

AGENDA

Board of Directors Meeting # 17

March 31, 2026 – 6:00 pm



Agenda – March 31, 2026

17.0	Call to Order	
17.1	Land Acknowledgement Ellie Mendelovitz	
17.2	Adoption of the Agenda 17.2.1 Approve the Agenda 17.2.2 Declarations of Conflicts	1
17.3	Ratifications and De-Ratifications	
17.4	Comments from the Chair 17.4.1 Introductions and Pronouns	
17.5	Approval of Past Minutes	
17.6	Executive Committee Minutes	
17.7	Executive Updates 17.7.1 President – March 31, 2026 17.7.2 VP Student Experience – March 31, 2026 17.7.3 VP Academic – March 31, 2026 17.7.4 VP External – Vacant	
17.8	Director Reports	
17.9	CSA Service Update and Report	
17.10	Committee Updates and Reports 17.10.1 Hiring Committee Report: Front Office Assistant 17.10.2 Hiring Committee Report: Bike Centre Assistant	2 3
17.11	Business 17.11.1 Winter 2026 General Election Report 17.11.2 Overview of the 2026-2027 Draft CSA Budget – Lee Anne Clarke, Business Manager 17.11.3 Notice: Amendment to Bylaw 1 (Organizational)	4 24 46
17.12	New Business 17.12.1	
17.13	Announcements	
17.14	In Camera Session 17.14.1 In-Camera Minutes – March 25, 2026 17.14.2 Personnel Matter (i) 17.14.3 Personnel Matter (ii)	
17.15	Adjournment	48

Motion

Board of Directors Meeting # 17
March 31, 2026



Item 17.2.1 (a) Approve the Agenda

MOTION: that the agenda for the CSA Board of Directors Meeting # 17 on March 31, 2026, be approved as printed and distributed.

Moved:

Seconded:

Item 17.2.1 (b) Amend the Agenda

MOTION TO AMEND: to reorder the agenda so that item 17.11.1: Winter 2026 General Election Report and 17.11.2 Overview of the 2026-2027 Draft CSA Budget – Lee Anne Clarke, Business Manager are moved to just after item 17.4.1.

Moved:

Seconded:

Item 17.2.1 (c) Approve the Amended Agenda

AMENDED MOTION: that the agenda for the CSA Board of Directors Meeting # 17 on March 31, 2026, be approved as amended with:

- The reordering of the agenda so that item 17.11.1: Winter 2026 General Election Report and 17.11.2 Overview of the 2026-2027 Draft CSA Budget – Lee Anne Clarke, Business Manager are moved to just after item 17.4.1.

Hiring Committee Report

Front Office Assistant

March 31, 2026



Item 17.10.1

Hiring Committee Report

Front Office Assistant

Posting Date: March 3, 2026

Closing Date: March 18, 2026

Hiring Committee Members:

Lee Anne Clarke (Business Manager)

Amy Lee Chong (Office Coordinator and Service Support)

Emma Bradley (Promotional Coordinator)

Number of Applicants: 101

Number of Interviews: 4

Successful Candidate: Jessie Mello

Start Date: September 8, 2026

MOTION: That the hiring of Jessie Mello for the position of Front Office Assistant be approved, as recommended by the Hiring Committee.

Moved:

Seconded:

Hiring Committee Report

Bike Centre Assistant

March 31, 2026



Item 17.10.2

Hiring Committee Report

Bike Centre Assistant

Posting Date: February 9, 2026

Closing Date: February 25, 2026

Hiring Committee Members:

Lee Anne Clarke (Business Manager)

Marko Kuzmanovic (Bike Centre Coordinator)

Number of Applicants: 24

Number of Interviews: 2

Successful Candidate: Maxwell Murphy

Start Date: September 8, 2026

MOTION: That the hiring of Maxwell Murphy for the position of Bike Centre Assistant be approved, as recommended by the Hiring Committee.

Moved:

Seconded:

Motion

Board of Directors Meeting # 17
March 31, 2026



Item 17.11.1 Winter 2026 General Election Report

(a) Speaking Rights: Chief Returning Officer

WHEREAS CSA Rules of Order, Section 3.3 states that visitors can be extended speaking rights following a motion passed by the Board of Directors;

BE IT RESOLVED that speaking rights be extended to Lauren Pyne, Chief Returning Officer.

Moved:

Seconded:

b) Receive Winter 2026 General Election Report

MOTION: That the Winter 2026 General Election Report, as included in the board agenda package and as presented by Lauren Pyne, Chief Returning Officer, be received as information.

Moved:

Seconded:



Elections Report

Winter 2026 General Election

Prepared by Lauren Pyne, Chief Returning Officer

Preparations Prior to the Nomination Period

Pre-election promotion began in December 2025 with a special Instagram series called “Elections 101”. Fulfilling a recommendation made in the Fall 2025 By-election report. These were posts that outlined the purpose of the CSA, the role of the Board and the responsibilities of the President and Executives. This provided an opportunity to keep the account active in the off seasons so that students were aware of the purpose of the Elections office.

Tabling occurred during the month of January at the student involvement fair and Clubs Days. During the week of Clubs Days, a giveaway was held to encourage students to follow the CSA Elections Instagram. Since all elections information is shared on Instagram, encouraging students to follow the account and providing an incentive, ensured students would be aware of the election when nomination and voting began. There were 3 winners and each winner won a \$20 gift card for the Bullring.

A hot chocolate tabling event was scheduled for January 26 in Branion Plaza, unfortunately due to the snow day this event needed to be cancelled. Information sessions were held in the evenings of January 30 and February 3.

Additionally, the newsletter announcing the nomination period was sent on January 26, one week prior to the official opening. This was a departure from previous years in which the letter is sent on the first day of nominations [1].

[1] **Recommendation:** The newsletter announcing the nomination period should be sent out at least one week before nominations open. This will give students plenty of time to ask questions about the positions and attend the information sessions. They will then be able to make informed decisions to request the nominations package.

Nomination Period

The nomination period was scheduled to begin on February 2, 2026, and closed on February 11, 2026, at 5:00 p.m. The All-Candidate’s Meeting was held later that evening at 6:00 PM, in person in the CSA Boardroom.

The following positions were accepting nominations in the W26 General Election:

- CSA President
- Vice President, Internal
- Vice President, External
- Vice President, Academic
- Director, College of Arts (2 seat)
- Director, College of Biological Sciences (2 seats)
- Director, College of Social and Applied Human Sciences (2 seats)

- Director, College of Engineering (2 seat)
- Director, College of Computational, Mathematical and Physical Sciences (2 seat)
- Director, Lang School of Business (2 seats)
- Director, Ontario Agricultural College (2 seats)
- Director, Ontario Veterinary College (2 seats)

There was an unprecedented number of package requests and candidates during the Winter 2026 election. 66 individuals requested a nomination package during the nomination period with 19 requesting executive positions. By the end of the nomination period, signature verification was completed for a total of 63 candidates as three withdrew their nomination. The nomination package was completed and submitted via Microsoft Forms and potential candidates received a link to the package which they used to complete and submit. This was the most interest we have received from students, and the highest number of package requests that has ever been received in recent years.

Referendum

A referendum petition was submitted by the Guelph Black Student's Association; the question was approved by the Elections and Referendum Committee on September 18, 2025. The GBSA collected 1040 signatures, which exceeded the required 1000. Since the signature requirement was successful, the question was ratified by the Board of Directors. The following referendum question was added to the ballot:

“Starting in Fall 2026, do you agree to increase the non-refundable Guelph Black Students’ Association (GBSA) fee from \$0.25 to \$0.50 per semester (a \$0.25 increase) for all full-time and part-time undergraduate students across all three semesters, with future annual adjustments based on the Ontario Consumer Price Index (CPI), as has become standard practice? The increased fee will support expanded programming and resources for Black, racialized, and all students. If this referendum does not pass, the fee will remain \$0.25 per semester without CPI adjustment.”

Vacant Seats

Following the close of the W26 General Election, the following positions remain vacant:

- Director, Ontario Veterinary College (2 seats)
- Director, College of Arts (2 seats)
- Director, Lang School of Business (1 seat)

Signature Verification

Using the Improved Signature Verification Workflow introduced in the Winter 2024 Election, the CRO was able to confirm 100% of Director nomination signatures. Signature verification was completed following the closure of nominations on February 11, 2026, and continued until February 17, 2026. At the end of verification, three candidates successfully obtained the required signatures for their nomination. In total, there were 31 candidates and 1 referendum group who were ratified as official candidates in the Winter 2026 General Election.

Candidate List following Signature Verification:

- Zein Talaba (President)
- Zaid Khan (President)
- Emilie Dudgeon (President)
- Abdullah Al-Jabji (VP Academic)
- Abdullah Al-Azzawi (VP Academic)
- Kennedy McGregor (VP Academic)
- Ujala Batla (VP Academic)
- Husain Iqbal (VP External)
- Ash Ames (VP External)
- Pawandeep Singh (VP External)
- Opeyemi Oloyede (VP Internal)
- Sydney Hooper (VP Internal)
- Joshua Ivan Jacinto (VP Internal)
- Muhammad Almas (VP Internal)
- Zohair Pervez (Director, College of Biological Sciences)
- Ahmed Khamis (Director, College of Biological Sciences)
- Joshua Zaretsky (Director, College of Biological Sciences)
- Mohammed Al-Oda (Director, College of Engineering)
- John Paul Al Khoury (Director, College of Engineering)
- Michael Spurek (Director, College of Engineering)
- Areeb Zahir (Director, College of Engineering)
- Asmaa Alsayed (Director, College of Social and Applied Human Sciences)
- Samiya Shakeel (Director, College of Social and Applied Human Sciences)
- Laiba Baig (Director, College of Social and Applied Human Sciences)
- Muhammad Asif (Director, College of Social and Applied Human Sciences)
- Ayesha Tanzeel (Director, Lang School of Business)
- Tiffany-Miruna Mares (Director, College of Computational, Mathematical and Physical Sciences)

- Aidan Mikhail (Director, College of Computational, Mathematical and Physical Sciences)
- Mohammed Salih (Director, College of Computational, Mathematical and Physical Sciences)
- Hamza Memon (Director, College of Computational, Mathematical and Physical Sciences)
- Bronwyn Barber (Director, Ontario Agricultural College)
- Hannah Gregory (Director, Ontario Agricultural College)
- Guelph Black Student's Association (Referendum Team)

On February 26, 2026; Asmaa Alsayed (Director, CSAHS) withdrew from the election. Since this occurred before voting began, their candidate statement was removed from the website, and they did not appear on the ballot.

On March 2, 2026, Samiya Shakeel (Director, CSAHS) withdrew their candidacy from the election. As voting had already started, their name remained on the ballot.

On March 4, 2026, Abdullah Al-Azzawi (VP Academic) & Tiffany Mares (Director, CCMPS) officially withdrew their candidacy in the Winter 2026 General Election. As voting had already started, their names remained on the ballot.

As of March 13, 2026, Zaid Khan (President), Ujala Batla (VP Academic), Muhammad Almas (VP Internal) and Husain Iqbal (VP External) & Pawandeep Singh (VP External), each accumulated at least 100 demerit points due to infractions. They were disqualified from the election following discussions with the Elections and Referendum Committee in accordance with CSA policy. A full breakdown of the specific bylaws violated will be provided in the Penalties, Infractions and Appeals section.

Campaigning

The campaign period was scheduled from February 23 to February 27, 2026. Following the recommendation from the Fall 2025 By-election, the campaign period was clarified as the designated campaign week, but candidates may campaign until the last day of voting. Additionally, an optional campaigning workshop was held following the All Candidates Meeting. This workshop outlined the different campaigning methods available and how to accomplish them.

For the second time, the Candidate's Forum was held in the CSA Boardroom with only the candidates, Chief Returning Officer, Assistant Returning Officer and President in attendance. The Forum was streamed live on the CSA Instagram page for students to watch and ask questions. This change to the Forum location and structure was included as a recommendation in the Winter 2025 Election's Report. The streamed forum first occurred during the Fall 2025 By-Election and will be conducted in this format moving forward.

The event was moderated by the CRO, the President assisted with sound equipment and livestream monitoring. Students were able to submit questions both through a Microsoft Forms link in advance or in the comments of the livestream. There was no student questions received so questions created by the Elections Office were used. The stream had a total of 17 viewers at its peak, Instagram does not provide a count of how many people signed on in total, so we only know the number of viewers at a specific moment in time. Unfortunately, the recorded debate was unable to be reposted, but this will be the standard practice in the future [2].

Instagram Reels of all executive candidates were created and posted as has been done in previous elections. These videos were edited by the ARO and consisted of recorded material made with the candidates or videos the candidates submitted themselves following specific prompts from the ARO. These videos reached a wide range of students and provided candidates with another opportunity to promote their campaign. All candidates were invited to participate, only candidates who attended the recording sessions or submitted content were included.

All campaign materials were approved by the CRO as indicated by the approval stamp provided by the Elections Office.

Following a severe lack of candidate campaigning during the Fall 2025 By-Election, a new instruction was added to the candidate's package to further enforce the campaigning commitment all candidates make when they sign the candidates package. All candidates selected their chosen campaign methods when they completed the nomination package, following this selection the CRO monitored the candidates progress in completing the selected method. Candidates were encouraged to utilize as many campaign methods as possible but were only required to complete their selected method. The candidate's package will be updated to clarify the timeline and penalties for a lack of campaigning [3].

Directors were required to select a minimum of one method from the following choices: conduct a minimum of two class talks, create or commission a poster, create a social media account for campaigning and make one post each during campaigning and voting periods. Executives were required to select a minimum of two methods from the following choices: conduct a minimum of two class talks, create or commission a poster, create a social media account for campaigning and make two posts each during campaigning and voting periods, and conduct a minimum of two tabling sessions [4]. Since this election had many contested positions, this campaign requirement ensured all candidates understood the importance of campaigning to create a successful election.

[2] **Recommendation:** In future, the form will be streamed live on Instagram while the forum is recorded by a separate video camera. The recorded footage will be posted on the Elections website and socials. This will allow students who could not watch the forum live, a chance to review the answers of the candidates.

[3] **Recommendation:** Now that the new campaign requirements have been put into effect, the candidate's package will be updated to clarify the timeline and penalties associated with violating these requirements.

[4] **Recommendation:** Class talks will be removed as a campaigning requirement, although they will still be encouraged. Since more professors are beginning to deny class talk requests, it is making it more difficult for candidates to meet this requirement. This method will no longer be included as an option for their mandatory campaign method.

Additionally, there were some minor issues regarding space on poster boards. Due to staffing shortages, paid poster runs were not available for a couple of weeks during campaigning, so more self-guided poster runs occurred. This led to multiple copies of candidate posters on each board and there was very little space for other posters to be hung. This included paid poster runs, which have always been prioritized. Therefore, together with the promotional services office and the front office, self-guided poster runs will be paused during campaigning and voting. This will ensure that each candidate only has one poster on each board and there will still be room for other paid poster run participants including other candidates and other clubs [5].

[5] **Recommendation:** Self-guided poster runs will be paused during campaigning and voting. Only paid poster runs will be available for candidates to use. This will help the promo office and front office keep up with the printing demands and ensure that there is only one copy of a candidate's poster on each board. Additionally, more space on the boards will be present for other participants in the paid poster runs.

Voting Period

The regular voting period ran from March 2 to March 6. The election was extended as per the approved extension period and voting officially was closed at 11:59 PM on March 13.

This year, a brand-new ballot system was utilized in addition to a new ranked choice voting structure. The ballot system had the capacity to take students to their college, removing the potential for students to select the incorrect college and the ballot being declared invalid. Additionally, the voting system was able to determine a verified quorum as the ballots were cast. This removed the need for the CRO to verify that each ballot was cast by a registered undergraduate student. Therefore, the provided quorum updates were verified and accurate without needing additional verification [6] [7].

[6] Recommendation: The new ballot system will continue to be used in all future elections along with the ranked choice voting system. In order for ranked choice voting to happen, the voting system must be used as well.

[7] Recommendation: The Elections Office will investigate using the voting platform for nomination signature collection. This will help decrease the amount of time needed for verification as signatures can be verified instantly.

As an additional bonus to incentivize student voting, all students who cast a vote in the election were automatically entered to win an Apple bundle which included an iPad and Apple Pencil.

The newsletter announcing the beginning of voting and containing the ballot link was sent out on Monday, March 2. The Elections Instagram page was consistently updated with posts announcing both the election and giveaway information; content was reposted to the CSA main Instagram. The ballot link was included in the Instagram bio and posted daily on the Story. QR codes were not posted on the elections Instagram, as was done for the Fall 2025 By-election. Instead, the elections team focused on posting links, making it easier for students to vote on their phones. Further promotion occurred by keeping a QR Code in the CSA Front Office for visitors to scan as they walked in. Standard promotional practices including UC banners, posters, kiosks and digital signage were utilized as well. A second newsletter was sent out on Saturday, March 7 announcing the extension. All the QR Codes were tracked using the link shortener program, and the extension newsletter ballot link was also tracked for clicks. The data for number of clicks/scans is included in Table 1 [8].

Summary of Ballot QR Code and Link Scans	
W26 General Election Ballot	
Promo Material	# of Scans or Clicks
Newsletter Ballot Link	5247
Extension Newsletter Ballot Link	1960
Instagram Bio Ballot Link	172
Director Class Talks	1
Digital Signage Link	8
Front Office QR Code	6
Posters	3
Kiosks	1
UC Banner	2
Digital Signage QR Code	2
Campaign Materials by Candidates	2719
Total scans from all sources	10, 121

Table 1: Scanning data from elections promotion QR codes and links to access the ballot.

For this election, temporary staff were not utilized as many of the previous staff members had graduated, therefore a new list would need to be collected and training would be necessary. Due to time constraints and the quick pace at which quorum was met, canvassing was not utilized. For future elections, we plan to use service staff within the CSA for promotional activities [9].

[8] **Recommendation:** Candidates will continue to be given a special QR Code and voting link that directs to the ballot. These mechanisms will be outfitted with tracking data to determine which promotional methods are most effective.

[9] **Recommendation:** Future elections will utilize student service staff within the CSA to assist with promotional activities. They will provide their availability to the Elections team, and they will be scheduled for canvassing shifts outside of their regular working hours. The staff members will also be paid, with their hours being tracked and submitted separately from their normal hours.

Winter 2026 General Election Results

How the Results Were Calculated:

For Executive positions (President, VP Internal, VP Academic, VP External), we utilized Ranked Choice Voting (RCV), also known as Instant Runoff Voting. In this system, voters rank candidates in order of preference. If no candidate receives over 50% of the first-place votes, the candidate with the fewest votes is eliminated, and their votes are reallocated to the next preferred candidate on those ballots. This process continues in rounds until one candidate achieves a majority of over 50% and is declared the winner.

For Director positions, where two seats were available for each college, we employed a Borda Count system. With Borda Count, voters rank candidates, and points are assigned based on those rankings. For example, in a race with four candidates, a first-place vote might receive 4 points, a second-place vote 3 points, and so on. The points for each candidate are tallied, and the two candidates with the highest total scores are elected.

Winter 2026 General Election Results:

The overall voter turnout was 14.4%.

President: Quorum Met

Emilie Dudgeon: 1454 points

Zein Talaba: 1075 points

Emilie Dudgeon has been elected CSA President.

VP Internal: Quorum Met

Sydney Hooper: 1298 points

Joshua Ivan Jacinto: 649 points

Opeyemi Oloyede: 627

Sydney Hooper has been elected Vice President Internal.

VP Academic: Quorum Met

Kennedy McGregor: 1499 points

Abdullah Al-Jabji: 907 points

Kennedy McGregor has been elected Vice President Academic

VP External: Quorum Met

Ash Ames: 1928 points

Ash Ames has been elected Vice President External

College Directors:

College of Biological Sciences: 17% Turnout, Quorum Met

Zohair Pervez: 1559 points

Ahmed Khamis: 1232 points

Joshua Zaretsky: 1191 points

Zohair Pervez and Ahmed Khamis have been elected CBS Directors

College of Engineering: 17% Turnout, Quorum Met:

Areeb Zahir: 959 points

Michael Spurek: 559 points

Mohammed Al-Oda: 477 points

John Paul Al Khoury: 448 points

Areeb Zahir and Michael Spurek have been elected COE Directors

College of Social & Applied Human Sciences: 13% Turnout, Quorum Met

Laiba Baig: 972 points

Muhammad Asif: 621 points

Laiba Baig and Muhammad Asif have been elected CSAHS Directors

College of Computational, Mathematical and Physical Sciences: 16.7% Turnout, Quorum Met

Hamza Memon: 533 points

Mohamed Salih: 483 points

Aidan Mikhail: 414 points

Hamza Memon and Mohamed Salih have been elected CCMPS Directors

Ontario Agricultural College: 17.4% Turnout, Quorum Met

Hannah Gregory: 555 points

Bronwyn Barber: 442 points

Hannah Gregory and Bronwyn Barber have been elected OAC Directors.

Lang School of Business: 10.3% Turnout, Quorum Met

Ayesha Tanzeel: 394 points

Ayesha Tanzeel has been elected Lang Director

GBSA Referendum: Quorum NOT Met

The GBSA referendum required a quorum of 20% for the results to be valid. Since the voter turnout was 14.4%, the required quorum was not met.

Promotional Strategy

Please see below for the promotional strategy for the Winter 2026 General Election. This strategy was put together by the CRO in collaboration with the CSA Promotional Coordinator, the CSA Policy & Transition Coordinator and the CSA President [10].

Elections Rollout Phases	Date	Promo Materials	Description / Key Messaging
Pre-election	Jan 26-30	Clubs Days tabling & engaging postcards Student Involvement Fair presence "Meet the Team" digital content Strategic Instagram posts Info Sessions (both formal sessions and informal tabling in Branion Plaza) Targeted Class Talks	This is your CSA Why CSA elections matter Positions available & responsibilities <ul style="list-style-type: none"> - Board of Directors - President - VP Internal - VP Academic - VP External Explain what the positions do and why people should run for those positions Giveaway – follow the @csa_elections Instagram!
Nomination period	Feb 2-11	Newsletter Digital Signage Social Media Poster run Class talks Tabling Large-format (kiosk, UC banner) Student Experience Newsletters Resharing By Student Organizations on social media MS Teams Channels Contact PSO's and IHC Nominations information to send to student clubs Instagram Story takeover	Nominations open – how to run Positions available & responsibilities <ul style="list-style-type: none"> - Board of Directors - President - VP Internal - VP Academic - VP External Why student leadership matters
Promo & Campaign Period	Feb 12-20 <i>Aligns with Reading Week</i>	Virtual All-Candidates Forum (livestreamed on Instagram) Digital signage Poster run Social media Candidate reels (i.e. "Why I'm running")	Meet your candidates Candidates can be asked pre-set questions from students so students can make informed decisions

Voting	Mar 2-6 Extension: Mar 7-13, if needed	Tabling/In-person polling stations Ballot Runners with QR codes Digital Signage Share info with campus partners Large-format (kiosk, UC banner) Poster run Social Media Signage at all our services, including front office Email SEC & student orgs Class talks Email blasts	Voting now open How to vote (swipe graphic) Voting period giveaway
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The CSA Elections Instagram page was utilized constantly and remained up to date throughout the entire Elections period. The page was used similarly to previous elections by using the Grid Post and Story features. As standard practice, the account also added the CSA main page as a collaborator which helps to reach a wider student audience. Instagram was also the host of the Candidate’s Forum using the livestream feature. The ARO managed the account throughout the election and created content in addition to our standard information posts. Content included Instagram Reels showcasing the candidates, some wayfinding videos for the information sessions and a “Day in the Life” video with Jonah Greenhut, College of Arts Director [11].

[10] **Recommendation:** The Elections Office will continue to hold tabling sessions for pre-election promotion and nomination periods. Tabling will occur throughout December & January, Clubs Days, events and resource fairs. Additionally, the Elections Office will independently schedule tabling locations. It will also allow us to do more extensive promotion earlier and introduce students to the CSA in general.

[11] **Recommendation:** The Elections Office will continue to ensure the social media accounts are consistently updated. A variety of additional content will be created to ensure students remain informed and engaged.

Class Talks

As per policy, the CSA Board of Directors are required to do two class talks during the Elections period: one during Nominations and one during Voting.

During Nominations, the Policy and Transition Coordinator informed all directors to provide their availability to the ARO to schedule class talks. The directors were all sent calendar invites informing them of their scheduled talk. All members were given sample scripts to use as an outline for their talks and a QR Code poster. If there were any professors who did not allow in person presentations, they were sent an announcement and QR Code poster to post on their class Courselink page if willing.

During nominations, eight presentations were scheduled. Director class talks did not take place during voting, as quorum for the executive election was reached relatively quickly. Additionally, the elections office was very busy managing the complaints and infraction reports

Complaints and Infraction Reports:

Throughout the election, many complaints and reports were received from students. The majority of these reports were notifying us of other students and campaign volunteers taking voters phones and submitting the ballot on their behalf [12]. All these events are strictly against policy, and all students were reminded to report any infractions to the CRO. Only reports submitted as emails with a student's name were used as evidence for any infraction investigation. Moving forward, the elections office will create one database to collect all complaints. We plan to create a link where students can submit a complaint with all the relevant information. This will make it easier to keep track of all potential elections issues and remove any barrier that may exist when only using email [13].

[12] Recommendation: Since many of these complaints came from inappropriate behaviour by campaign volunteers, the Elections Office will collaborate with ERC to establish more protocols regarding the use of campaign volunteers. These protocols may include but are not limited to potential training and documentation of the volunteers' involvement with a campaign.

[13] Recommendation: To provide one location to collect complaints and reports, a Microsoft or Google form will be created for students to submit any reports of candidates committing campaign violations. This will have one location to access all reports, and these reports will be used as evidence during infraction investigations.

Penalties, Infractions and Appeals

Unfortunately, there were multiple infractions and penalties issued for the Winter 2026 General Election. The Elections Appeals Board met twice during the Winter 2026 General Election to hear nine appeals. The EAB upheld all decisions made by the Elections Office [14].

[14] **Recommendation:** A specific form will be developed for all Elections Office decisions. The form will be similar in structure to the Elections Appeals form and contain the specific penalty, bylaws violated and any additional information. All this information is already communicated to candidates in an email, but this will ensure that there is a record of penalties. The form will be sent to candidates with an email, so that they have the information when preparing their appeal.

The following electoral bylaw was violated on six occasions:

13.15 Candidates and campaigners must not endorse one another, run in a slate, or campaign together except where the Elections Committee is holding an official event. Candidates found to be running in slate will be disqualified.

The following electoral bylaws were violated on five occasions:

13.4 Candidates and referendum teams shall campaign in accordance with the rules of fair play. Breaking the rules of fair play include, but are not limited to, breaching generally accepted community standards, libel, slander, general sabotage of the campaigns of other candidates, malicious and/or intentional breach of elections policy, any attempt to undermine the electoral process and misrepresentation of fact. This type of behaviour is not permitted and may result in disqualification.

13.14 Campaigning during the voting period will be permitted. While campaigning is permitted during the voting period, any candidate found to be interfering with an individual student ballot or the online ballot process will be disqualified.

The following section of the candidate's package was violated on one occasion:

Candidates are not permitted to interact with other candidates through campaign-related social media. This includes commenting or sharing other candidates' social media posts.

The following electoral bylaw was violated on two occasions:

13.8 All campaign materials and/or advertisements must be authorized by the CRO and/or ARO in advance of printing, posting or distribution. All submissions made to the CRO shall be returned with or without approval within two (2) business days. (See Section 14.2.4).

The following electoral bylaw was violated on one occasion:

14.2.9 Candidates and Referendum teams may contact campus organizations asking for an endorsement of their campaign. Candidates may not seek endorsements from social media accounts, except for the acceptable endorsements listed below. All endorsements must be approved by the CSA Elections Office.

The following section of the candidate's package was violated on one occasion:

A list of the social media accounts that the candidate intends on using must be provided to the CRO & ARO no later than Monday, February 23, 2026, at 5:00 PM.

The following electoral bylaw was violated on one occasion:

13.13 Candidates are not entitled to use in their campaign, any service or monies, conferred onto them by virtue of holding any position in any campus organization unless such services would still be available to them otherwise. This includes, but is not limited to, office supplies, equipment, advertising space and staff.

Disqualification of a candidate: Pawandeep Singh:

On March 3, 2026, the Elections & Referendum Committee met to discuss and review multiple policy violations committed by the appellant. The penalty was a total of 150 demerit points. Based on the evidence, the Committee found, on the balance of probabilities, that the candidate engaged in three distinct categories of infractions, leading to the penalty breakdown outlined

1. Improper Endorsements and Unauthorized Campaign Materials:

The candidate re-posted unapproved endorsements from two campus clubs on social media. The associated campaign poster used for these endorsements also lacked the required Elections Office approval stamp. These incidents occurred on multiple occasions, across 4 confirmed student organizations.

2. Failure to Disclose Social Media Accounts & Campaign Monitoring Evasion

The candidate failed to provide the Elections Office with a list of social media accounts intended for campaign use by the specified deadline. Furthermore, the candidate's primary Instagram account, used for campaigning, was maintained as a private account, preventing the Elections Office from monitoring posts and confirming compliance with content approval requirements.

3. Abuse of Position for Endorsement

The candidate sent Instagram direct messages to CSA Clubs requesting their endorsement. This message implied that ongoing support or cooperation with the clubs might be contingent upon their endorsement of the candidate's campaign for VP External, by explicitly referencing his current position as VP Student Experience and past support provided in that capacity.

The Elections and Referendum Committee reviewed the evidence for each of these incidences and multiple infractions. In consideration of the cumulative penalties and the severe nature of the implied quid pro quo in seeking endorsements, the Committee determined the resulting penalties and final disqualification for Pawandeep Singh's candidacy.

Disqualification of a candidate slate: Zaid Khan, Ujala Batla, Muhammad Almas & Husain Iqbal

Beginning on March 4, 2026, the Chief Returning Officer (CRO) received reports from multiple students concerning campaigning activities which violate elections policy (namely, soliciting votes in the library). Specifically, on March 5, 2026, the CRO was informed by a student that their phone had been taken by an individual acting as a campaign volunteer, who then completed and submitted the student's ballot on their behalf. The student reported feeling pressured during this interaction and unable to refuse. Following this initial report, the CRO received an additional three reports, bringing the total to five reported incidents of similar nature.

These students provided their voting receipts to the Elections Office, allowing for verification of the selections made on their ballots. Across all five confirmed incidents, the ballots cast were for an identical slate of candidates, which included the appellant's candidacy. The Elections Office attempted to identify the specific individuals involved in these reported actions. The majority of these candidates did not submit any campaign volunteer lists to the Elections Office, thus preventing direct identification of individuals campaigning on their behalf in these incidents.

Beyond these specific reports, the Elections Office conducted a thorough analysis of ballot submission data from the election. This analysis revealed a highly unusual and statistically significant voting patterns for the alleged slate. This included a substantial number of identical ballot submissions that exclusively ranked the same slate of candidates without ranking any other candidates in the ranked-choice ballot system. This concentrated voting activity began notably late in the day after the election officially opened and ceased completely following the issuance of the first disqualification notice to the slate (March 10, 2:47 PM). Such patterns significantly deviate from the ongoing voting trends observed across the general electorate, strongly indicating coordinated slate campaigning and systemic interference with the independent ballot process. No similar level of such an anomaly, either in volume, timing, or cessation, was found for any other combination of candidates or voting pattern.

The consistent nature of the direct student reports and the broader patterns observed in the election data provide strong evidence of coordinated campaigning activities. These activities include direct interference with individual student ballots and the online ballot process, and the endorsement and campaigning together of multiple candidates through campaign volunteers or other individuals campaigning on behalf of candidates.

The Elections Office, having considered all available evidence, found on the balance of probabilities that these actions, carried out by individuals campaigning on behalf of candidates, constitute violations of election bylaws related to slate campaigning, interference with individual ballots, and fair play. Specifically, the violations occurred under Bylaws 13.1, 13.4, 13.14, and 13.15.

Summary of Recommendations:

[1] **Recommendation:** The newsletter announcing the nomination period should be sent out at least one week before nominations open. This will give students plenty of time to ask questions about the positions and attend the information sessions. They will then be able to make informed decisions to request the nominations package.

[2] **Recommendation:** In future, the form will be streamed live on Instagram while the forum is recorded by a separate video camera. The recorded footage will be posted on the Elections website and socials. This will allow students who could not watch the forum live, a chance to review the answers of the candidates.

[3] **Recommendation:** Now that the new campaign requirements have been put into effect, the candidate's package will be updated to clarify the timeline and penalties associated with violating these requirements.

[4] **Recommendation:** Class talks will be removed as a campaigning requirement, although they will still be encouraged. Since more professors are beginning to deny class talk requests, it is making it more difficult for candidates to meet this requirement. This method will no longer be included as an option for their mandatory campaign method.

[5] **Recommendation:** Self-guided poster runs will be paused during campaigning and voting. Only paid poster runs will be available for candidates to use. This will help the promo office and front office keep up with the printing demands and ensure that there is only one copy of a candidate's poster on each board. Additionally, more space on the boards will be present for other participants in the paid poster runs.

[6] **Recommendation:** The new ballot system will continue to be used in all future elections along with the ranked choice voting system. In order for ranked choice voting to happen, the voting system must be used as well.

[7] **Recommendation:** The Elections Office will investigate using the voting platform for nomination signature collection. This will help decrease the amount of time needed for verification as signatures can be verified instantly.

[8] **Recommendation:** Candidates will continue to be given a special QR Code and voting link that directs to the ballot. These mechanisms will be outfitted with tracking data to determine which promotional methods are most effective.

[9] **Recommendation:** Future elections will utilize student service staff within the CSA to assist with promotional activities. They will provide their availability to the Elections team, and they will be scheduled for canvassing shifts outside of their regular working hours. The staff members will also be paid, with their hours being tracked and submitted separately from their normal hours.

[10] **Recommendation:** The Elections Office will continue to hold tabling sessions for pre-election promotion and nomination periods. Tabling will occur throughout December & January, Clubs Days, events and resource fairs. Additionally, the Elections Office will independently schedule tabling locations. It will also allow us to do more extensive promotion earlier and introduce students to the CSA in general.

[11] **Recommendation:** The Elections Office will continue to ensure the social media accounts are consistently updated. A variety of additional content will be created to ensure students remain informed and engaged.

[12] **Recommendation:** Since many of these complaints came from inappropriate behaviour by campaign volunteers, the Elections Office will collaborate with ERC to establish more protocols regarding the use of campaign volunteers. These protocols may include but are not limited to potential training and documentation of the volunteers' involvement with a campaign.

[13] **Recommendation:** To provide one location to collect complaints and reports, a Microsoft or Google form will be created for students to submit any reports of candidates committing campaign violations. This will have one location to access all reports, and these reports will be used as evidence during infraction investigations.

[14] **Recommendation:** A specific form will be developed for all Elections Office decisions. The form will be similar in structure to the Elections Appeals form and contain the specific penalty, bylaws violated and any additional information. All this information is already communicated to candidates in an email, but this will ensure that there is a record of penalties. The form will be sent to candidates with an email, so that they have the information when preparing their appeal.

Lauren Pyne, Chief Returning Officer

Amal Shaqo, Assistant Returning Officer

Colleen Bovay, Policy & Transition Coordinator

Approved by the Elections and Referendum Committee: March 27, 2026

Approved by the Board of Directors:

Motion

Board of Directors Meeting # 17
March 31, 2026



Item 17.11.2

Overview of the 2026-2027 Draft CSA Budget – Lee Anne Clarke, Business Manager

(a) Speaking Rights: Business Manager

WHEREAS CSA Rules of Order section 3.3 states that visitors may be extended speaking rights following a motion to the Board;

BE IT RESOLVED to extend speaking rights to Lee Anne Clarke, Business Manager, to present an overview of the CSA 2026-2027 Draft Budget;

AND FURTHER to extend speaking time from 10 minutes to 30 minutes for this presentation.

Moved:
Seconded:

(b) Presentation: Business Manager

MOTION: that the presentation from Lee Anne Clarke, Business Manager, regarding the overview of the CSA 2026-2027 Draft Budget, be received as information by the Board of Directors.

Moved:
Seconded:

(c) Notice of Motion: Approval of the 2026-2027 Draft Budget

The following motion will be considered at the Board Meeting on April 7, 2026.

MOTION: that the 2026-2027 CSA Budget be approved as provided and as presented by the Business Manager at the March 31, 2026, board meeting.

Motion

Board of Directors Meeting # 17
March 31, 2026



Notes

2026-2027 Budget Approval Process

- Directors will be provided with a copy of the draft budget prior to the March 31 Board Meeting.
- The Business Manager will present an overview of the draft budget at the March 31 Board Meeting.
- Questions and discussion are encouraged at both the March 31 and April 7 board meetings to fully understand the format and content.
- Debate on budget items (if applicable) and a vote to approve the draft budget will be scheduled at the April 7 Board meeting.
- If board members have questions regarding the draft budget between the March 31 and April 7 Board meetings, they are encouraged to reach out to members of the Finance Committee, the President, or the Business Manager.

Central Student Association

DRAFT

OPERATING BUDGET 2026 – 2027

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*Reviewed by Finance Committee on March 25, 2026
Served as Notice on March 31, 2026
Approved by CSA Board of Directors on XXX*

Comments & General Overview of the 2026-2027 Budget

The 2026-2027 budget was set in consultation with the CSA Finance Committee and has been reviewed by the President, members of the Executive Committee, and assigned budget holders. On March 25, 2026, the Finance Committee completed their review and recommended forward the proposed budget for presentation to, and approval by, the CSA Board of Directors.

The CSA's operating budget is divided into 15 portfolios: each an area of concentration with an assigned budget holder responsible for overseeing expenses and managing the finances. The President is to be knowledgeable of all aspects of the budget, day to day finances and at all times, to take into consideration the long-term financial sustainability of the CSA as a not-for-profit organization. Portfolios are expected to be spent out during the fiscal year (May 1 to April 30). Any net revenue remaining at year end from operations funded by CSA membership fees is transferred into the CSA's Accumulated Surplus. A portion of the surplus is internally restricted to ensure our long term financial viability. However, the balance remaining is available for special projects and initiatives that better provide service to students.

Funds received from the FoodBank, SafeWalk and Media/Entertainment fees have been proportionately allocated per the original referendum questions. Any net revenue at year end from these portfolios, or any other budget line funded from these fees, is transferred to dedicated reserve accounts for future use.

The CSA student fee increases annually by the Consumer Price Index (CPI) for Ontario as announced by the University administration in January of every year; the CPI increase for 2026-2027 is 1.9%. CSA fees for full-time undergraduate students will increase from \$23.24 to \$23.68. Similarly, the part time undergraduate fee will increase from \$7.28 to \$7.42. Enrollment is expected to increase once again. Total revenue from CSA membership fees is anticipated at \$1,290,000 for the 2026-2027 fiscal year.

The CSA's budget is also dependent on revenue from 'other' sources to fund our operations. This revenue stream has been erratic since January 2019, however, with the detrimental impact of the Student Choice Initiative and COVID-19 behind us, non-student fee revenue has become stable. That said, the CSA should be mindful of the potential implications of Bill 33 in the future, specifically the impact to student fee revenue, which will likely necessitate a greater dependence on revenue from other sources.

For the fifth year in a row, our budget is well funded, forward looking, and driven by the CSA Mandate and Indicators of Success. The 2026-2027 budget continues to provide the financial opportunity to amplify our presence on campus and be central to the needs of students. This budget provides funds to significantly increase our ability to engage and promote the CSA, increase programming on campus, support operational excellence, meet our legislative requirements, and continue to provide valuable and relevant services to the students we serve.

The significant variances to our budget when comparing year-over-year and/or year-to-date figures are a direct result of wage savings from vacancies and capacity.

STUDENT FEE & REVENUE SUMMARY 2026-2027

PORTFOLIO	CSA Fees	Entertain Fees	Other Revenue	Budget Total
Academic	\$ 55,390.00	\$ -	\$ 3,500.00	\$ 58,890.00
Administration	\$ 686,270.00	\$ 16,470.00	\$ 234,990.00	\$ 937,730.00
Bullring	\$ -	\$ 33,500.00	\$ 683,000.00	\$ 716,500.00
Council	\$ 180,000.00	\$ 10,000.00	\$ -	\$ 190,000.00
Events Coordination	\$ 40,100.00	\$ -	\$ 30,000.00	\$ 70,100.00
External	\$ 56,400.00	\$ -	\$ -	\$ 56,400.00
Films	\$ -	\$ -	\$ -	\$ -
FoodBank	\$ -	\$ -	\$ 246,930.00	\$ 246,930.00
Internal (Formerly Student Experience)	\$ 87,500.00	\$ -	\$ -	\$ 87,500.00
Live Entertainment	\$ -	\$ 176,530.00	\$ -	\$ 176,530.00
Promotion Service	\$ 66,690.00	\$ -	\$ 18,500.00	\$ 85,190.00
Service Programmes				
Bike Centre	\$ 15,500.00	\$ -	\$ 1,500.00	\$ 17,000.00
Clubs	\$ 73,750.00	\$ -	\$ -	\$ 73,750.00
SafeWalk	\$ -	\$ -	\$ 35,410.00	\$ 35,410.00
Student Help & Advocacy Centre	\$ 28,400.00	\$ -	\$ -	\$ 28,400.00
TOTAL PROPOSED BUDGET	\$ 1,290,000.00	\$ 236,500.00	\$ 1,253,830.00	\$ 2,780,330.00
TOTAL ANTICIPATED FEES	\$ 1,290,000.00	\$ 236,500.00		
<i>TOTAL PREVIOUS BUDGET 2025-26</i>	<i>\$ 1,080,000.00</i>	<i>\$ 186,300.00</i>	<i>\$ 1,173,060.00</i>	<i>\$ 2,439,360.00</i>

RESTRICTED FEES	Actual	Receivable	Anticipated	Fees/Surplus
Not part of CSA Operating Budget	YTD Feb 28/26	(Payable)	26-27 Fees/Rev	Revenue 26-27
Affordable Housing	\$ 245,677.00	\$ -	\$ -	\$ 245,677.00
Bus Pass	\$ -	\$ -	\$ 9,764,745.00	\$ 9,764,745.00
Late Night Bus Pass	\$ -	\$ -	\$ 499,905.00	\$ 499,905.00
Late Night Service Reserve	\$ 259,175.00	\$ 93,000.00	\$ (45,330.00)	\$ 306,845.00
Cannon - CSA Portion of Surplus	\$ 53,502.00		\$ -	\$ 53,502.00
Dental Plan (includes Grad Students)		\$ -	\$ 2,940,000.00	\$ 2,940,000.00
Dental Plan Reserve	\$ 857,029.00	\$ 31,518.00	\$ (29,647.00)	\$ 858,900.00
Entertainment Fee Reserve	\$ 256,630.00	\$ 32,320.00	\$ -	\$ 288,950.00
FoodBank Reserve	\$ 181,617.00	\$ 41,000.00		\$ 222,617.00
Health Plan (Includes Grad Students)	\$ -	\$ -	\$ 5,594,622.00	\$ 5,594,622.00
Health Plan Reserve	\$ 435,361.00	\$ 260,678.00	\$ 74,670.00	\$ 770,709.00
Menstrual Hygiene Products	\$ 83,740.00	\$ (16,000.00)	\$ (16,000.00)	\$ 51,740.00
SafeWalk Reserve	\$ 49,201.00	\$ (3,000.00)	\$ (6,700.00)	\$ 39,501.00

ENTERTAINMENT / MEDIA FEE

** Media Fee is split between CSA 60%, CFRU 20%, Ontario 20%

Distribution		2025-2026		2026-2027	
		Fee Charged Per Student	46250	Fee Charged Per Student	57683
CFRU - Media	20%	\$ 1.61	\$ 74,462.50	\$ 1.64	\$ 94,600.12
Ontarion - Media	20%	\$ 1.61	\$ 74,462.50	\$ 1.64	\$ 94,600.12
CSA - Concerts/Speakers	40%	\$ 3.22	\$ 148,909.25	\$ 3.28	\$ 189,199.94
CSA - Films	10%		-	-	-
CSA - Cross Campus Events	10%	\$ 0.81	\$ 37,462.50	\$ 0.82	\$ 47,300.06
TOTALS	100%	\$ 7.25	\$ 186,371.75	\$ 7.38	\$ 236,500.00

Entertainment Fee (ENT)

	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
CONCERTS					
Live Ent - Concerts/Speakers	\$ -	\$ 75,870.00	\$ 50,745.00	\$ 87,700.00	\$ 120,500.00
Live Ent - Free Concerts	\$ 22,000.00	\$ 5,000.00	\$ 3,000.00	\$ 4,000.00	\$ 6,500.00
Live Ent - O-Week 35%	\$ -	\$ -	\$ 9,200.00	\$ 11,300.00	\$ -
Live Ent - Homecoming Half Time Show					\$ 16,000.00
Live Ent - Speakers/Large Scale Event	\$ -	\$ 2,000.00	\$ 25,000.00	\$ -	\$ -
Bullring Entertainment	\$ 15,000.00	\$ 15,000.00	\$ 20,000.00	\$ 30,000.00	\$ 30,000.00
Coordination Expenses	\$ 7,500.00	\$ 15,000.00	\$ 15,600.00	\$ 15,900.00	\$ 16,200.00
TOTAL	\$ 44,500.00	\$ 112,870.00	\$ 123,545.00	\$ 148,900.00	\$ 189,200.00
ENTERTAINMENT FEE	\$ 44,500.00	\$ 112,870.00	\$ -	\$ 3.28	\$ 189,199.94
Over (Under)	\$ -	\$ -	\$ 123,545.00	\$ 148,896.72	\$ 0.06
FILMS					
Free Film Series	\$ 11,360.00	Suspended	Suspended	Suspended	Suspended
Coordination Expenses	\$ 1,750.00	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 13,110.00	\$ -	\$ -	\$ -	\$ -
ENTERTAINMENT FEE	\$ 13,110.00	\$ -	\$ -	\$ -	\$ -
Over (Under)	\$ -	\$ -	\$ -	\$ -	\$ -
CAMPUS WIDE EVENTS					
College Royal	\$ 7,265.00	\$ 7,760.00	\$ 8,055.00	\$ 8,250.00	\$ 10,000.00
O-Week Programming (LIVE) - 100%	\$ -	\$ -	\$ 17,100.00	\$ 21,500.00	\$ 33,530.00
O-Week Programming (LIVE)	\$ 12,000.00	\$ 13,000.00	\$ -	\$ -	\$ -
CW Programming (INTERNAL - Sexy Bingo)	\$ -	\$ 4,620.00	\$ 3,400.00	\$ 3,950.00	\$ -
Coordination Expenses	\$ 1,750.00	\$ 3,500.00	\$ 3,600.00	\$ 3,700.00	\$ 3,770.00
TOTAL	\$ 21,015.00	\$ 28,880.00	\$ 32,155.00	\$ 37,400.00	\$ 47,300.00
ENTERTAINMENT FEE	\$ 21,015.00	\$ 28,880.00	\$ -	\$ 0.82	\$ 47,300.06
Over (Under)	\$ -	\$ -	\$ 32,155.00	\$ 37,399.18	\$ (0.06)
ACCUMULATED TOTALS					
Budget Total	\$ 78,625.00	\$ 141,750.00	\$ 155,700.00	\$ 186,300.00	\$ 236,500.00
Anticipated ENT Fee Total	\$ 78,625.00	\$ 141,750.00	\$ 155,700.00	\$ 186,371.75	\$ 236,570.00
(Remaining to Spend)	\$ -	\$ -	\$ -	\$ (71.75)	\$ (70.00)

Note: Coordination Expenses are recorded as revenue in the Administration Budget [#82101] and the Bullring Budget [#92102]

For the fourth year, the Films portion of the Entertainment Fee has been suspended

ACADEMIC: Budget 2025-2026

Account No.	Account Name	YTD Feb 28/26	BUDGET 25-26	BUDGET 26-27
Revenue				
24100	CSA Student Fees	54,000	54,000	55,390
24120	Student Health Plan Reserve Support - Memorial	3,141	3,500	3,500
	TOTAL REVENUE	57,141	57,500	58,890
Expenditure				
24200	Salaries (Includes 3% RSP/Educ)	\$ 36,977.00	43,934	\$ 45,145.00
24220	Employee Benefits	\$ 3,694.00	6,826	\$ 6,905.00
24450	Academic Campaigns	\$ -	350	\$ 350.00
24451	Student Artwork @ Bullring	\$ 1,802.00	2,100	\$ 2,100.00
24452	Student Memorial Service	\$ 3,141.00	3,500	\$ 3,500.00
24453	Teaching Excellence Award	\$ 169.00	500	\$ 600.00
24600	Advertising & Promotion	\$ -	100	\$ 100.00
24800	Supplies	\$ 28.00	100	\$ 100.00
24870	Photocopying	\$ 20.00	90	\$ 90.00
	TOTAL EXPENSES	45,831	57,500	58,890
	Under (Over) Budget	11,310	-	-

Note:

24120/24452 The total cost of the Student Memorial Service is paid through the Student Health Plan Reserve. The reserve is managed by the Student Health & Dental Plan Committee. The VP Academic must submit a final report with all budget information to the committee before funds are released. Costs include annual tree maintenance in the UofG Arboretum (\$1,000 per year), memorial plaque, reception, programme, and musician.

Prepared March 2026
 WC/LAC
 Finance Committee

ADMINISTRATION (President): Budget 2026-2027

Account No.	Account Name	YTD Feb 28/26	BUDGET 25-26	BUDGET 26-27
Revenue				
82100	CSA Student Fees	750,181	570,850	686,270
82101	Entertainment Student Fee <i>(General Coordination)</i>	39,770	16,300	16,470
82200	Dental Plan - Admin Fee	18,000	18,000	18,000
82300	Health Plan - Admin Fee	28,500	28,500	28,500
82600	Other Income <i>(Admin Fees BR, MHI, SW, misc)</i>	22,120	44,970	50,790
82870	Black & White Photocopy Income	1,421	1,100	1,700
82875	Colour Photocopy Income	3,976	5,300	5,300
82910	Bus Pass - Net	32,375	49,500	66,700
82920	Interest Earned	38,216	52,000	64,000
	TOTAL REVENUE	934,559	786,520	937,730
Expenditure				
83200	Salaries/Wages <i>(includes RSP benefit)</i>	328,770	413,780	\$ 443,660.00
83210	Student Risk Management	650	650	\$ 665.00
83220	Employee Benefits	33,979	49,040	\$ 53,940.00
53240	Employer Health Tax Premium	1,606	-	\$ 3,995.00
83380	Professional Fees <i>(Audit/Legal/HR)</i>	57,544	90,000	\$ 90,000.00
83390	Travel <i>(Business Office mileage, guest parking)</i>	142	430	\$ 400.00
83440	Temporary Wages	484	2,000	\$ 2,000.00
83500	Staff Appreciation <i>(incls coffee/water, mtg food, year end)</i>	4,381	5,500	\$ 5,500.00
83501	Staff Training (incls WSIB) & Transition	1,212	1,000	\$ 2,000.00
83550	Purchase of Equipment	18,752	20,000	\$ 25,000.00
83600	Advertising & Promotion	2,680	8,000	\$ 6,000.00
83610	Promotional Swag	1,881	3,000	\$ 5,000.00
83660	Software/Licensing/CCS Managed Desktops	14,680	16,800	\$ 18,100.00
83700	University Services <i>(lock/keys/minor repairs)</i>	505	2,200	\$ 2,200.00
83701	Leasehold Improvements	9,200	120,000	\$ 120,000.00
83710	Campus Enhancement - Student Space	-	-	\$ 100,000.00
83750	UCS Programming Agreement <i>(general support/annual)</i>	-	-	\$ 3,500.00
83800	Office Supplies <i>(includes postage chrgs)</i>	3,786	8,700	\$ 8,700.00
83820	Telephone and Internet <i>(all lines)</i>	7,241	9,200	\$ 9,200.00
83850	Maintenance & Repair	500	2,500	\$ 2,500.00
83870	Photocopier Expense	10,288	15,000	\$ 15,000.00
83900	Bank Charges	1,281	2,120	\$ 2,000.00
83930	Insurance	17,496	16,600	\$ 18,370.00
	TOTAL EXPENSES	517,058	786,520	937,730
	Under (Over) Budget	417,501	-	-

Wages Include President, Office Coordinator, Policy & Transition Coordinator, Business Manager, HR Assistant
83200 FT Bookkeeper, PT Bookkeeper, PT Front Office Assistants (2) F/W, Social Media Assistants (2) F/W

BULLRING: Budget 2026-2027

Account No.	Account Name	YTD Feb 28/26	BUDGET 25-26	BUDGET 26-27
Revenue				
92101	Entertainment Student Fee *(net zero, see #93400)	20,450	30,000	30,000
92102	Entertainment Coordination Fee	3,300	3,300	3,500
92425	Beverage Sales - Gross Margin	124,235	140,500	154,000
92465	Food Sales - Gross Margin	386,453	510,000	515,000
92490	Miscellaneous Income (less register/over)	8,207	12,000	14,000
	TOTAL REVENUE	542,645	695,800	716,500
Expenditure				
93200	Managerial Salaries (incls 10% RSP benefit)	145,131	170,500	170,765
93210	Hourly Wages	190,322	243,940	250,000
93220	Managerial Benefits	18,828	19,240	22,000
93225	Hourly Staff Benefits	13,913	18,350	17,820
93240	Employer Health Tax	968	1,000	1,805
93250	Staff Safety Training	695	600	800
93280	Staff Appreciation/Uniform (FixedTerm)	2,140	3,500	3,000
93380	Administrative Fee to CSA Operating	18,130	36,260	40,800
93390	Travel/Mileage	15	140	120
93400	Entertainment Costs *	20,450	30,000	30,000
93550	Purchase of Equipment/Furniture	3,928	4,000	4,000
93560	Lease of Equipment	1,161	1,600	1,600
93580	Maintenance of Equipment	4,369	6,600	6,600
93590	Maintenance of Front House (incls Patio)	397	4,000	3,800
93600	Advertising & Promotion	2,880	2,500	3,200
93660	Memberships & Licenses	1,688	1,700	1,700
93700	University Services	4,757	2,400	5,000
93720	University Space Costs	16,258	22,000	21,000
93730	Express Card Commission/LCR Rental	31,614	55,000	45,000
93735	Debit Machine Commission/Rental	15,155	12,500	21,000
93800	Supplies (incls replacement flatware)	36,140	40,000	45,500
93810	Janitorial Supplies	3,158	3,500	4,000
93815	Janitorial Services	5,670	7,500	7,750
93870	Photocopying	152	70	190
93930	Insurance	8,617	8,900	9,050
	TOTAL EXPENSES	546,536	695,800	716,500
	Under (Over) Budget	(3,891)	-	-

COUNCIL: Budget 2026-2027

Account No.	Account Name	YTD Feb 28/26	BUDGET 25-26	BUDGET 26-27
Revenue				
22100	CSA Student Fees	106,500	106,500	180,000
22101	Entertainment Fee <i>(see below *)</i>	8,250	8,250	10,000
	TOTAL REVENUE	114,750	114,750	190,000
Expenditure				
PDR Committee Motion Required				
23200	Grants - Fall & Winter	13,264	15,000	30,000
CSA Executive Motion Required				
23390	Travel & Conferences: CSA Staff	-	1,000	1,000
23391	Travel & Conference: CFS/CFS-O	100	2,200	2,200
23392	Travel & Conference: Student Leadership	235	500	500
23510	Executive Visioning/Training /Transition <i>50/50 split</i>	534	2,000	2,000
23515	Executive Discretionary Fund	-	1,500	1,500
President				
23225	Grants - CSA FoodBank Support	9,200	9,200	14,600
23228	Grants - College Royal * <i>(Entertainment Fee)</i>	8,250	8,250	10,000
23229	Grant - Food4U <i>(Year 1 of 3 year commitment)</i>	-	-	\$ 45,000.00
23300	Elections	14,913	25,000	25,000
23440	Honoraria (Chair/Scribe)	3,770	5,500	8,000
23500	Board Training & Appreciation	3,762	9,500	10,000
23560	Residence Room Stuffer	21,706	26,000	25,000
23600	CSA Awards Event	-	-	5,000
23750	General Members Meeting (Fall & Winter)	3,833	8,900	10,000
23800	Supplies	-	150	150
23870	Photocopying	-	50	50
	TOTAL EXPENSES	79,567	114,750	190,000
	Under (Over) Budget	35,183	-	-

Note: * Accounts are linked through the Entertainment Fees (College Royal grant is subject to CPI increases)

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Finance Committee

EVENT FACILITATION (formerly PROGRAMMER) : Budget 2026-2027

Account No.	Account Name	YTD Feb 28/26	BUDGET 25-26	BUDGET 26-27
Revenue				
72100	CSA Student Fees	55,500	55,500	40,100
72600	Imaginus Sales - Net	37,511	20,000	30,000
	TOTAL REVENUE	93,011	75,500	70,100
Expenditure				
73200	Salary/Wages	-	61,800	61,800
73220	Employee Benefits	(58)	7,805	7,740
73450	Summer Events	-	600	-
73451	Fall Events	-	2,000	-
73452	Winter Events	-	2,000	-
73600	Advertising & Promotion	-	1,000	-
73800	Supplies	-	200	500
73870	Photocopying	-	95	60
	TOTAL EXPENSES	(58)	75,500	70,100
	Under (Over) Budget	93,069	-	-

Note:

73450-73600 Funding for events has been redirected to the Internal portfolio
This budget primarily supports the wages and benefits of the Events Facilitator

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EXTERNAL: Budget 2026-2027

Account No.	Account Name	YTD Feb 28/26	BUDGET 25-26	BUDGET 26-27
Revenue				
25100	CSA Student Fees	53,000	53,000	56,400
	TOTAL REVENUE	53,000	53,000	56,400
Expenditure				
25200	Salaries <i>(incl 3% Education/RSP)</i>	3,332	43,934	45,145
25220	Employee Benefits	811	6,826	6,905
25450	Campaigns & Solidarity Events	709	1,800	4,000
25600	Advertising & Promotion	-	175	175
25660	Memberships & Subscriptions	-	50	-
25800	Supplies	-	100	100
25870	Photocopying	12	115	75
	TOTAL EXPENSES	4,864	53,000	56,400
	Under (Over) Budget	48,136	-	-

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 Finance Committee

FILMS: Budget 2026-2027

Account No.	Account Name	YTD Feb 28/26	BUDGET 25-26	BUDGET 26-27
			<i>Fee Suspended</i>	<i>Fee Suspended</i>
Revenue				
42101	Entertainment Student Fees	-	-	-
42400	Door Receipts/Misc Revenue	-	-	-
	TOTAL REVENUE	-	-	-
Expenditure				
43210	Temporary Wages	-		
43400	Film Rental	-		
43550	Purchase of Equipment/Upgrades	-		
43600	Advertising & Promotion	-		
43660	Memberships/Domain renewal	-		
43800	Supplies	-		
43840	Freight & Shipping	-		
43850	Maintenance of Film Equipment	-		
43870	Photocopying	-		
	TOTAL EXPENSES	-	-	-
	Under (Over) Budget	-	-	-

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Finance Committee

FOODBANK: Budget 2026-2027				
Account No.	Account Name	YTD Feb 28/26	BUDGET 25-26	BUDGET 26-27
Revenue				
28100	FB Student Fees: Undergraduate	190,727	171,000	194,500
28120	Solicitations	4,177	8,000	6,000
28130	FB Student Fees: Graduate	23,378	23,000	24,000
28135	CSA Support	9,200	9,200	14,600
28136	GSA Support	7,684	7,680	7,830
	TOTAL REVENUE	235,166	218,880	246,930
Expenditure				
28210	Co-ordinators Wages	51,988	59,625	70,400
28220	Employee Benefits	4,975	6,650	8,430
28390	Transportation Costs	14	115	115
28501	Staff Training	90	200	200
28540	Food Acquisition	102,798	147,200	162,000
28600	Advertising & Promotion	46	230	725
28700	University Services	864	250	1,400
28800	Supplies	1,145	2,550	2,000
28850	Maintenance of Equipment	-	2,000	1,600
28870	Photocopying	5	60	60
	TOTAL EXPENSES	161,925	218,880	246,930
	Under (Over) Budget	73,241	-	0

Staff					
	FoodBank Coordinator - FT (includes 3% RSP/ESP)	35 hrs/wk		\$	46,350.00
	Assistant - May 11 - April 23, 2027 (S FT 30hrs/wk)	+ F/W 12 hrs/wk	~ 870 Hours	\$	17,010.00
	Assistant - Sept 8 - April 23, 2027	F/W 12 hrs/wk	~ 360 Hours	\$	7,040.00
				\$	70,400.00

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 RM/WC/LAC
 Finance Committee

INTERNAL (formerly Student Experience): Budget 2026-2027

Account No.	Account Name	YTD Feb 28/26	BUDGET 25-26	BUDGET 26-27
Revenue				
27100	CSA Student Fees	66,200	66,200	87,500
27101	Entertainment Fee: Cross Campus Orientation	3,950	3,950	-
	TOTAL REVENUE	70,150	70,150	87,500
Expenditure				
27200	Salaries <i>(Includes 3% Education/RSP)</i>	34,797	43,934	45,145
27220	Employee Benefits	4,968	6,826	6,905
27450	Orientation Week (from CSA Fees)	1,227	2,000	\$ 4,000.00
27451	Cross Campus Programming ENT - Sexy Bingo/UC	3,885	3,950	\$ 4,700.00
27453	Summer Programming	-	-	2,000
27454	Fall Programming	296	4,000	8,000
27455	Winter Programming <i>(Includes Last Toast)</i>	-	7,000	10,000
27456	Stressbuster Programming*	1,201	1,800	6,000
27600	Advertising & Promotion	-	400	400
27800	Supplies	60	100	100
27870	Photocopying	188	140	250
	TOTAL EXPENSES	46,622	70,150	87,500
	Under (Over) Budget	23,528	-	-

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LIVE ENTERTAINMENT: Budget 2026-2027

Account No.	Account Name	YTD Feb 28/26	BUDGET 25-26	BUDGET 26-27
Revenue				
32101	Entertainment Student Fees	124,500	124,500	176,530
32400	Tickets / Sales	-	10,000	-
	TOTAL REVENUE	124,500	134,500	176,530
Expenditure				
33400	Performer Fees	24,240	52,000	50,000
33410	Performer Rider	-	3,000	3,500
33420	Setup & Sound/Streaming	-	8,000	8,000
33450	O-Week Live Programming	32,486	32,800	33,530
33451	Homecoming Half-time Show	26,564	15,000	16,000
33600	Advertising & Promotion	-	1,500	1,000
33700	Facility Costs	-	2,000	1,800
33720	Free Concert Programming	-	4,000	6,500
33740	UC Co-Production Events	32,360	15,000	40,000
33750	UCS Programming Fees (per terms of agreement)	-	-	15,000
33800	Supplies	-	1,000	1,000
33870	Photocopying	1	200	200
	TOTAL EXPENSES	115,651	134,500	176,530
	Under (Over) Budget	8,849	-	-

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Finance Committee

PROMOTIONAL SERVICES: Budget 2026-2027

Account No.	Account Name	YTD Feb 28/26	Budget 2025-26	Budget 2026-27
Revenue				
52100	CSA Student Fees	64,450	64,450	66,690
52300	Graphic Design & Finishing	537	1,000	700
52400	Postering - Net	4,725	5,000	5,000
52500	Large Format Service - Net	6,407	7,500	8,000
52600	Button Maker & Miscellaneous - Net	(676)	500	300
52700	Space Rentals - Kiosk & UC Banner	3,193	5,000	4,500
	TOTAL REVENUE	78,636	83,450	85,190
Expenditure				
53200	Wages - Promotional Services Coordinator	58,243	67,465	69,550
53210	Wages - Poster Runners	2,015	5,520	5,700
53220	Benefits - Promotional Services Coordinator	6,824	8,515	8,360
53225	Benefits - Poster Runners	159	360	360
53600	Advertising & Promotion	136	400	400
53660	Memberships & Subscriptions	354	370	-
53800	Supplies <i>(including poster stands, sandwich boards)</i>	165	820	820
53870	Photocopying	-	-	-
	TOTAL EXPENSES	67,896	83,450	85,190
	Under (Over) Budget	10,740	-	-

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EB/LAC

Finance Committee

SERVICE PROGRAMMES: Allocation of Funding						
Account Name	PROGRAMMES	Bike Centre	Clubs	SafeWalk	SHAC	
Revenue						
CSA Student Fees	117,650	15,500	73,750	-	28,400	
Solicitations/Donations	1,300	1,300	-	-	-	
SW Fees - Undergraduate	27,560	-	-	27,560	-	
SW Fees - Graduate	1,150	-	-	1,150	-	
SW Reserve - Transfer In	6,700	-	-	6,700	-	
Other Income from Sales	200	200	-	-	-	
	154,560	17,000	73,750	35,410	28,400	
Expenditure						
Co-ordinators/Temp Wages	89,988	14,173	46,350	12,024	17,441	
Employee Benefits	9,132	1,007	5,970	881	1,274	
Professional Fees (Legal Aid)	7,000	-	-	-	7,000	
CSA Administrative Fee - SW	4,470	-	-	4,470	-	
Conference/Taxi/Van Rental	600	-	-	600	-	
Campaigns/Events/Workshops/GM	3,120	120	800	-	2,200	
Volunteer Appreciation/Club Hub	7,560	-	1,500	6,060	-	
Maintenance of Equipment	290	-	-	290	-	
Advertising & Promotion	8,760	330	500	7,630	300	
Club Hallway Security/Software	15,000	-	15,000	-	-	
Club Days Set Up	3,150	-	3,150	-	-	
Supplies	3,890	1,350	400	2,000	140	
Telephone/Internet x 53200	1,400	-	-	1,400	-	
Photocopying	200	20	80	55	45	
	154,560	17,000	73,750	35,410	28,400	

For Information Only: See Service Programmes Budget

BIKE CENTRE: Budget 2026-2027				
Account No.	Account Name	YTD Feb 28/26	BUDGET 25-26	BUDGET 26-27
Revenue				
BIKE 62100	CSA Student Fees	14,000	14,000	15,500
62120	Donations/Fundraising	46	2,000	1,300
62400	Sales - net	(305)	250	200
	TOTAL REVENUE	13,741	16,250	17,000
Expenditure				
BIKE 63210	Co-ordinators Wages	10,636	13,460	14,173
63220	Employee Benefits (CPP & EI)	711	952	1,007
63450	Workshops	-	120	120
63600	Advertising & Promotion	-	400	330
63800	Supplies and tools	539	1,300	1,350
63870	Photocopying	1	18	20
	TOTAL EXPENSES	11,887	16,250	17,000
	Under (Over) Budget	1,854	-	-

Staff	BC Coordinator - Sept 8 to Apr 23, 2027	12 hrs/wk	348 Hours	\$	6,803.00
	BC Assistant - Sept 8 to Apr 23, 2027	6.5 hrs/wk F/W	188.5	\$	3,685.00
	BC Assistant - Sept 8 to Apr 17, 2027	6.5 hrs/wk F/W	188.5	\$	3,685.00
				\$	14,173.00

Prepared March 2026

MK/LAC

Finance Committee

CLUBS: Budget 2026-2027				
Account No.	Account Name	YTD Feb 28/26	BUDGET 25-26	BUDGET 26-27
Revenue				
CLUB 62100	CSA Student Fees	68,200	68,200	73,750
	TOTAL REVENUE	68,200	68,200	73,750
Expenditure				
CLUB 63210	Co-ordinators Wages	28,127	41,847	46,350
63220	Employee Benefits <i>(CPP, EI)</i>	3,084	5,603	5,970
63450	Meeting Expenses <i>(food & incentives)</i>	397	800	800
63500	Club Hub Events	-	1,500	1,500
63600	Advertising & Promo <i>(includes engagement activity Winter Sem)</i>	30	500	500
63660	UC Services - Security/Maintenance Club Hallway	6,476	15,000	15,000
63700	Club Days <i>(Setup & incentive prizes, \$500 per semester)</i>	2,364	2,500	3,150
63800	Supplies	77	400	400
63870	Photocopying	67	50	80
	TOTAL EXPENSES	40,622	68,200	73,750
	Under (Over) Budget	27,578	-	-

Prepared March 2026
 CR/LAC
 Finance Committee

SAFEWALK: Budget 2026-2027				
Account No.	Account Name	YTD Feb 28/26	BUDGET 25-26	BUDGET 26-27
Revenue				
Safe 62125	SW Student Fees - Undergraduate	24,892	22,500	\$ 27,560.00
62130	SW Student Fees - Graduate	1,114	1,060	1,150
62350	SW Reserve - Transfer In	-	14,000	6,700
	TOTAL REVENUE	26,006	37,560	35,410
Expenditure				
Safe 63210	Co-ordinators Wages	9,510	11,704	12,024
63220	Employee Benefits (CPP, EI)	676	900	881
63370	CSA Administrative Fee (equal to 9% of student fees)	3,960	3,960	\$ 4,470.00
63390	Taxi Expenses	238	1,330	600
63500	Volunteer Appreciation & Training	4,767	7,700	6,060
63580	Maintenance of Equipment	-	400	290
63600	Advertising & Promotion	3,872	7,650	7,630
63800	Supplies	1,127	3,000	2,000
63820	Telephone Charges (including UoG x53200)	1,142	840	1,400
63870	Photocopying	35	76	55
	TOTAL EXPENSES	25,327	37,560	35,410
	Under (Over) Budget	679	-	-

Staff	SafeWalk Coordinator - Sept 8 to April 23, 2027	50 Flex + 12 hrs/wk	374	\$	7,312.00
	SafeWalk Assistant - Sept 8 to April 23, 2027	25 Flex + 8 hrs/wk	241	\$	4,712.00
				\$	12,024.00

Prepared February 2026

KMc/LAC

Finance Committee

STUDENT HELP & ADVOCACY CENTRE: Budget 2026-2027				
Account No.	Account Name	YTD Feb 28/26	BUDGET 25-26	BUDGET 26-27
Revenue				
SHAC 62100	CSA Student Fees	27,300	27,300	28,400
	TOTAL REVENUE	27,300	27,300	28,400
Expenditure				
SHAC 63210	Co-ordinators Wages	13,791	16,974	17,441
63220	Employee Benefits (CPP & EI)	975	1,245	1,274
63380	Professional Fees (Legal Aid Clinic)	7,000	7,000	7,000
63450	Information/Awareness Events	1,181	1,600	2,200
63600	Advertising & Promotion	176	300	300
63800	Supplies (incls Resource Material)	-	140	140
63870	Photocopying	-	41	45
	TOTAL EXPENSES	23,123	27,300	28,400
	Under (Over) Budget	4,177	-	-

Staff	SHAC Coordinator - Sept 8 to April 23, 2027	50 Flex +12 hrs/wk	398 Hours	\$	7,781.00
	Assistant Coordinator - Sept 8 to April 23, 2027	15 Flex + 8 hrs/wk	247 Hours	\$	4,830.00
	Assistant Coordinator - Sept 8 to April 23, 2027	15 Flex + 8 hrs/wk	247 Hours	\$	4,830.00
				\$	17,441.00

Prepared March 2026
 IR/WC/LAC
 Finance Committee

Notice of Motion

Board of Directors Meeting # 17

March 31, 2026



Item 17.11.3

Notice: Amendment to Bylaw 1 (Organizational)

Note: Bylaw 1 - Organizational, Section 12, states that amendments to a CSA Bylaw require one Board meeting notice. Bylaw amendments require a two-thirds majority vote at a Board meeting and a roll call vote.

Notice of this motion is hereby provided at the Board meeting on March 31, 2026.

This motion will be considered at the Board meeting on April 7, 2026.

BE IT RESOLVED to adopt the attached amendment to Bylaw 1 (Organizational) Section 9.1 (Annual and Other Meetings of the Members).

Notice of Motion

Board of Directors Meeting # 17

March 31, 2026



9.1 Annual and Other Meetings of the Members

9.1.11 Should the CSA fail to reach quorum at a general meeting, despite reasonable promotional efforts, the Board of Directors shall be empowered to receive the Auditors Report and appoint the auditor for the following year on behalf of the membership. twice consecutively, a special general meeting may be called within three weeks for the sole purpose of approving the auditor's report and appointing the following year's auditor. Quorum for this meeting shall be 50 members.

Motion

Board of Directors Meeting # 17

March 31, 2026



Item 17.15 Adjournment

MOTION: That the CSA Board of Directors Meeting # 17 on March 31, 2026 be adjourned at pm.

Moved:

Seconded: