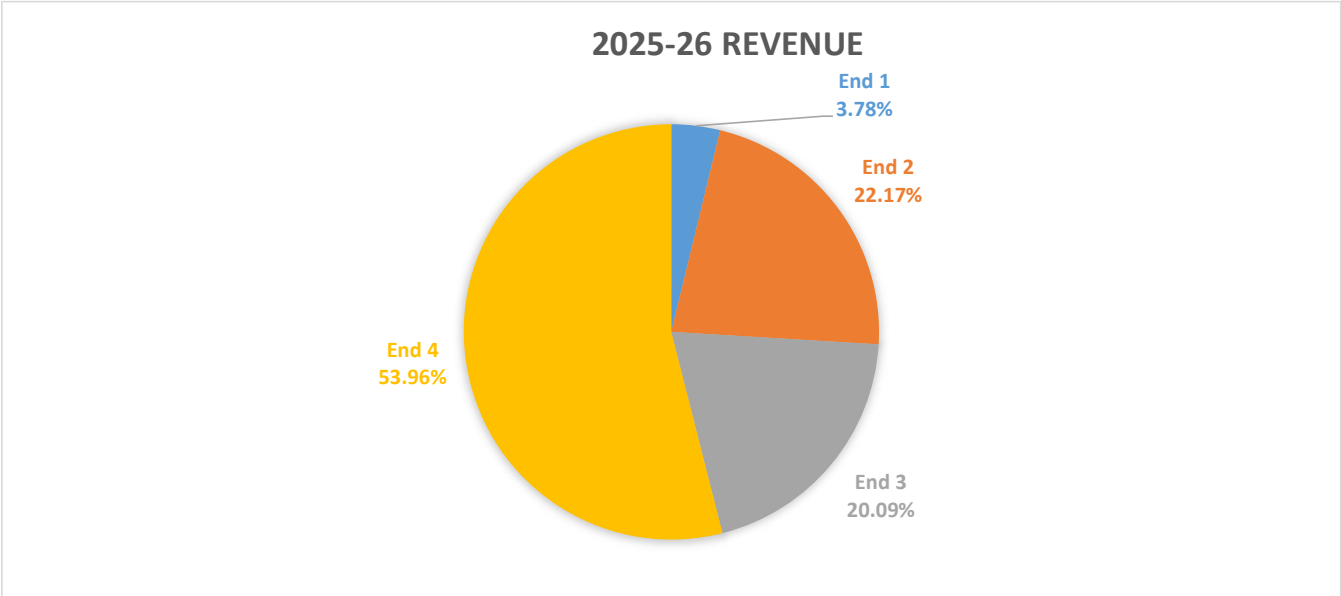
1 account printed

WLUSU Estimated Closing Cash Position to May 2026

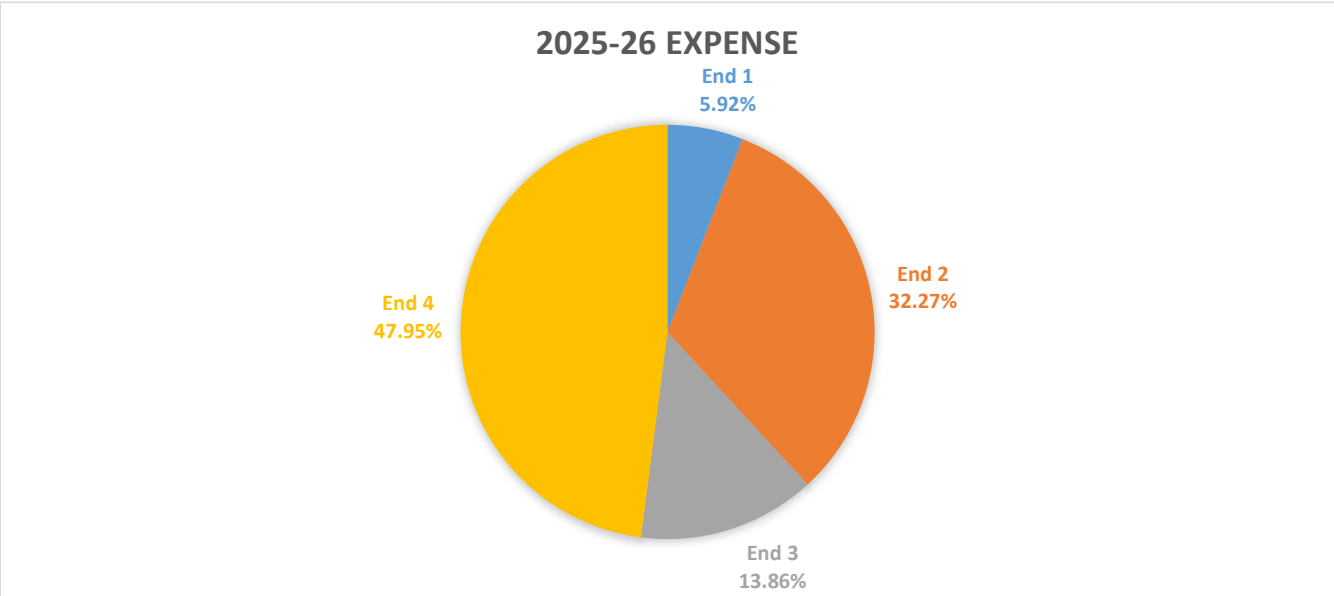


| 2025-26 Over \$10k Payment Report | |
|--|-----------|
| C&A Campus Clubs & Associations Fund | \$150,000 |
| C&A Special Projects | \$ 10,000 |
| C&A Waterloo Winter Club Appreciation Catering | \$ 10,000 |
| OUSA Membership | \$ 67,000 |
| Sterling Back Check Subscription | \$ 16,500 |
| IO Honorariums | \$ 17,000 |
| IO Volunteer Appreciation Events | \$ 74,960 |
| Board of Directors Honorarium | \$ 10,390 |
| Staff Transition Activities | \$ 15,000 |
| Audit Expense | \$ 29,000 |
| Insurance Expense | \$ 92,000 |
| FNCC Front Entrance Refresh | \$ 30,000 |
| FNCC Building Reserve | \$404,370 |
| Turret Refresh | \$ 10,000 |
| General Capital Reserve | \$ 10,000 |
| ITS Annual Agreement | \$ 30,000 |
| Year 3 of Athletic Agreement | \$ 10,000 |
| 50 th Anniversary Events | \$ 20,000 |
| 50 th Anniversary Merch | \$ 15,000 |
| Student Organizational Software | \$ 48,950 |
| President Special Projects | \$ 70,000 |
| President Residence Accommodation | \$ 11,000 |
| PSB Hawk Team Entertainment – Entertainers | \$ 60,000 |
| PSB Orientation Oweek Kits | \$ 22,200 |
| PSB Orientation Entertainment – Entertainers | \$ 95,000 |
| PSB Orientation Rental Expense – Entertainment | \$ 21,000 |
| PSB Orientation Rental Expense – Facilities | \$ 12,000 |
| PSW A-Team Entertainment – Entertainers | \$255,000 |
| PSW A-Team Contracting and Services | \$ 41,500 |
| PSW A-Team Rental Expense – Equipment | \$124,600 |
| PSW Orientation Oweek Kits | \$155,400 |
| PSW Orientation Entertainment – Entertainers | \$155,000 |
| PSW Orientation Contracted Services | \$ 32,500 |
| PSW Orientation Rental Expense – Entertainment | \$ 50,000 |
| PSW Orientation Rental Expense – Equipment | \$ 26,450 |
| PSW Entertainment – Entertainers | \$ 35,000 |
| PSW ERT First Responder Staff Training | \$ 19,000 |
| | |
| | |

2025-26 Budget Summary Allocated by Ends



- 1. An affordable, accessible, and high quality academic experience;
- 2. A safe, sustainable, and empowering environment;
- 3. Diverse and inclusive social interaction;
- 4. Products and services that cater to the financial needs of students.



Report (GLTRLR1)

Trial Balance as of 2025-08-31

In Functional Currency

Sort By [Account No.]
Include Accounts With No Activity [No]
For Year-Period [2026 - 04]
From Account No. [3000-02-050] To [3000-02-050]
From Sort Code - Account Group [] To [ZZZZZZZZZZZZ-ZZZZZZZZZZZZ]
Use Rolled Up Amounts [No]

| Account Number | Description | Debits | Credits |
|----------------|--|--------------|--------------|
| 3000-02-050 | EQUITY - HEALTH PLAN CONTIGENCY RE | | 1,145,000.00 |
| | Total: | 0.00 | 1,145,000.00 |
| | Amount Out Of Balance: | 1,145,000.00 | |
| | Net Income (Loss) for Accounts Listed: | 0.00 | |

1 account printed

Brantford Student Life Levy

Board Committee

- Chair + 3 Directors (elected by the Board)
- The Chair also chairs the SLL Committee meetings

Understanding Your Role

The [Brantford Student Life Levy \(SLL\)](#) supports special projects that **enhance student life**. Undergraduate students, faculty, and staff members are all eligible to submit an application for funding.

The mandate of SLL is to fund projects that:

- Increase opportunities for Brantford students to engage in activities leading to improved personal health and fitness.
- Increase opportunities for Brantford students to engage each other and their environment in a culture of learning outside of physical classroom space.

With these goals in mind, there are several eligibility requirements, guidelines, and suggestions must be considered when reviewing proposals:

- The SLL is limited to proposals impacting Brantford students.*
- The SLL is a source of one-time funding, and generally does not fund projects on an on-going basis (e.g. annual events).
- The SLL rarely approves projects that include a staff member's salary. If salary is a component, it must be for a limited time during the start-up phase of the project with budgets indicating financial sustainability.
- The SLL does not fund projects that are academic in scope (e.g. directly related to coursework).
- The SLL does not fund 'for profit' projects.
- The SLL does not fund trips.
- The SLL committee appreciates those projects that have demonstrated collaboration with other partners/departments on campus, including the Students' Union.

- The SLL committee prefers those projects that have an impact on the entire campus or a large percentage of the Brantford undergraduate student population.

Before each meeting of the SLL committee, you will receive an email which contains the package of proposals for that term. Evaluate and make notes on each proposal, keeping in mind the eligibility requirements.

Evaluate proposals by asking these types of questions:

- Is this project eligible?
- Will the project enhance student life?
- If so, how will it enhance student life?
- Is this project feasible, can it be accomplished?
- Have relevant university partners been consulted for the project?
- Is the stated budget realistic?

The SLL committee includes student representatives and members of the University community.

At each SLL committee meeting there will be opportunities for you to ask the questions you have, and for the group to collectively come to a decision.

For context, here is a brief selection of previously approved projects:

- A Tribe Called Red for Aboriginal Education Week (\$31,000)
- CityStudio Brantford (\$8,228)
- Athletic Complex Bleacher Replacement (\$750,000)
- Empowering Students to Prevent Gendered Violence (\$63,622)
- Study Space Quality Improvements – Science Atrium, Bricker Academic Building 2nd Floor, DAWB Upper Floors, and lower concourse (\$150,100)

*In 2021 Brantford students voted via referendum to continue the assessment of the SLL fee while Waterloo students voted against a renewal. As a result, the SLL is only available to support projects on the Brantford campus.

Monday, September 8, 2025

Summary:

- Laurier entered a Management Services contract with Aramark Canada in 2001 after a competitive review process for all operations owned by Laurier,
- The contract was amended in 2012 to include the Students' Union and the operational oversight expanded to include the Terrace Food Court on the Waterloo Campus
 - The contract does not include Wilf's, Veritas Café or concessions at University Stadium
- The contract was further amended in 2016 to update the operational model and capital investments to support the transition to a Profit & Loss model and offer an All You Care to Enjoy dining model for residence students,
- Finally, Amending Agreements were executed due to the COVID Pandemic in 2020. The contract was revised and extended to allow for a modified business model to exist where all parties adjusted the delivery of service to meet the needs of the campus and allow for a financial stabilization/recovery period,
- The current contract allows for 2 one-year extensions that expire in August 2027,
- Laurier received an unsolicited proposal from Aramark in May 2025 with respect to extending the current contract term from the 2x1 year extensions to a total of 5 years (2030),
- This proposal provides many benefits, as outlined below in the analysis, including substantial capital investment.
- It is best practice to have an open and transparent process for vendor selection for a contract of this magnitude.
- We have extended the Aramark contract for one more year, to allow time to conduct a full RFP process and have vendor of choice in place by September 2026.

Worth Noting:

At the current time, University has opted for the below option for moving forward based on the transitional nature of both VP's providing oversight to the Ancillary portfolio in addition to the planned retirement in spring 2026 of the AVP Student & Ancillary Services.

- Immediately start the planning of a competitive bid process to secure the optimal Food Services partner for the future in collaboration with the SU.
 - This approach would allow for the current AVP to lead the process and follow it through to completion,
 - Would allow for a longer term (10 year with options) agreement which would align with the natural depreciation of the capital investments required,
 - Allows for capital to be injected into the renewal and retrofit of all food services facilities at no cost to Laurier (based on a minimum of what was presented in the Unsolicited bid package)
 - Secure a longer-term fee commission fee structure which will enhance the Ancillary contributions available to support Laurier while upgrading to best-in-class facilities.

Next Steps:

Develop and implement the RFP process, in collaboration with procurement, in partnership with the SU. Final recommendation would be brought to ELT as this is a revenue generating contract.

Financial Implications:

The goal will be to maximize the value of the contract for the Students' Union and the University. Receive a capital injection of approximately \$2.5M amortized over 10 years to invest in Terrace facilities. In addition, annual commission values would continue to offset costs of the Students' Union to deliver the program and create a net positive cash flow for this ancillary area.

Risk Assessment:

No immediate risks to operation. Procurement directives have been reviewed and given that this is a revenue sharing agreement without the use of Provincial funds, the BPS guidelines requiring an RFP may not be required but are recommended.