



Attachment – His Worship Gord Macleod and Mr. Barry Sharkawi

Fairview Regional Campus Society (FRCS) Stewardship Readiness Milestones and Assessment

Strategic Readiness	
Strategic readiness milestones assess whether FRCS has the organizational direction, governance capacity, financial viability, and organizational protections necessary to responsibly fulfill the responsibilities associated with the proposed primary leaseholder role.	
Milestone – Organizational Mandate and Strategic Direction	
The FRCS has established a clear organizational purpose, operating model, and long-term direction aligned with its proposed responsibilities. It also assesses whether FRCS has identified how it will work with key partners and support regional priorities.	
Assessment Focus	Desired Outcome
• Clear mandate and organizational role defined • Strategic and business plan approved • Organizational priorities and objectives established • Operating model identified • Partnership and stakeholder engagement approach identified • Long-term organizational vision established	• Establishes a clear organizational purpose and direction. • Supports alignment with government, community, and partner priorities. • Strengthens coordination and long-term planning.
Milestone – Governance and Accountability	
The FRCS has appropriate governance structures, oversight mechanisms, and accountability processes to support responsible organizational leadership and decision-making.	
Assessment Focus	Desired Outcome
• Governance structure established • Board roles and responsibilities documented	• Establishes clear oversight and decision-making responsibilities.

• Board competency matrix documented • Conflict of interest and code of conduct policies adopted • Reporting and accountability processes established • Delegation of authority framework established • Board meeting and decision-making processes documented • Organizational policies approved and maintained	• Supports transparent and accountable organizational operations. • Improves organizational coordination and governance effectiveness. • Reduces ambiguity, duplication, and governance-related operational risks. • Builds confidence with government, partners, and stakeholders.
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Milestone – Financial Sustainability and Viability

The FRCS has established a sustainable and viable financial model with controls that support ongoing operations and reduces reliance on a single funding source.

Assessment Focus	Desired Outcome
• Multi-year operating budget developed • Cash flow forecast completed • Revenue diversification strategy approved • Evidence of confirmed or prospective non-government funding sources • Lease and payment obligations stress-tested under different scenarios • Reserve and contingency approach established • Financial controls and procurement practices established • Independent financial review completed	• Supports continuity of FRCS operations and services. • Reduces financial uncertainty through diversified revenue sources. • Decreases reliance on government operating support. • Enables informed long-term planning and investment decisions. • Strengthens financial accountability and organizational credibility. • Supports FRCS' ability to fulfill ongoing financial obligations.

Milestone – Risk Management and Organizational Resilience

The FRCS has implemented appropriate organizational safeguards to identify, manage, and mitigate operational, financial, legal, and reputational risks associated with its role.

Assessment Focus	Desired Outcome
• Risk management framework developed and implemented • Organizational risk register established • Insurance and liability approach implemented • Legal and regulatory obligations identified • Incident reporting and escalation processes established • Business continuity approach developed • Roles and responsibilities for risk oversight defined	• Improves organizational preparedness and resilience. • Reduces operational, financial, legal, and reputational risks. • Clarifies liability exposure and organizational protection measures. • Supports proactive identification and mitigation of organizational risks. • Enhances confidence among government, partners, and stakeholders.

Operational Readiness

Operational readiness milestones assess whether FRCS has the operational systems, administrative processes, workforce capacity, and organizational supports necessary to manage the day-to-day responsibilities associated with operating as a new organization and fulfilling the proposed primary leaseholder role.

Milestone – Organizational Administration and Operations

The FRCS has established the foundational administrative and operational systems and processes required to support effective day-to-day organizational operations.

Assessment Focus	Desired Outcome
• Organizational operating model established • Administrative procedures documented	• Supports consistent and efficient day-to-day organizational operations.

• Internal approval and signing authorities established • Office administration processes implemented • IT systems and operational tools identified • Communications and stakeholder engagement processes established • Meeting administration and corporate records processes established	• Establishes foundational systems necessary to support ongoing operations and future growth.
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Milestone – Human Resources and Workforce Readiness

The FRCS has the workforce structures, staffing model and plans, and human resource policies and practices necessary to support ongoing organizational operations.

Assessment Focus	Desired Outcome
• Recruitment and onboarding processes established • Human resources policies and procedures developed • Payroll and benefits administration approach identified • Occupational health and safety processes established • Employee performance and conduct expectations documented • Training and orientation processes developed	• Reduces operational risk and supports workforce stability and organizational continuity. • Clarifies employee roles, responsibilities, and expectations. • Enhances organizational capacity to support ongoing operational responsibilities.

Milestone – Financial Administration and Procurement Operations

The FRCS has established the operational financial management and procurement processes necessary to support transparent and accountable daily operations.

Assessment Focus	Desired Outcome
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• Financial administration processes implemented • Procurement and purchasing procedures established • Accounts payable and receivable processes established • Budget monitoring and reporting processes implemented • Expense approval and payment controls documented • Vendor and contract management processes established • Record retention for financial documentation established	• Supports transparent and accountable operational spending. • Improves financial oversight and day-to-day budget management. • Reduces operational and procurement-related risk. • Supports consistent and reliable financial administration practices.
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Milestone – Information Management and Organizational Record Keeping

The FRCS has established appropriate information management, privacy, and organizational record keeping processes and practices to support accountability and operational continuity.

Assessment Focus	Desired Outcome
• Records management processes established • Document retention procedures developed • Information storage and access protocols implemented • Privacy and confidentiality processes identified • Organizational filing and version control processes established	• Improves organizational accountability, transparency, and operational consistency. • Supports effective information access, tracking, and reporting. • Reduces risk related to information loss, privacy, and inconsistent documentation practices. • Strengthens operational continuity and institutional knowledge retention.

• Reporting and documentation standards implemented	
Milestone – Operational Continuity and Organizational Resilience	
The FRCS has operational continuity planning and response mechanisms in place to maintain services and organizational functions during disruptions or unforeseen events.	
Assessment Focus	Desired Outcome
• Business continuity approach identified • Emergency response procedures established • Incident reporting and escalation processes implemented • Operational contingency planning completed • Key operational dependencies identified • Backup and recovery processes established	• Improves organizational preparedness for disruptions and unexpected events. • Supports continuity of operations and services. • Reduces operational vulnerabilities and service interruptions. • Enhances organizational resilience and responsiveness.