

# SSMU Master Plan

SSMU President 2020-2021

Created on 2020-11-19  
[Link to Approved Motion](#)





## Association étudiante de l'Université McGill

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# Plan Introduction

## Preface

In 2018-2019, SSMU President Tre Mansdoerfer created an Executive Plan to drastically expand SSMU's offerings in the following departments: 1) Staff, 2) Operations, 3) Clubs, 4) Services, and 5) Finance. Recognizing that the SSMU should be forward-looking and focus on continual growth, the Society currently lacks the infrastructure to support these ideas. Executives year to year have different ideologies and are overburdened in their efforts to accomplish their goals within their twelve-month term. Building off of President Mansdoerfer's Executive Plan, 2020-2021 SSMU President Jemark Earle created this 5-Year Plan, adding a sixth (6th) department - Advocacy - in order to execute the ideas outlined in the Executive Plan.

In 2020-2021, SSMU President Jemark Earle finalized the Plan and presented it for approval at Legislative Council on November 19, 2020, and subsequently approved on December 3, 2020.

## Goals

If executed correctly, this plan aims to significantly expand SSMU's current offerings ultimately improving the overall quality of student life on campus. This plan is divided into 6 major pillars: 1) Staff, 2) Operations, 3) Clubs, 4) Services, 5) Finance and 6) Advocacy. These sections have a major impact on the quality of service the SSMU can provide to its constituents. As the Society's operations and services continue to expand, the number of staff required to fulfil these goals will reflect that. By increasing the number of staff, the Society will ensure that no one is overburdened by their workload. This, in turn, will ensure that the SSMU is providing the best quality of service to its members. The Operations the SSMU provides for its members is one of the major ways in which the Society interacts with its members. By expanding its operations, the SSMU will be filling in gaps that currently exist in the programming available to students on campus.

SSMU Clubs and Services are the other two ways in which the Society directly interacts with its members. In order for clubs and services to have a greater impact on student life, they need to receive more support from the Society. By expanding the support offered to the Society's club and service executives, the SSMU will establish an institutional relationship built on trust which has been lacking



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in the past. Clubs and Services in turn will be able to run smoother operations and increase their activities. Advocacy, by its very nature, is extremely difficult to plan long-term. However, the SSMU still holds the capacity to have measures in place to support advocacy-related efforts as they appear throughout the years. Lastly, in order to accomplish any of these goals, the Society will need to critically analyze its current fee and revenue structure and implement the appropriate changes to be able to increase its financial support.

With the recent addition of 3501 Peel and the reopening of the SSMU building, the Society should look at consolidating its current funds which are restricted and underutilized and repurpose them to be able to achieve the goals outlined in this 5-Year Plan.

## History

SSMU Executives have historically been burnt out and do not have the support that they need. Executives typically work 60 to 80 hours on a given week. This is not sustainable for strong leadership when the heads of the corporation are exhausted.

SSMU as an organization is currently drastically understaffed at the permanent staff level as well. Staff are stretched thin and there are not enough resources in place to operate at an expedient level. The reimbursement system is slow due to lack of staffing and IT infrastructure, student groups do not have enough of a support system, and our communications are poor. This is only a brief insight into an organization that needs a slow, transformative overhaul. As of March 2020, there is only so much that 20 full-time staff efforts can be used to deliver services for over 200 student groups and a membership of 23,000 students.

SSMU as an organization has few operations and services that are disassociated with the Society. It should be a goal of SSMU to look to expand its operations, to greater impact the student body. For Services, SSMU would benefit from stronger integration with the Society's current structures.

The overall purpose of this plan is to ensure the Society focuses on continual growth. Strategies for how this growth can be obtained and sought for several years should be given to incoming executives when they enter their roles, giving them a general direction in how to best improve the Society. Changing direction and acting on impulsive one-year decisions is the bane of student unions and results in ineffectiveness. It is with this that we wish for the following five years of SSMU executive teams to read this plan, take its efforts into action during their term, and make a significant impact on the student experience at McGill University.



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# Oversight

The SSMU Master Plan will only be successful if it is prioritized at the Legislative Council, Executives, and General Manager level. As a result, this Plan will be managed by the following :

## 1. General Manager and President

- a. Responsible for the oversight, maintenance and execution management of this Plan.
- b. Responsible for assisting the executives with presenting the Plan to governing bodies
- c. Responsible for updating the Plan annually by adding an additional year;
  - i. Work with the President to bring forth an approval of a one-year extension of the Plan to a Legislative Council meeting by the month of April.
- d. Responsible for communicating plan to relevant positions
  - i. All incoming executives should have their responsibilities communicated to them during the training period in May.
  - ii. All Legislative Councillors and board members will receive a copy of the Plan from the General Manager when they begin their positions.

## 2. SSMU Executives

- a. Responsible for presenting the plan to governing bodies:
  - i. The Executives must present this Plan at the first Legislative Council in September and approve all Plan work for the Fall Semester at the second Legislative Council meeting.
  - ii. The Executives must present this Plan's progress at the first Legislative Council in January and approve all plan work for the Winter and Summer semesters by the second Legislative Council meeting.
- b. Responsible for executing parts of the Plan that involve their portfolio;
- c. Responsible for researching, gathering input on, & presenting updates to specific sections of the Plan:
  - i. President - Staff, assisting other executives with their respective sections as needed
  - ii. Vice-President (Student Life) - Clubs & Services
  - iii. Vice-President (Internal Affairs) - Operations



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- iv. Vice-President (Finance) - Finance, assist VP Student Life with Clubs & Services sections as needed
- v. Vice-President (University Affairs) - Advocacy
- vi. Vice-President (External Affairs) - Advocacy
- d. Responsible for assisting in updating the plan annually to reflect student needs;
- e. Responsible for briefing SSMU department heads twice a year (minimum) on the Plan and soliciting their input and feedback;
- f. Responsible for consulting with the Members at Large;
  - i. A committee of the Legislative Council chaired by the President must be struck at the start of each academic year. This committee will be responsible for the following:
    - 1. assisting with the implementation of this Plan;
    - 2. acting as an accountability committee to hold the relevant individuals responsible for implementing portions of the plan that pertain to their portfolio(s);
    - 3. monitor the progress of the Plan; and
    - 4. solicit feedback and suggestions to be incorporated into the one-year extension of the Plan.
  - ii. The progress made in the Plan must be presented at each General Assembly in order to solicit feedback/comments/suggestions from the general membership.

### 3. SSMU Department Heads

- a. Responsible for executing parts of the plan that involve their portfolio.
- b. Responsible for assisting executives in updating the Plan annually.

### 4. Legislative Council

- a. Approving plan work for the Fall semester in September.
- b. Approving plan work for the Winter and Summer semesters in January.
- c. Approve updated plan extension in March.

### 5. Board of Directors

- a. Ratifies plan work for Fall semester in September.
- b. Ratifies plan work for Winter semester in January.
- c. Ratifies updated Plan extension in March.



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# Staffing Plan

## Overview

Compared to student unions across Canada, SSMU is drastically understaffed. Most comparable student unions across the country operate in the range of 40 to 60 full time staff within their organizations. SSMU is at approximately 20 entering into June 2019. As a result, we have set the target for staff expansion at 24 full time staff by May 2022, 37 full time staff by May 2026 and 50 full time staff by May 2030. Accompanying the integration of full time staff is the accompanied increase of student staffing opportunities within SSMU. Currently, the organization employs 150 student staff in a general year. Again, this number is low compared to the student union average. As a result, the benchmark of 250 student staff by May 2026 and 400 student staff by May 2030 are the benchmarks for SSMU. The financing for this staff increase, office space and technology requirements will be discussed in greater detail in the financing section of the report. The purpose of this section will be to solely focus on staffing improvements and rationale behind these decisions.

SSMU should prioritize Services, Clubs, and Operations in all staffing changes. Investment in these aspects of SSMU will improve the student experience and allow for easier future expansion. As a result, the majority of high and medium priority staffing decisions involve services, clubs, and operations. Achieving these earlier will allow SSMU growth more rapidly in the future.





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# Projected Staff Organization

SSMU's total full-time staff as of November 2020 is as follows:

Department	Staff
<b>Human Resources (3)</b>	HR Director, HR Manager, Front Desk Receptionist
<b>Accounting (6)</b>	Comptroller, Assistant Comptroller, Accounting Analyst, Accounting Analyst (Daycare), Accounting Technician, Payroll Administrator
<b>Building (2)</b>	Building Director, Building Coordinator
<b>General Administration (4)</b>	General Manager, Governance Manager, Systems Administrator, GM Assistant
<b>Operations (4)</b>	Operations Director, Operations Manager, Operations Coordinator, Clubs & Services Coordinator
<b>Communications (2)</b>	Communications Manager, Communications Coordinator

The high priority staff expansion should be met by May 2022 at 25 full-time staff. During this time, the Clubs and Services Coordinator will transition their role into a full time Clubs Manager and the SSMU will hire two Service Coordinators to assist the Accounting and Operations departments in their capacity to provide greater support to the SSMU services:

Department	Staff
<b>Human Resources (3)</b>	HR Director, HR Manager, Front Desk Receptionist
<b>Accounting (7)</b>	Comptroller, Assistant Comptroller, Accounting Analyst, Accounting Analyst (Daycare), Accounting Technician, Payroll Administrator, <b>Service Coordinator</b>



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<b>Building (2)</b>	Building Director, Building Coordinator
<b>General Administration (4)</b>	General Manager, Governance Manager, Systems Administrator, GM Assistant
<b>Operations (6)</b>	<b>Gerts' Bar Manager, Clubs &amp; Services Manager</b> , Operations Coordinator, <b>Clubs Coordinator (2), Service Coordinator</b>
<b>Communications (3)</b>	Communications Manager, Communications Coordinator, <b>French Translator</b>

The medium and low priority staff expansion should be met by May 2026 at 37 full-time staff :

<b>Department</b>	<b>Staff</b>
<b>Human Resources (6)</b>	HR Director, HR Manager, Front Desk Receptionist, <b>Equity Coordinator, HR Coordinators (2)</b>
<b>Accounting (10)</b>	Comptroller, Assistant Comptroller, Accounting Analyst, Accounting Analyst (Daycare), Accounting Technician, Payroll Administrator, Service Coordinator, <b>2 additional Accounting Analysts, Additional Service Coordinator</b>
<b>Building (3)</b>	Building Director, Building Coordinator, Security Coordinator
<b>General Administration (5)</b>	General Manager, Governance Manager, Systems Administrator, GM Assistant, <b>In-House Legal Counsel</b>
<b>Operations (10)</b>	Gerts' Bar Manager, Clubs & Services Manager, Operations Coordinator, Clubs Coordinator (2), Service Coordinator, <b>2 additional Operations Coordinators, Events Coordinator, Additional Service Coordinator</b>
<b>Communications (3)</b>	Communications Manager, Communications Coordinator, French Translator



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## High Priority

The following positions should all be hired by the end of May 2022.

<b>Title</b>	Service Coordinator (Accounting Department)
<b>Responsibilities</b>	The Service Coordinator would provide a major support role to the VP Finance, VP Student Life and Accounting Department. This staff member would be responsible for helping services create the budgets each year, providing general information to services in regard to finances, funding processes, SSMU funds etc. They would additionally be responsible for ordering cheques, getting tokens ready, stabilizing the process, planning the process, assisting with transactions and credit card management.

<b>Title</b>	Service Coordinator (Operations Department)
<b>Responsibilities</b>	This Service Coordinator would provide a major support role to the VP Student Life, and Operations Department. This staff member would be responsible for assisting services with their operational aspects including, room booking, equipment rental, insurance, external venue booking, contracts etc.

<b>Title</b>	Clubs Coordinator (2)
<b>Responsibilities</b>	These staff members would provide a major support role to the VP Student Life, Clubs Coordinator & Club Executives. Staff members would be responsible for providing general information to clubs in regard to audits, finances, insurance, club processes, facilitating room booking, SSMU funds, etc. The roles and responsibilities would be split equally among the two clubs staff (i.e. event planning & athletics clubs, cultural clubs). Additionally, the clubs staff can be involved with several internal SSMU committees, such as the Clubs Committee and the Funding Committee and act as a permanent staff link.



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<b>Title</b>	French Translator
<b>Responsibilities</b>	A Translator would allow the SSMU to meet the Francisation Plan and improve the speed, quality, and scope of translations at the Society. The translator could also meet the needs of live translation for Legislative Council and General Assemblies. They would also be tasked with leading a broader project of translating all of the SSMU documents (past, present and future).

### Medium Priority

The following positions should all be hired by the end of May 2024, but may be hired earlier if needed.

<b>Title</b>	Equity Coordinator
<b>Responsibilities</b>	<p>The SSMU should be dedicated to being inclusive and providing equitable opportunities for its members. With the SEDE department being cut at McGill, many of the roles played by this department have fallen to student groups. This staff member would alleviate some of the burden faced by these groups and help them coordinate work done by these groups. Additionally, the equity services staff can be involved with SSMU's internal equity committees, such as the Equity Committee and act as a permanent staff link.</p> <p>This staff member would organize internal equity training as part of the on-boarding process for permanent staff including executives. They would liaise with "equity services" at McGill.</p> <p>This staff member would also be responsible for overseeing the GSVP policy, including handling complaints.</p> <p>This staff member would be specialized in conflict resolution and have experience in dealing with equity-related initiatives.</p>

<b>Title</b>	Accounting Analyst (2)
<b>Responsibilities</b>	These staff members would be responsible for the financial responsibilities that come with the growth of the society.



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Title	Operations Coordinator
<b>Responsibilities</b>	These staff members would divide their responsibility for the 3501 Peel building and Gerts' operations (i.e. Gerts full-time manager). These staff members should be prepared to take on the responsibility of running these prospective operations: SSMU Restaurant, Amazon Depot, Summer Operations, SSMU General Store. Additionally, the operations coordinators can be involved with several internal SSMU committees, such as the Building Operations and Management Committee and act as a permanent staff link.

### Low Priority

The following positions should all be hired by the end of May 2025, but may be hired earlier if needed.

Title	HR Assistants (2)
<b>Responsibilities</b>	These staff members would develop better training and ensure that the SSMU is implementing best practices. They would be responsible for improving the HR complaints process, as well as ensure better on-boarding and smoother transitions between roles for permanent staff, executives, and student staff positions. They would additionally have a seat on the Nominating committee & HR Committee

Title	Service Coordinator (Accounting Department)
<b>Responsibilities</b>	The Service Coordinator would provide a major support role to the VP Finance, VP Student Life and Accounting Department. This staff member would be responsible for helping services create the budgets each year, providing general information to services in regard to finances, funding processes, SSMU funds etc. They would additionally be responsible for ordering cheques, getting tokens ready, stabilizing the process, planning the process, assisting with transactions and credit card management.



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<b>Title</b>	Service Coordinator (Operations Department)
<b>Responsibilities</b>	This Service Coordinator would provide a major support role to the VP Student Life, and Operations Department. This staff member would be responsible for assisting services with their operational aspects including, room booking, equipment rental, insurance, external venue booking, contracts etc.

<b>Title</b>	Security Coordinator
<b>Responsibilities</b>	This staff member would help alleviate some of the responsibilities that burden the Building Director Role. They would be responsible for coordinating the security involved with both external and internal events.

<b>Title</b>	Events Coordinator
<b>Responsibilities</b>	In collaboration with the Vice-President Internal Affairs, this staff member would be responsible for the SSMU flagship, general and prospective events. These include, 4 floors, Fac-O, Daycare-based events, SSMU Day, SSMU Welcome Back Concert etc.

<b>Title</b>	In-House Legal Counsel
<b>Responsibilities</b>	Providing the SSMU with quality, accurate, and relevant advice on the whole spectrum of legal matters that apply to the SSMU.



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# Operations Plan

## Overview

In evaluating SSMU's long term operational decisions, there are several tenants in place to create long-term goals for the department. The tenants are as follows :

- 1) The SSMU building should have primarily student-run operations
- 2) The SSMU should offer affordable, student provided food services
- 3) The SSMU should host several operations for various aspects of student life

The priority for the 2020-2021 year after the SSMU building reopens is to update the building after over 2 years of closure. With the building reopened, SSMU now has the ability to work on major renovation projects based off of the money allocated in the SSMU base fee increase. SSMU should define renovation plans for the second floor cafeteria and student bar, with the plan to renovate both within 5 years. The usage of 3501 Peel should be determined by the end of the 2020-2021 academic year. In the past, SSMU executive teams have wished for a fully functioning Wellness Hub Offering several different practitioners that are covered through SSMU's health insurance.

Additionally, several smaller operations can be explored for the building. The goal of these operations is to offer a service that does not currently exist on campus. Examples include: a pharmacy, a student-run cafeteria, a package depot, tax return assistance, and a general store. While achieving all of these services in five years will most likely not be feasible, several of these should be achievable. The goal of these services is to make the SSMU building a hub for student life, a place that students actively seek out for services. This goal should be reached if operation expansion is pursued.

## Projected Operations

### Current SSMU Operations



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Operation	Description
<b>Gerts Bar</b>	Gerts bar is a functional bar space. No renovations have taken place, it is predominantly a bar that people spend time at from 6 pm to midnight.
<b>Minicourses</b>	Various minicourses are offered and run by the Operations department.
<b>Catering</b>	Catering for student groups and external clients for events hosted on SSMU properties.
<b>Room Rentals</b>	Only SSMU building rooms are offered as bookable.
<b>Sponsorship</b>	Sponsorship for SSMU events as well as SSMU clubs.

## High Priority

The following projects should be completed by the end of May 2022.

Operation	Description
<b>Gerts Bar</b>	Gerts bar is a functional bar space. No renovations have taken place, it is predominantly a bar that people spend time at from 6 pm to midnight.
<b>Minicourses</b>	Various minicourses are offered and run by the Operations department.
<b>Catering</b>	Catering for student groups and external clients for events hosted on SSMU properties.
<b>Room Rentals</b>	The SSMU building and 3501 Peel rooms are offered as bookable.
<b>Sponsorship</b>	Sponsorship for SSMU events as well as SSMU clubs.
<b>Second Floor Cafeteria</b>	<b>Second floor cafeteria is renovated. Pending student consultations, this space should allow for additional eating space and bring back a new food location to campus or part of this space should be turned into a dedicated student Lounge Space.</b>





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<b>Package Depot</b>	<b>A package depot allows all Clubs, Services, and McGill students to ship items to SSMU buildings. Reduces environmental footprint through single shipping location.</b>
<b>Tax Clinic</b>	<b>SSMU offers tax return services to all McGill students.</b>
<b>3501 Peel</b>	<b>The designation of this building should be decided with priority given to bookable space for students, clubs &amp; services, revenue generating opportunities or an expansion of the SSMU office.</b>

Description of High Priority Changes:

<b>Operation</b>	Remove Current Tenants
<b>Description</b>	<p>We should push to remove the current tenants (Liquid Nutrition and La Prep).</p> <p><u>La Prep</u> This space holds a liquor permit, which would allow us to transform the space into a banquet style hall that can be used for more formal events that would otherwise be held in Gerts (i.e. end of year banquets)</p> <p><u>Liquid Nutrition</u> A Pharmacy, a student-led coffee initiative, or general store should replace Liquid Nutrition. These operations would be extremely beneficial to the student-body</p>

<b>Operation</b>	Second Floor Cafeteria
<b>Description</b>	<p>This space has a lot of underutilized potential.</p> <p><u>SRC</u> There is a serious lack of dining options for McGill Students. The SRC failed in the past but it has the potential to be a successful operation if done correctly. A revamped cafeteria should be achieved.</p> <p><u>Student Lounge</u> There is also a significant lack of study/hangout space for McGill Students. The space on the second floor is large enough to incorporate both the SRC and a chill space for students to come and hang out, study etc.</p>



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<b>Operation</b>	Package Depot
<b>Description</b>	A Package Depot would efficiently utilize the space that the SSMU has in our basement. All members of SSMU would be able to have a secure space for their orders to be held until they retrieve it. A Package Depot would also implement a box collection service, allowing the SSMU to store the empty boxes to be reused by students who are moving.

<b>Operation</b>	Tax Clinic
<b>Description</b>	The SSMU Tax Clinic would partner with an organization such as H&R Block or independent accountants during tax filing season to help students file their taxes.

<b>Operation</b>	3501 Peel
<b>Description</b>	<p>The designation of this building should be decided with priority given to bookable space for students, clubs &amp; services, revenue generating opportunities or an expansion of the SSMU office. In the past, executive teams have wished for this to be a Wellness Hub and I have provided a sample description of what that would be below:</p> <p>3501 Peel should offer several practitioner services that pair off with SSMU's Health Insurance plan offered to approximately two-thirds of the McGill undergraduate population. The practitioners should match data from the health plan usage. Prospectively, this would result in 3-4 psychologists, 1 physiotherapist, 1 nutritionist, and 1 massage therapist. The practitioners space rental rates should be used for mortgage payments. Additionally, 3501 Peel can act as additional rental space for external clients. Both the basements and outdoor patios are strong rental spaces.</p>



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## Medium Priority

The following projects should all be completed by the end of May 2024, but may be completed earlier if needed.

<b>Player's Theatre</b>	Player's Theatre is renovated and is now a bookable space for movie screenings.
<b>Events</b>	Several new, annual events now are run by SSMU.
<b>Weekend (extended) Operations</b>	The SSMU building is permanently reopened for weekends, reopening operations. The SSMU building will have extended hours/24 hour access during certain periods like finals. To complement the addition of study/lounge space

### Description of Medium Priority Changes

<b>Operation</b>	Player's Theatre
<b>Description</b>	This space should be repurposed to become bookable space during the time when it is not being used. It has the potential to become a space where we could partner with Film Festivals and screen movies etc.

<b>Operation</b>	Weekend Operations
<b>Description</b>	Gerts should continue operating on the Weekend. It has the capacity to turn Weekend Operations into designated activity nights (i.e. Coffeehouse sundays which would include, comedy shows, open mic nights, paint nights etc.)

<b>Operation</b>	Events
<b>Description</b>	*Note that these are proposed event ideas and that the SSMU should strive to have 2-3 additional yearly or regularly held events by 2024* <b>SSMU Day</b>



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	<p>SSMU Day would occur in September and is similar to the aforementioned Community Engagement Day. It would be tailored primarily to our students giving the SSMU a chance to showcase everything it has to offer to its members. This would be a prime opportunity to have services interact with SSMU members. Gerts could throw a special event.</p> <p><b>Black History Month Initiative</b> The BSN and various stakeholder communities have successfully run their 3rd annual Black History Month Initiative this past year. Providing SSMU support and resources would allow this initiative to become institutionalized and increase its reach and awareness on campus.</p> <p><b>SSMU Mural Fest</b> This is a good chance for the SSMU to engage with student artists and mirror the larger Montreal Mural Fest that occurs later in the summer. The SSMU would partner with McGill and the close Montreal Community to find free space on the side of buildings that could be transformed into a canvas for students to showcase their artistic skills</p> <p><b>SSMU Welcome Back Concert</b> The SSMU does not offer a large event for its members to gather at any point throughout the year (other than Activities Night and 4Floors. A welcome back concert would allow the SSMU to invite alumni such as Busty and the Bass &amp; other Montreal Artists to put on a show. This event could likely be the culmination of SSMU Day.</p> <p><b>Daycare Events</b> The SSMU should host events for the SSMU Daycare (i.e. transform a room into a haunted house for halloween, picture day with Santa Claus etc.)</p>
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Low Priority

The following projects should be completed by the end of May 2026, but may be completed earlier if needed.

<b>Operation</b>	Gerts Renovations
<b>Description</b>	The renovations would include adding a microbrewery, redoing the lighting, gutting the middle serving area, redoing the point of sales system, adding a terrace. Additionally the offerings for Gerts could expand to be a place which students can comfortably be at from noon to midnight, not just 7 pm to midnight. SUWU Bar is the most accurate representation of what Gerts



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	should become. These renovations would occur during the Summer Months to avoid the loss of the operations during the academic year.
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Operation	Summer Operations
<b>Description</b>	<p>The SSMU has the capacity to operate in the Summer Months. Summer operations would occur during the months of June and July giving the SSMU enough time to wrap up its regular operations during the month of May and provide enough time for the SSMU to transition back into its regular operations during the month of August.</p> <p>The Summer Operations could include integrating with Day Camps in Montreal mirroring operations that currently take place in community centres and schools during Summer Months.</p> <p>Summer Operations should also include a Community Engagement Day which would occur during the month of May. Stakeholder community members (i.e. graduating Cégep students, members of the Milton Park community, current SSMU members etc.) would be invited to join the SSMU in a fun, activity filled day. The SSMU would transform the 3501 Peel terraces, the parking lot beside Gerts and the University Centre into a space that could host a CookOut, activities for students and children etc.)</p> <p>I suggest getting a SSMU Mascot to appear at events like this.</p> <p>Due to the significant change for the staff as well as the requirement of additional investments + space, the completion date for this can be pushed to later than 2026.</p>

Operation	Daycare Expansion
<b>Description</b>	<p>The SSMU Daycare currently holds 32 toddlers and 8 infants. The ratio of caretakers to toddlers and infants does not allow the Daycare to be financially self-sustaining. Ideally, the Daycare would expand to 50-60 total toddlers and infants. This would require space reorganization and potentially moving the nursery and toddler space to a consolidated Daycare location. This would allow the nursery to become additional space for SSMU permanent staff. SSMU should see if McGill's Daycare location is ever for sale and look to purchase it if the opportunity arises.</p>



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<b>Operation</b>	SSMU General Store
<b>Description</b>	The SSMU general store could be located in the current (TBD) space on the first floor of the building across from Liquid Nutrition. The SSMU general store could have several offerings such as Gerts merchandise, grab-and-go foods, school supplies, and tech supplies (chargers, earbuds, etc.). The store could also feature cross campus merchandise such as OAP, BDA, etc. The SSMU General Store could be expanded to offer things such as IT repair and assistance.

<b>Operation</b>	Pharmacy
<b>Description</b>	The SSMU Pharmacy would have students using SSMU's Health Insurance plan to cover their prescription drugs and other small items. Basic drugs such as Tylenol, Ibuprofen, among others could be offered. The pharmacy can also sell basic toiletries.

<b>Operation</b>	Yearbook
<b>Description</b>	The SSMU used to produce a yearbook. It was recently cancelled due to the deficit that it produced. It would be extremely useful for institutional memory and for future generations to understand SSMU history when they look back. There is no need to mass produce the yearbooks which may result in incurring a deficit.



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# Clubs Plan

## Overview

In conversations with SSMU club leadership, clubs have historically listed having a poor experience with SSMU. Groups do not receive consistent treatment year over year and receive little, if any guidance from the SSMU. Clubs are a priority of SSMU and SSMU should plan to better integrate these groups in campus life. In creating this stronger integration, SSMU has three fundamental objectives :

1. Creation of a Clubs Department with several full time clubs staff
2. Provide clubs with additional resources
3. Clarify the relationship between SSMU and clubs

The first objective highlights the need for more staff to properly deal with clubs. If clubs are to receive proper training, audits, and general assistance, more people have to be involved. The goal is to have a small department to cover all club necessities.

The second objective covers additional resources. The current main advantage for being a club is room bookings. Clubs should be offered several better resources such as club storage, ticket software, and additional room booking options. This will require technology investment such as data tracking software to be integrated into the clubs portal.



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The third objective covers the communication aspect between SSMU and clubs. A clubs platform would clarify processes like funding and auditing. Additionally, training and other basic resources could be communicated here in a more clear manner.

With these objectives above, clubs should have a better experience with SSMU and benefit from the additional resources available.

## Projected Clubs

Current Club Offerings:

Category	Description
<b>Staffing</b>	SSMU clubs receive help from the SSMU VP Finance and VP Student Life. Full time Clubs and Services Coordinator and two part time staff (Services Admin Assistant + Clubs Administrator) help assist clubs.
<b>Amenities</b>	Clubs have room booking access and credit cards.
<b>Communications</b>	Communication is poor. Clubs constantly disapprove of the auditing procedure, club training, and finances. Clubs struggle to find any SSMU documented resources. Clubs struggle to communicate to the student body, as no portal exists.
<b>Governance</b>	Clubs governance varies incredibly from club to club. Procedures are not standardized and lead to confusion.

## High Priority

The following projects should be completed by the end of May 2022.

Category	Description
<b>Staffing</b>	SSMU clubs now have full time permanent staff dedicated to clubs in addition to the VP Finance and VP Student Life. Clubs staff can help improve amenities and communications.





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<b>Amenities</b>	SSMU clubs continue to have room booking access and credit cards. Additionally, SSMU clubs have access to SSMU storage in the basement. This storage is well organized and maintained through a locker system and is usable by any SSMU club.
<b>Communications</b>	SSMU communications are now all on the SSMU club portal. The club portal standardizes basic club documentation, room bookings, club training, auditing, funding, and general finances. The club portal also includes tracking software allowing clubs monitor funding requests from start to finish.
<b>Governance</b>	Club governance is standardized with the club constitution template. All clubs have roles that line up with SSMU's requirements.

Description of High Priority Offerings

<b>Project</b>	Clubs Platform
<b>Description</b>	<p>The clubs' platform should be completely revamped and made more easily accessible online. This includes but is not limited to room bookings, funding requests, the club audit, club events and general club information. Everything that clubs have to do should be integrated into this platform.</p> <p><b>Room Booking</b> The clubs platform should be able to accommodate room booking across the various buildings that have bookable space for student groups. The SSMU should work on collaborating with McGill Admin to reserve certain hours in rooms (i.e. athletics facility, Leacock etc.) reserved for SSMU clubs. Once completed, the SSMU should integrate these extra rooms into its room booking software on the clubs platform. Our present platform (EMS) can accommodate this, however, it would require approval from McGill Admin.</p> <p><b>Funding Requests</b> These should be integrated into the clubs platform.</p> <p><b>Club Audit</b> Improve the club audit process. There should be a way to upload the relevant documents etc. onto the clubs platform. With every purchase, clubs should be able to upload their receipts etc.</p> <p><b>Club Events</b> The clubs platform should have a calendar that lists all of the ongoing club events on a weekly/monthly basis. This calendar should be made publicly</p>



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	<p>available to the general student body to increase student engagement in campus life</p> <p><b>General Club Information</b></p> <p>The clubs platform should serve as a tool for general club information. This includes: How to's, guides, general updates, upcoming deadlines, process to become a club etc.</p>
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<b>Project</b>	Club Constitutions
<b>Description</b>	SSMU clubs should all follow the standardized constitution format across the board. Additionally, the club voting process should be integrated within Simply Voting to ensure clarity, formality and continuity between club members year-to-year. The SSMU should also look into ensuring that clubs' financial officers are established by x date to ease the banking transition from year-to-year.

<b>Project</b>	Club Storage
<b>Description</b>	Because clubs will not have dedicated office space within the University Centre the SSMU should look to install Lockers in the basement which club executives would have access to.

<b>Project</b>	Staffing
<b>Description</b>	See clubs staffing section for more information

Medium Priority

The following projects should all be completed by the end of May 2024, but may be completed earlier if needed.

<b>Category</b>	<b>Description</b>
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<b>Staffing</b>	SSMU clubs now have full time permanent staff dedicated to clubs in addition to the VP Finance and VP Student Life. Clubs staff can help improve amenities and communications.
<b>Amenities</b>	SSMU clubs continue to have room booking access and credit cards. Additionally, SSMU clubs have access to SSMU storage in the basement. This storage is well organized and maintained through a locker system and is usable by any SSMU club. Clubs now have access to ticketing software standardized by SSMU. General club insurance coverage is achieved.
<b>Communications</b>	SSMU communications are now all on the SSMU club portal. The club portal standardizes basic club documentation, room bookings, club training, auditing, funding, and general finances. The portal shows all SSMU clubs available to undergraduate students. Club training and other documentation have been improved to better communicate to clubs what their expectations are.
<b>Governance</b>	Club governance is standardized with the introduction of a club constitution template. All clubs have roles that line up with SSMU's requirements. Clubs committee is revamped to be more consistent on a year to year basis on all club procedures.

Description of Medium Priority Offerings:

<b>Project</b>	Club Amenities
<b>Description</b>	The SSMU should look into purchasing ticket software platforms that can be used by clubs for their events. Currently many clubs use cash to sell many of their tickets which can lead to accounting problems (i.e. unequal amount of cash received vs. tickets sold etc.) The SSMU should look into purchasing tools such as Square that can be rented out to clubs for their sales (bake sales, events etc.)
<b>Project</b>	Standardized Trainings



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<b>Description</b>	The training provided to clubs each year should become standardized. This work is to be done by the clubs staff. These training sessions can be module-based and should be able to clarify club processes such as audits, club status and more. The training already offered are: GSVP, Equity, Clubs, Finance. Additional training can include: Anti-Oppression.
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<b>Project</b>	Clubs Committee
<b>Description</b>	Full-time clubs staff should be integrated into the clubs committee to provide institutional knowledge year after year and standardize the process.

### Low Priority

The following projects should be completed by the end of May 2026, but may be completed earlier if needed.

Description of Low Priority Offerings:

<b>Project</b>	Insurance
<b>Description</b>	The SSMU should seek to increase our insurance coverage to cover the clubs in all of their activities. This would require the club fund fee to be raised due to the approximate \$200 000 cost.

## Services Plan

### Overview

In evaluating SSMU services, it is recognized that services cannot have the greatest impact on the student body until further integration with SSMU. It is the goal of this plan to have fully integrated with SSMU services.



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The major component of service integration is implementing SSMU staffing support. This integration revolves around implementing new staff to help support SSMU services, SSMU executives (Student Life and Finance) and SSMU Staff (Accounting & Operations Departments). This requires adding dedicated service coordinators to the Accounting and Operations Department.

In addition to having permanent staff assist and support SSMU services, it is important that SSMU begins to consolidate what we define as SSMU services as well as how resources are offered to services. Credit cards are available to all services and greater support from the SSMU should be given. Permanent building space for services should be carefully evaluated for what services actually need to operate.

## Projected Services

Current Service Structure:

Category	Description
<b>Services</b>	16 SSMU Services : Arab Students Network (ASN), Black Students Network (BSN), Queer McGill (QM), Union for Gender Empowerment (UGE), Peer Support Center (PSC), Nightline, Sexual Assault Center of McGill Students Society (SACOMSS), Flat Bike Collective, Midnight Kitchen (MK), Plate Club, Drivesafe, McGill Students Emergency Response Team (MSERT), Walksafe, Musicians Collective, Television McGill (TVM), Eating Disorder Resource and Support Centre (EDRSC)  All SSMU services operate close to independently from SSMU.
<b>Staffing</b>	SSMU Services do not receive any direct staff. They collaborate with the VP Finance for budget setting and work with the VP Student Life for various issues. Permanent staff interaction is case by case.
<b>Amenities</b>	All SSMU services receive permanent space in the SSMU building regardless of need.
<b>Financing</b>	All services run individual fees which are up for renewal every 5 years.



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## High Priority

The following projects should be completed by the end of May 2022.

Project	Service Finances
<p><b>Description</b></p>	<p><u>Fee Consolidation</u>            The Vice-President Finance and the Accounting Department should be crunching the numbers. By 2022, the Vice-President Finance and the services should agree to and begin the process for implementing a proposal that will consolidate some or all of their service fees. The consolidation of this fee should be reallocated into a fund that is repurposed year after year. A specific portion of this fund should go to Services' staff, while the rest is to be used by the Services. Examples of proposals include: 1) Consolidating all service fees which would remove the need for renewing their fees every 5 years and give them a more stable to budget to work with; 2) Consolidating a percentage of their surplus year after year which would ensure that they are still able to utilize the funds necessary to operate while paying into a mutual fund which would benefit them in the long-term.            The SSMU service fund should be indexed on the SSMU Base Fee so that it gets increased by inflation. This would eliminate the need for SSMU Services to run referendums for fee increases every 5 years.</p> <p><u>Service Budgeting Practice Change</u>            Every year, the Services Review Committee and Legislative Council should reallocate and repurpose the rollover from services.</p>

Project	Reorganizing the Services Staffing Structure
<p><b>Description</b></p>	<p>Refer to SSMU Staffing Plan.</p>

Project	Space Consolidation
<p><b>Description</b></p>	<p>There is a general lack of space for SSMU Services and Clubs. No SSMU Clubs should have their own space in the building. Any space that is currently offered to clubs should be repurposed and given to services or turned into bookable space. Moreover, many Services currently only use their space for</p>



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	meetings, storage and a place for their executive members to hangout. Space given to services should be repurposed to allow for maximum efficiency for them to run their operations. Additional space should be given to SACOMSS. Services like BSN, UGE, and QM should have space for marginalized members to hang out, feel safe etc.
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<b>Project</b>	Service Credit Cards
<b>Description</b>	Providing all SSMU Services with credit cards so they can effectively run their own financing and operations.

## Medium Priority

The following projects should all be completed by the end of May 2024, but may be completed earlier if needed.

<b>Project</b>	Define a SSMU Service
<b>Description</b>	We should clearly define what a SSMU Service is. TVM and Musicians' Collective are examples of services right now that don't quite fit under SSMU's definition of a service. They have the potential to change their operations to fit under SSMU's definition of a service. Additionally, SSMU has the potential to broaden its definition of a SSMU service so that other artistic, media related groups can fit under its current structure. Currently, with their current operations, TVM would fit better under the SSMU's Communications Department and Musicians' Collective under the SSMU's General Operations. We should also re-define the process to become a SSMU Service.

<b>Project</b>	Student IDs
<b>Description</b>	We should work with McGill Enrolment\Security Services to include SSMU Service Contact information on the back of McGill Student IDs. The contact information would include SACOMSS, Walksafe/Drivesafe, and MSERT



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### Low Priority

The following projects should be completed by the end of May 2026, but may be completed earlier if needed.

Project	Integrating SSMU Services
Description	<p><u>Communications</u> SSMU Services should be integrated more with our Communications Department to broaden their reach and capacity (i.e. Instagram Takeover etc.)</p> <p><u>Operations</u> SSMU Services should be integrated more with our Operations Department to have their presence at the events that the SSMU puts on etc.</p>

Project	Additional Services
Description	<p><u>Food Bank</u> Make a food bank, working with the On-Campus food provider to get lower rates and help support students who can't afford it.</p> <p><u>Therapy Dogs</u> The SSMU should have therapy dogs to be provided for a wellness week, in the SSMU Student Lounge and wherever necessary etc.</p> <p><u>Trash2Treasure</u> This operation should be granted service status. It would fall under the portfolio of the Sustainability Services Coordinator. They should expand their operations to refurbish some of the furniture that they pick up and put it back into the McGill community.</p> <p><u>Muslim Students' Association</u> Establishing a secure prayer space for the MSA. This is a major concern for its members.</p>





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# Finance Plan

## Overview

SSMU has historically been restricted and short-sighted with student fees. Services typically ran fees as individuals or small-groups for five year periods. This locks their money to be used in a specific way and often leads to excessive surplus. The same situation occurred with SSMU general funds. The goal of this part of the plan is to enable SSMU to have flexibility and long-term planning through the student fee structure. The three main objectives for finance are:

1. Fee consolidation (Clubs and Service funds) and allocation restructuring
2. Project based fee increases
3. Operations and investment optimization

Fee consolidation and allocation restructuring is the largest financial system change SSMU will experience in recent years. Through this restructuring, fees can be allocated proactively and allow for services and funds to be reflective of current student priorities. Additionally, this will reduce the number of fee questions at referendum. The last major benefit is the ease it creates for starting and stopping projects. Services can now be funded immediately upon foundation, new funds can be created to reflect student needs. This project should free up significant funds for SSMU full time staff and allow greater support structures to exist for their management. These staff members would allow for very focused financial support for SSMU Clubs and Services (see Service Coordinator description in Staffing section for more detail).

Project based fee increases include the daycare and staggered base fee increase. The daycare fee allows for daycare expansion into another space, while simultaneously freeing up the current infant space for SSMU staff. The staggered base fee increase allows for SSMU renovation projects to happen faster. This allows for Gerts, Players Theatre, Second Floor Cafeteria, etc. to take place within a individuals undergrad degree.

Lastly, operation and investment optimization explores SSMU's ability to receive donations. Exploring both an endowment and charity number would bring SSMU additional resources.



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# Projected Finances

Current Finance Offerings:

Category	Description
Staffing	Comptroller, Assistant Comptroller, Accounting Analysts (2), Accounting Technician.
Fees	Services currently levy and pass their own fees that need to be renewed every 5 years.
Revenue	The SSMU's revenue primarily comes from the SSMU Base Fee and operations such as Gerts.

## High Priority

The following projects should be completed by the end of May 2022.

Project	Service Fee Consolidation
Description	<p>The Vice-President Finance and the Accounting Department should be crunching the numbers. By 2022, the Vice-President Finance and the services should agree to and begin the process for implementing a proposal that will consolidate some or all of their service fees. The consolidation of this fee should be reallocated into a fund that is repurposed year after year. A specific portion of this fund should go to Services' staff, while the rest is to be used by the Services. Examples of proposals include: 1) Consolidating all service fees which would remove the need for renewing their fees every 5 years and give them a more stable to budget to work with; 2) Consolidating a percentage of their surplus year after year which would ensure that they are still able to utilize the funds necessary to operate while paying into a mutual fund which would benefit them in the long-term.</p>



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	<p>The SSMU service fund should be indexed on the SSMU Base Fee so that it gets increased by inflation. This would eliminate the need for SSMU Services to run referendums for fee increases every 5 years.</p> <p><b>Sample Proposal:</b>          Consolidate the individual fees into one large fund (approx \$550,000). Increase it slightly to account for more staff members. This fund should be indexed to inflation (attach it to the base fee).          The SSMU should establish procedures to allocate the budget every year to be approved by council (staff, services themselves and set up a service fund). The service fund will allow services to get the proper funding and establish their own projects.          Set guaranteed minimum amounts to be allocated to services each year.</p>
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<b>Project</b>	Club Fund Consolidation
<b>Description</b>	<p>Consolidate the club fee, the fees above in funding (club fund, equity, environmental etc.) Mirror the service fee collapse and turn it into one larger club fund that accounts</p> <p>Menstrual Hygiene Fee is separate but the rest should be treated as funds to be reallocated year after year.</p>

<b>Project</b>	Electronic Tools
<b>Description</b>	<p>Cheque Requests and Reimbursements should be moved online. A large portion of this is already underway due to COVID-19 events. It should continue after to increase accessibility and efficiency in the finance department.</p> <p>Relevant parties should be able to see their updated process along the way (i.e. submitted, under review, processed) so that information is at their disposal and there is no need to bombard the accounting department with emails etc.</p>



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### Medium Priority

The following projects should all be completed by the end of May 2024, but may be completed earlier if needed.

<b>Project</b>	3501 Peel
<b>Description</b>	The SSMU should conduct an analysis on the impact revenue from 3501 Peel will have on the overall budget of the society, and what can be accomplished with these new funds.

<b>Project</b>	Staggered Base Fee Increase
<b>Description</b>	A staggered base fee increase allows for the SSMU to increase its staff expansion, fill whatever gaps are necessary, to achieve renovation projects & goals. This could reflect a \$3 increase year after year for a 5 year period. The funds received from this increase could be dedicated solely to renovations (4th floor spaces, 2nd floor renovations, gerts etc.)

### Low Priority

The following projects should be completed by the end of May 2026, but may be completed earlier if needed.

<b>Project</b>	SSMU Charity Number
<b>Description</b>	The SSMU is already a not for profit organization. The SSMU should look into getting a Charity Registration Number to allow the Society to be able to receive donations.

<b>Project</b>	SSMU Endowment
<b>Description</b>	The SSMU should work with McGill to work on a SSMU endowment through McGill to get McGill Alumni to donate to the SSMU endowment directly.



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<b>Project</b>	Investments
<b>Description</b>	The SSMU should look into using parts of the future consolidated service and club fees and investing them into money markets for 6 month periods to increase the fund availability.

<b>Project</b>	Daycare Fee Increase
<b>Description</b>	The SSMU should look into expanding the Daycare's operations. Flowing from this, the SSMU should look into increasing the Daycare Fee to account for the expenses that the Society will incur as a result of the Daycare's expansion.



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# Advocacy Plan

## Overview

Advocacy related groups on campus currently operate in an autonomous fashion. Moreover, it is extremely hard to plan for advocacy related initiatives year by year when much of the work that advocacy related groups depend on and is tailored to the socio-political climate in that year. The SSMU should strive to create a framework for these groups to succeed in implementing their initiatives and not be negatively impacted by the bureaucracy that exists within the SSMU.

Additionally, much of the existing SSMU policies and statements act as good stand alone policies. However, when they are brought into the larger SSMU framework, they are dysfunctional and hamper/infringe upon one another. Part of the plan to address this will involve reassessing and re evaluating the SSMU's policies on a whole because they are currently hampering the SSMU's advocacy related efforts. The SSMU needs to have things working as a unified whole rather than disjointed parts.

## Projected Advocacy Initiatives

These initiatives should be completed by May 2026.

Project	Increased Representation
Description	<p>The SSMU should strive to get more students on University-Level committees and governing bodies.</p> <p>Additionally the SSMU should strive to ensure that legislative council is more representative of its student body with the addition of (but not limited to) the following councillor positions: Indigenous Affairs, Black Affairs, Queer Affairs, &amp; Equity.</p>



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<b>Project</b>	Francophone Affairs
<b>Description</b>	The SSMU should look to incorporate the proposed Francization Plan, ensuring that all SSMU documents are made available in English and French, whisper translation is made available for Legislative Council, Board of Directors, General Assemblies etc.

<b>Project</b>	Creation of a Space Dedicated to Advocacy Related Groups
<b>Description</b>	This would not infringe upon the autonomy of these groups. Rather it would facilitate easier communication between these groups, to allow them to discuss projects and share resources with one another. These groups would be able to use SSMU resources by becoming an external group affiliated with the SSMU so that they have the benefits affiliated groups have without the need to be chaired or supervised by someone who is a SSMU employee.

<b>Project</b>	Revision/Re Evaluation of SSMU Policies
<b>Description</b>	Existing SSMU policies should be revised and re-evaluated to ensure that they do not hamper one another. Additionally, a framework should be established which would ensure that new policies work well within the existing framework that exists at the SSMU. This work would be done by a committee of the legislative council co-chaired by the VP External or the VP University Affairs.