

# SSMU Plans Manual

Updated on 2020-12-03





## Association étudiante de l'Université McGill

*Située sur les territoires traditionnels des collectivités Haudenosaunee et Anishinaabe.*

### Students' Society of McGill University

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# TABLE OF CONTENTS

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<b>TABLE OF CONTENTS</b>	<b>1</b>
<b>SSMU PLANS</b>	<b>4</b>
Affordable Student Housing Plan	5
1. Statement of Principles	5
2. Direct Democracy - A Housing AGM	6
3. Consulting With Community Partners	7
3.1 The Milton-Parc Citizens' Committee (MPCC)	7
3.2 The Legal Information Clinic at McGill (LICM)	8
3.3 The Housing and Job Resource Centre at Concordia (HOJO):	8
3.4 The Unité de travail pour l'implantation de logement étudiant (UTILE)	8
3.5 Other	9
4. Advocacy & Projects	9
4.1 The UTILE project	9
4.2 Hotel-Dieu, Royal Victoria, and l'Institut des Sourdes-muettes advocacy	10
4.3 Tenants' Committee Advocacy	10
4.4 Projects with the Communauté Milton-Parc	11
Clubs and Services as SSMU's Highest Priority	12
1. Preamble	12
2. Improvements for Club/Service Operation	12
3. Improvements for Club/Service Consultation	14
4. Conclusion	14
Francisation Plan	15
1. Preamble	15
2. Scope of Plan	15
3. Existing Projects	16
4. Deliverables and Outcomes	16
4.1 Budget for the Comité des affaires francophones	
Start: late Winter 2020	
End: annual	16



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4.2 Staffing Positions (Recruitment and Onboarding)	
Start: early Summer 2020	
End: early Fall 2020	17
4.3 Translation of Static Governing Documents	
Start: middle Fall 2020	
End: late Summer 2021	18
4.4 Translation of Working Governance Documents	
Start: middle Fall 2020	
End: ongoing	19
4.5 Simultaneous Translation/Interpretation for General Assemblies	
Start: Fall 2020 General Assembly	
End: ongoing, once per semester	21
4.6 Simultaneous Translation/Interpretation for Legislative Council	
Start: Fall 2022	
End: ongoing, upon request	22
Mental Health Plan	25
1. The Mental Health Commissioner	25
2. The SSMU Mental Health Committees	26
2.1 About the Committees:	26
2.2 Formation of Each Committee:	27
2.3 Committee Objectives:	27
2.4 Advocacy	28
2.5 Advocacy and Outreach	29
3. Fostering Mutual Support	29
3.1 Mental Health Round Table (MHRT)	29
4. Campus Communications	30
4.1 Mental Health Slack Channel	30
4.2 Student Mental Health Website	31
5. Mental Health Fee Levy	31
6. Integration of Student Academic and Health Dialogues	32
7. The McGill Suicide Prevention and Education Framework*	32
8. Institutional Advocacy	33
Sustainability Policy	34
1. Introduction: Mission and Vision	34
1.1 Mission	35
1.2 Vision	36
2. Scope	37
3. Understanding Sustainability	37



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3.1 Environmental	37
3.2 Social	38
3.3 Economic	38
4. SSMU's Role Fostering a Community of Sustainability	39
4.1 Overview of the SSMU's Role	39
4.2 Coordination	39
4.3 Facilitation	39
4.4 Outreach	40
4.5 Awareness-Raising	40
5. Internal Practices and Procedures	40
5.1 Executive-Commissioner Relationship	41
5.2 Building	42
5.3 Human Resource Practices	43
6. Events	43
7. Clubs and Services	44
8. Implementation	44
8.1 Leadership	44
8.2 Communication and Collaboration within the SSMU	44
9. Reporting and Accountability	44
9.1 Accountability within the SSMU Executive	44
9.1.2 Collaboration with the Sustainability Commissioners	45
APPENDIX A	45
A.1 Role of the SSMU Executives	45
A.2 Role of Council and Councillors	47
A.3 Role of Senators and Senate Caucus	48
A.4 Responsibilities of Specific Positions and Committees within the SSMU	48



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# SSMU PLANS

SSMU Plans commit the Society to a concrete, long-term action plan related to a central goal of the Society. These plans lay out where the SSMU is at the time the plan is adopted and where it needs to go in order to build on its work in this given area. Plans are generally conceived with either a 5- or 10-year renewal cycle, so that capacity-building projects can be carried out with some degree of consistency while allowing future iterations to focus on new areas for expansion. The Internal Regulations of Governance outline the procedures for creating and amending Plans.

For reference, the Sustainability Policy is included in this Plan Manual as a guiding document. All endeavours of the SSMU must be undertaken with a view toward long-term sustainability (institutional, financial, social, and environmental). The Sustainability Policy, then, serves as a sort of “Master Plan” of the Society.

The Plans of the Society are generally overseen by the President, General Manager, and the department(s) associated with the capacity-building endeavour. General questions regarding progress reports on these projects of the SSMU can be directed to [president@ssmu.ca](mailto:president@ssmu.ca) or, in their absence, [gm@ssmu.ca](mailto:gm@ssmu.ca).



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# Affordable Student Housing Plan

Adopted by the Legislative Council: 2020/02/13

Expiry Date: 2025/05/01

[Link to Motion](#)

This plan offers guidance to the SSMU Executive, the Affordable Student Housing Committee, and students living in SSMU student co-ops on how to build capacity and work toward an affordable housing market for McGill students. The plan aims to set manageable goals in the areas that the Affordable Student Housing Committee was mandated to work on in the 2019-2020 academic year.

## 1. Statement of Principles

Community housing movements are, by their very nature, radical. They aim to decommodify a market and challenge the assumption that having a roof over one's head is a privilege. They take power away from speculators and commercial developers that want to focus on the “next big thing”, rather than the security of having a living space. It is only in reclaiming community spaces that a population can hope to prioritize basic needs over the search for capital.

In educating students about their housing rights, we are able to shepherd a vulnerable population through the dangers of exploitative landlord practices that we see in our own city. Affordable housing affords students the peace of mind to work on other projects without being stressed about making rent, and ensures that those who so wish will be able to live in the same space for more than a year. Through this change, we witness a greater sense of community and community activities, as has been seen with our own neighbours in the Milton-Parc Community. A large number of students move away from their homes when they come to university, and the subject of accessible education is inextricable



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from that of affordable housing. Though one could argue that the University has a responsibility to safeguard its students against bad landlords, their decision to pull institutional support from Student Housing, thereby creating a higher rent for Residence students, indicates that we must take this matter into our own hands.

The Affordable Housing Committee, therefore, serves this purpose of helping students navigate this landscape. Like other housing committees, it is designed to educate and advocate for its members in matters of exploitation, and to support its members. Though the Affordable Student Housing Committee does not have all the democratic fixings of a community housing committee, one would hope that its members take seriously the duty to consult the student body on their housing needs. In particular, populations that lie at the intersection of housing precarity and the various forms of discrimination to which Members are subjected should be actively sought out when consulting undergraduates on new directions for affordable housing.

## 2. Direct Democracy - A Housing AGM

In the 2019-2020 academic year, a public assembly was held to gauge the needs of students with regard to the UTILE project. The 2020-2021 Committee has a duty to inform students about the current picture of housing and what is being done about it. Briefly, they need to make their existence known.

The Affordable Student Housing Committee shall hold an Annual General Meeting starting in the 2021-2022 academic year. Having publicized themselves, the Committee shall inform prospective Student Co-op tenants and other interested Members on 1) the status of SSMU's partnership with external entities that work on housing, such as UTILE, the Milton-Parc Citizens' Committee, and the Government of Canada; 2) the results/deliverables stemming from those partnerships; 3) the legal rights of tenants and common practices enacted on students such as, but not limited to, rent hikes above the maximum amount, the insistence on illegal security deposits, and neglect of units badly in need of repair; and 4) any activities, tenant strikes, or other programming the committee has planned for the rest of the year. The presentation of these dossiers will allow students to implicate themselves in the work of the Committee on a more meaningful level. It is recommended that the AGM of the Committee be held in late February, as lease renewals for student populations often begin in early March.

The AGM should be the principal instrument to direct the work of the Affordable Student Housing Committee, as it is a space to discuss the main issues and aspirations of the student body with regard to housing. By 2023-2024, the Affordable Student Housing Committee should be co-sponsoring this event with Student Housing and Hospitality Services or the Inter-Residence Council, with whom the Committee should aim to establish a solid relationship given the overlap in concerned populations.



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## 3. Consulting With Community Partners

When working on affordable housing for students, the SSMU must be creative in its partnerships; it is not always obvious which organisations, student groups or otherwise, have important expertise to offer on matters of affordable housing. The Committee should, in its first five (5) years, aim at a greater representation of this diversity of expertise in its voting structures through reserved spots for groups that wish to occupy a key role on this dossier. The SSMU must understand, however, that community organisations are themselves incredibly busy, often working over capacity with few resources, and should therefore not be incessantly contacted if they are too occupied with their own projects. Groups that have been involved in the early stages of the SSMU's work on affordable housing, who provide promising avenues for co-creation in the near future, are:

### 3.1 The Milton-Parc Citizens' Committee (MPCC)

The residents of Milton-Parc first worked toward broad-spectrum cohesion in the late 1960s, as peers working on a huge anti-gentrification movement to save their neighbourhood. Through the Citizens' Committee, residents used a variety of tactics to take action against Concordia Estates Ltd., a group of speculators that wanted to build high-rises. They were able to take six blocks of land off the private market - these blocks are now owned by the residents who form the Communauté Milton-Parc (CMP), the legal entity responsible for managing the properties and for planning for the future of the organisation.

A good deal of institutional knowledge rests within the MPCC, and this knowledge should be leveraged to understand how citizen-controlled housing can work. Many members of the MPCC's Board of Directors have a good knowledge of the structure of the CMP, and are active members of the resident co-operatives. Successful collaboration with the MPCC could mean inviting guest speakers to present at the SSMU Housing AGM (by 2023), active participation in Milton-Parc's goal to secure the Royal Victoria and Hotel-Dieu buildings for affordable public housing (ongoing through the Community Affairs Coordinator), and inviting willing MPCC members to consult on how to optimize democratic participation of student residents in the SSMU's decisions on housing projects.

### 3.2 The Legal Information Clinic at McGill (LICM)

The LICM provides McGill students and others with information related to tenants' rights, among other things. As such, they are uniquely situated to understand the common problems faced by students with abusive landlords and the common gaps in information that students suffer from.





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Collaboration with the LICM could mean a yearly visit before the AGM to understand how best to communicate housing information to students (ongoing) and an invitation for dialogue at the start of the year, before LICM reaches capacity with other projects, to work on an event or project related to housing rights (from 2022).

### 3.3 The Housing and Job Resource Centre at Concordia (HOJO):

Like the LICM, HOJO fields many questions about housing rights and responsibilities. While they have the unique advantage of specializing in this domain, they are localized to the Concordia population and thus have less expertise in dealing with the realities of students living in Milton-Parc and the Plateau Mont-Royal, areas of particularly high density for McGill students. Notwithstanding, HOJO runs information workshops to generally address tenants' rights, and these events can be publicized to the student body and supported by the Committee.

Assuming a SSMU construction begins in 2020, HOJO should be consulted from 2024, as the project nears completion, to plan the introduction of a first wave of students. Having experience with their own Woodnote Student Co-operative, HOJO is uniquely situated to understand major challenges that exist when a student association, or its partners, manage properties on behalf of their membership.

### 3.4 The Unité de travail pour l'implantation de logement étudiant (UTILE)

From 2012, the student movement has become focused on affordable housing, as mentioned above. The incarnation of this focus is UTILE, a non-profit organisation founded by former actors in student associations around Quebec. UTILE aims at constructing and managing affordable housing complexes for students studying in Quebec, obtaining salaries in the form of service charges during the construction of a property. As a non-profit, the group is prohibited from retaining additional profits above their fixed salaries, but instead must reinvest rent back into their project. While this could take a number of forms, the UTILE model involves investing earnings into a fund for affordable housing, the PUSH fund, which is used to finance future constructions. That is, every apartment built with UTILE actually makes it easier to finance a future construction.

UTILE additionally helps maintain a centralized online platform with information about student housing called likehome.info. The SSMU Executive, and in particular the Vice-President (Internal Affairs) or a delegate, should aim to have this website become common knowledge for the McGill student body. This can be done through the creation of a 'housing' resource section on the SSMU website (by 2022) and by leveraging partnerships with SHHS to create a similar one on a McGill webpage (by 2025).



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If a SSMU Affordable Student Housing Fee passes, a relationship with UTILE becomes self-evident. The Legislative Council voiced its desire in January 2020 that the first student housing construction be in partnership with UTILE, facilitated by the Vice-President (External Affairs). A framework for the term sheet, presented with the referendum question, outlines the priorities voiced by McGill students at the January town hall, in the 2017 UTILE survey, and through a qualitative online survey in 2019. Throughout the construction, the Affordable Student Housing Committee should be engaged in active consultation with UTILE and students regarding the interpretation and implementation of the commitments outlined in the term sheet (2020 through to 2025) and should use the Housing AGM to this effect. Should they arise, other non-profit groups working toward affordable housing for students could also be sought out for partnerships with regard to consultation or construction.

### 3.5 Other

Community organisations such as QPIRG, McGill's School of Urban Planning, CKUT, Project Genesis, and ECOLE have all done important work on issues around community poverty as it relates to the commodification of housing. While they were regrettably not involved in the initial steps of the SSMU Housing commitment, these groups and others should be invited to dialogue with the Committee at the start of each year in the event that they have an interest in working on projects that intersect with the goals of the committee. Additionally, the School of Urban Planning shall maintain a seat on the Affordable Student Housing Committee, allowing the SSMU to leverage the ability of the School to conduct feasibility studies in the form of applied courses called Studios.

## 4. Advocacy & Projects

### 4.1 The UTILE project

Dependent on the passing of an Affordable Student Housing fee, the SSMU will work to ensure that project timelines are in harmony with our internal procedures, which establish a five-year maximum for fee levies. That is, the SSMU will work with UTILE and funding sources to ensure that projects can be financed and completed on a five-year timeline. Any savings will be spent in a way consistent with the SSMU's democratic processes: projects shall be decided by the Affordable Student Housing Committee and reported to the Legislative Council, which reserves the right to approve or overturn decisions of the Affordable Student Housing Committee. The Legislative Council does not, however, reserve the power to defy contractual agreements, and so any decision to partner with UTILE on a construction will bind the SSMU to the term of the agreement unless the parties enter into a legal renegotiation or annulment of the contract.



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As mentioned in section 3., a partnership with UTILE affords the possibility of using housing revenues to finance a future construction. Five (5) years after the initial fee referendum, the fee will be doubly adjusted - upward to account for inflation, and downward as a function of revenues collected from apartment rents. The SSMU will then run a renewal referendum campaign with the goal of financing a second construction with UTILE and to pursue any other projects which may be realised with savings in case the SSMU or UTILE can secure additional funding from external partners, above what is anticipated.

## 4.2 Hotel-Dieu, Royal Victoria, and l'Institut des Sourdes-muettes advocacy

The SSMU recognizes that large hospital conversions with incredibly complex zoning restrictions are not feasible property management scenarios for early phases of a student housing initiative. Nevertheless, many Montreal groups interested in social housing have expressed the need for sustainability and housing considerations in the transformation of these properties. Such movements are currently facilitated through the Communauté Saint-Urbain and other, less formal coalitions. The SSMU, through its relationship to the Milton-Parc Citizens' Committee, has been included in these deliberations.

As part of a commitment to a holistic movement toward de commodified and affordable student housing options, the Office of the Vice-President (External Affairs) shall continue to be involved in advocacy aiming at public ownership and management of the three vacant hospital spaces of the Hotel-Dieu hospital (including La Cité des Hospitalières), Royal Victoria hospital, and Institut des Sourdes-muettes. The SSMU recognizes that the conversations surrounding the conversion of these spaces are inextricably linked, but that each conversion must take into account its unique geographical realities. For example, it is more feasible to integrate considerations for the homeless community into the Hotel-Dieu conversion, whereas the Royal Victoria conversion is out of the way for the homeless community of Milton-Parc.

In the interest of students, the SSMU's advocacy will include pushing for intergenerational housing and social economy in these spaces, such that the activities of the spaces can benefit the student body as well as the community-at-large. It is admittedly difficult to determine the timeline that this advocacy follows, given the degree of consultation required by municipal best practices.

## 4.3 Tenants' Committee Advocacy

It must be stressed that constructions cannot serve as a magic solution to the housing crisis currently affecting Montreal and Montreal students in particular. With vacancy rates below 3% and frequent price-gouging, "renoviction", and other practices by predatory landlords, the SSMU must undertake a serious commitment to mobilize its membership in the name of affordable housing.



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The Affordable Student Housing Committee, with the support of the Offices of the Vice-Presidents of Internal and External Affairs, should aim to publicize to members the various methods of negotiating rents with landlords and educating student tenants on their housing rights. This must be done both online and in-person in order to capture the degree of nuance needed in educating vulnerable tenants about their housing rights. To facilitate this education campaign, the Affordable Student Housing Committee should endeavour to visit student tenants in high-density areas, and in particular Milton-Parc, to encourage students to dialogue with their neighbours such that students can protect one another from predatory landlord practices.

Additionally, the Committee should endeavour to find a (group of) tenant(s) that are interested in forming a housing committee within each apartment complex, with the goal of establishing one apartment complex tenants' committee per two (2) years. This idea is to be mentioned to students during the door-to-door visits, with the sharing of the organizers' contact information where consent has been given. Such committees will then be able to share these resources with one another, alleviating the work of both Executives and Committee Members going forward.

#### 4.4 Projects with the Communauté Milton-Parc

A commitment from the SSMU toward significant relationship-building efforts with the residents of Milton-Parc began in 2008, and stigma around student presence in the area is beginning to disperse little by little. While full integration within the governance structures of the Milton-Parc Project is unrealistic for a transient population such as a student body, it has recently become the desire of the Milton Parc Citizens' Committee to explore the possibility of brokering a joint project with SSMU and the Community Land Trust managed by the CMP corporation.

It is difficult to put a timeline on such a project, which depends heavily on the availability of funding, the availability of a space ripe for a housing project, and the political will of the residents to pursue such an initiative. Nevertheless, given the availability of a surplus in the Affordable Student Housing Fund achieved through additional external funding, it should be one of the primary goals of the Housing Committee, in particular through the Community Affairs Coordinator, to explore using this money in the co-creation of an intergenerational housing initiative with the residents of Milton-Parc through the aforementioned bodies.



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# Clubs and Services as SSMU's Highest Priority

Adopted by the Legislative Council: 2020/03/28

Expiry Date: 2024/01/01

[Link to Motion](#)

## 1. Preamble

The Students' Society of McGill University ("the Society") is committed to making student clubs and services the highest priority of the Society. Over recent iterations of the Society, a clear plan to make the experience for clubs and services better has not been defined.

## 2. Improvements for Club/Service Operation

The following improvements regarding club and service operation should take place over the next five (5) year duration of this Policy. Suggested dates of implementation are placed next to each actionable.

### **2.1 Creation of Club and Service Permanent Staff Position(s) Fully Dedicated to Clubs and Services (Fall 2019)**

**2.1.1** Clubs and Service representatives directly involved in annual review process

**2.1.2** Evaluation of this role and potential separation into a Club Permanent Staff and Service Permanent Staff (Fall 2021)



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## **2.2 Creation of a Clubs Policy Researcher Student Staff Position (Fall 2020) that will be Responsible for:**

- 2.2.1 Researching club policies at other comparable universities;
- 2.2.2 Identifying areas of improvement in the process for acquiring and maintaining SSMU club status;
- 2.2.3 Completing adequate direct consultations with interim- and full-status clubs to gather feedback on current SSMU policy;
- 2.2.4 Consulting non-SSMU clubs to better understand barriers to gaining SSMU status;
- 2.2.5 Offering recommendations to policies regarding clubs in order to reduce the administrative burden placed by the SSMU onto club executives;
- 2.2.6 Suggesting avenues the SSMU can pursue to improve its relationships with student groups.

## **2.3 Club Fund Fee increase to subsidize the Food Handling Permit, Equipment Rental Cost, Sponsorship processing fee and Club Portal (Winter 2020)**

## **2.4 Creation of Club, Services, ISGs Portal that contains all information relevant to communicate directly to groups, including:**

- 2.4.1 Creation of electronic modules that provide information on what the expectations are for Clubs and Services of the SSMU regarding:
  - a. Cheque requests
  - b. Banking
  - c. Audits
  - d. Room bookings
  - e. Event insurance/Bookings external to SSMU
  - f. Alcohol permits/Events
  - g. Funding
  - h. General Resources
  - i. An annual club guide updated by the Vice-President (Student Life) with all other pertinent information
  - j. Continuation of an online Activities Night Registration & Payment Platform
- 2.5 Advocacy for the development of a centralized room booking platform for student groups to book any building on campus, collaborating with Building Directors from across the University to create one system joining all buildings from different McGill units and the SSMU
- 2.6 Continuation of a simple checklist for all requirements for clubs that shall be sent electronically to every member of the SSMU while the Clubs, Services, and ISGs portal is under development.



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### 3. Improvements for Club/Service Consultation

**3.1** The following improvements regarding clubs and service consultation revolve around the Society better understanding the needs of Clubs and Services. The following structural consultative improvements are suggested:

**3.1.1** Summits led by the Society's Clubs and Services Representatives to Legislative Council, Clubs and Services Permanent Staff, and the Vice-President (Student Life) and Vice-President (Finance) to meet with all services on a semesterly basis (Fall 2020)

**3.1.2** Semesterly consultation sessions (surveys, events, etc.) managed by the Society's Clubs Representatives to Legislative Council to engage in issues faced by clubs (Fall 2020)

**3.1.3** VP Student Life/Finance check-ins with each service once per semester, either by visiting executive committees or inviting them to attend the Services Review Committee.

### 4. Conclusion

In achieving these goals over the next five (5) years, the Society can affirm its commitment to improving the experience of clubs and services. It is important for the Society's Executives, Board of Directors, and Legislative Council to hold Executives accountable to the ideas of this plan.



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# Francisation Plan

Adopted by Legislative Council: 2020/01/30

Expiry date: 2023/01/01

[Link to Motion](#)

## 1. Preamble

The Students' Society of McGill University (SSMU) recognizes the need for all communications to include a French translation so as to uphold the SSMU's commitments to the francophone community, adhere to the SSMU Constitution, and meet the provincial government's regulations regarding governance documentation. The SSMU Constitution states:

*"As per our Constitution English and French are the official languages of the Society. Members may use either official language at all meetings and in all documentation of the Society."*

*(Section 19)*

## 2. Scope of Plan

It is important that members of the Legislative Council and public gallery understand the principles behind the discussion as well as the content of the discussion itself, whether in French or English, to actively participate in decisions made by the Legislative Council. A language barrier should not impede the ability of individuals seeking to contribute to our vital decision-making discussions. Providing the motions in both languages, English and French, will ensure that they are accessible to members of the





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Legislative Council and the SSMU Membership and that all members of the Legislative Council are able to comfortably and adequately debate their positions on the topics at hand.

In regards to the translation of the SSMU website, the French text must be reviewed for grammar, content accuracy, and gender-neutral language to make sure that it meets the same standard of quality upheld by the new translation process. The content on the website that requires revision and/or translation amounts to over 400 pages of text, the cost of which would far exceed the current budget for translation requests. Although the cost of this project is greater than the original estimate calculated in September, it is important that these additional revision steps be carried out in order to properly review and edit the translations previously carried out by the student staff translator team.

In particular, the Clubs, Services, and Independent Student Groups listing on the website has not been translated. Currently, all information regarding these groups is updated on the English side of the website only. New student groups are continually being added to the list so translations for these additions will also need to be considered. Furthermore, the newly published (and in the works) portals for Clubs, Services, and ISGs will also need to be fully translated.

### 3. Existing Projects

In the Fall 2019 semester, the Communications Department prioritized francisation of certain projects – such as the listserv, official SSMU statements, and content for Elections SSMU – to ensure that the translation budget would cover the full academic year. However, due to the size of the budget allocated to translations for the 2019-2020 academic year, the Communications Department has not been able to implement the larger projects of translating all SSMU governance documents and proofreading the French text of the SSMU website. It is imperative that the SSMU translate all governance documents in order to comply with our constitution and the provincial regulations set forth by the *Office québécois de la langue française*.

### 4. Deliverables and Outcomes

#### 4.1 Budget for the *Comité des affaires francophones*

Start: late Winter 2020

End: annual

The Vice-President (Finance) shall work with the *Commissaire aux affaires francophones* to allocate the revenue raised from the Membership Fee increase to ensure that the newly created staffing positions can be filled and compensated at a competitive rate while also setting aside funds for the *Comité des affaires francophones* to have an operating committee budget to fund programming and their regular operations.



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The *Commissaire aux affaires francophones*, in working with their Committee, shall be responsible for the management of the budgeted amount and utilization of the fund on an annual basis.

#### 4.2 Staffing Positions (Recruitment and Onboarding)

Start: early Summer 2020

End: early Fall 2020

Due to the sheer number and length of documents that require translation, hiring an internal translator who could perform all translations for the organization should be executed as soon as funding from the Membership Fee increase is received. Additionally, this full-time staff position should be supplemented by a part-time student proofreader to provide edits and revise translations to communicate a student-friendly tone and to fit the McGill campus context.

The full-time position of Senior Translator and Interpreter as well as the part-time position of Student Translator will be a part of the Communications Department reporting to the Communications Director. The preliminary job description is available in the following links: [Senior Translator and Interpreter](#), [Student Translator](#). The salary of the permanent position is estimated to be \$45,000 per year. As for the Student Translator, an estimated contract length of 500 hours for the full year (10 hours per week) will be required. It is important to note that these positions would replace the two part-time student translator jobs currently in place.

In this scenario, the translation process would be the following:

1. Senior Translator and Interpreter (full-time position) provides initial translation and review
2. Student Translator (part-time, student position) provides additional review and assures language and tone are appropriate to the McGill campus context

Such a practice is generally in line with standard operating procedure within translation firms for all translated material to be proofread in order to provide a final copy edition to the text previously translated.

The *Commissaire aux affaires francophones* will be a part of the recruitment process and a proper written and oral examination will be administered to all candidates for each position in order to evaluate their skills and qualifications. It is recommended that students studying within the McGill Translation Studies department be prioritized when hiring candidates for the Student Translator position.

Once candidates have been chosen, the *Commissaire aux affaires francophones* should be a part of the training process for both the Senior Translator as well as the Student Translator to provide knowledge and insight on the style and tone of typical SSMU documents such as listservs, governance documents, etc.



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#### 4.3 Translation of Static Governing Documents

Start: middle Fall 2020

End: late Summer 2021

The translation of all existing governing documents which includes those in the below tables shall begin upon the hiring of the staff positions outlined in 4.1. The translation of the documents listed below is estimated to take approximately one year since it is expected that the translator will also translate additional text as requested by other departments during the academic year.

#### Constitution, Internal Regulations, Policies, and Other Documents

Document Name	Number of Pages
The Constitution of the Students' Society of McGill University	35
Internal Regulations – Governance	52
Internal Regulations of Student Groups	27
Internal Regulations of the Society's Finances	52
Internal Regulations – Representation and Advocacy	22
Internal Regulations of Elections and Referenda	48
SSMU Policy and Plan Book	171
Committee Terms of Reference	53
<a href="#">A Handy Guide to Writing a GA Motion</a>	3
<a href="#">A Handy Guide to Writing a Referenda Question</a>	3
<b>Total</b>	<b>466</b>

#### Resolution Books

Document Name	Number of Pages
<a href="#">Book of Resolutions – Legislative Council</a> (2 Academic Years)	331
<a href="#">Book of Resolutions – Boards of Directors</a> (2011–Present)	74
<a href="#">General Assembly Resolution Book</a> (2 Academic Years)	22
<b>Total</b>	<b>428</b>

#### Judicial Board Rulings and Procedures

Document Name	Number of Pages
<a href="#">Judicial Board Procedures</a>	22



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Judgement – Buraga v Mansdoerfer and Wang 2018-12-02	15
Reference re Legality of the BDS Motion and Similar Motions	13
Judicial Board – Final Judgement Glustein v Koparkar 2017-12-31	21
Interim Order – Glustein v Koparkar 2017-10-28	12
Judicial Board – Khan v Elections SSMU 2014-04-29	4
Judicial Board – Newburgh and Steven vs Tacoma 2012-02-14	20
<hr/>	
SSMU Judicial Board P-1: Petition for Hearing	3
SSMU Judicial Board R-1: Position of Respondent	3
SSMU Judicial Board I-1: Application for Intervention	3
<hr/>	
<b>Total</b>	<b>116</b>

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#### 4.4 Translation of Working Governance Documents

Start: middle Fall 2020

End: ongoing

The estimate of the number and length of motions as part of this Plan was based on information drawn from the 2018-2019 academic year.

##### A. Legislative Council

On average, the SSMU holds 13 sessions per academic year.

The following documents will not be included for translation:

- Minutes (these documents track the discussions in the language in which they were held)
- Committee Reports
- Councillor Reports
- Executive Reports
- Voting Record (already a bilingual document)
- Presentations

##### B. Board of Directors

On average, the SSMU holds 18 sessions per academic year.

##### C. General Assembly

The following documents will not be included for translation:

- Minutes
- Reports

##### D. Judicial Board



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For the purpose of obtaining an accurate quote, the translation of 2 Judicial Board rulings per year was considered.

Document Name	Number of Pages	Number of Versions (For Approval / Approved)	Total (x no. of sessions)
<b>A. Legislative Council</b>			
Agendas	2	2	52
Motions	5	2	130
<b>B. Board of Directors</b>			
Minutes (For public only)	5	-	120
<b>C. General Assembly</b>			
Agendas	2	2	8
Standing Rules	1	1	2
Motions	5	2	20
<b>D. Judicial Board</b>			
Judicial Board Rulings	15	2	30
<b>E. Referendum Questions</b>			
Fall	12	-	12
Winter	12	-	12
<b>Total</b>			<b>386</b>

### Elections SSMU Documents

Document Name	Number of Pages
First Year Council Nomination Kit	12
Guidelines for Sanctions & Demerit System	2
SSMU Clubs & Services Nomination Kit	6
SSMU Executive Nomination Kit	16
SSMU Referendum Nomination Kit	13
<b>Total</b>	<b>49</b>

### Website Pages



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Document name	Number of pages
Website pages published (176 pages)	400
Clubs (220), Services (15), and Independent Student Groups (11) Listing	155
<b>Total</b>	<b>555</b>

#### 4.5 Simultaneous Translation/Interpretation for General Assemblies

Start: Fall 2020 General Assembly

End: ongoing, once per semester

[Interactio](#) is an application that allows users to provide simultaneous translation to an audience via a smartphone. More information about the app can be found in the following [presentation](#) and [video](#).

The [audio materials](#) required to provide simultaneous translation for a specific audience and to facilitate on-site or remote interpretation services are:

- Microphone
- XLR cable
- Audio mixer
- [XLR to USB converter](#)
- Laptop (Broadcaster MacOS only if we use their Interpreters)
- Ethernet cable

The SSMU already has the audio materials described above, except XLR to USB converter.

The steps to audio stream the translation on the phone are the following:

1. Download the Interactio app
2. Connect to Wi-Fi
3. Open the app, plug in headphones
4. Press PLAY for the audio

The license for the use of the application includes:

- Training and support
- Communicational material for attendees
- Statistics
- Recordings (if needed)
- Application branding

#### **One-Time Cost (CAD)**

\$600 USD (one-time use)

50 listeners, 2 language channels, 1 day, 1 room



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XLR to USB converter

\$23.50 CAD

One time cost: \$814 CAD

After taxes (15%): \$937

Contingency (10%): \$1,030

**Total of \$1,030 per General Assembly**

If the creation of the staffing positions in 4.1 is approved, interpretation services can be provided internally during General Assembly meetings.

It is important to note that simultaneous translation of the full session cannot take place with just one interpreter; the simultaneous translation is usually performed by two interpreters who alternate every 30–45 minutes. In order to alternate between breaks, we have considered the cost for an additional interpreter, in case the full session requires simultaneous translation. For an additional interpreter to provide these services, it will cost \$1,202 per session. This amount would be added as an additional cost to the salary of the permanent staff member.

Notes for general interpretation:

- The interpreter will need to be briefed by the Speaker prior to the beginning of the session as to the general timeline of the session, the standing rules, Council-specific language, and Council procedures.
- All documents and reports must be consulted by the interpreter prior to the meeting to ensure they are familiar with the motions, reports, and subjects to be discussed during the meeting.
- Interpreters are bound by a professional code of ethics which includes confidentiality – the content of each document will remain confidential at all times.
- The interpreter booths are often situated far away from the screen and interpreters will need copies of, or access to, the documents discussed (e.g., recording secretary documents, agenda)
- A table booth has been included in the report; it would be present in order to avoid the sound of the interpreter interrupting the flow of the regular session.

#### 4.6 Simultaneous Translation/Interpretation for Legislative Council

Start: Fall 2022

End: ongoing, upon request

[Interactio](#) is an application that allows users to provide simultaneous translation to an audience via a smartphone. More information about the app can be found in the following [presentation](#) and [video](#).

The [audio materials](#) required to provide simultaneous translation for a specific audience and to



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facilitate on-site or remote interpretation services are:

- Microphone
- XLR cable
- Audio mixer
- [XLR to USB converter](#)
- Laptop (Broadcaster MacOS only if we use their Interpreters)
- Ethernet cable

The SSMU already has the audio materials described above, except XLR to USB converter.

The steps to audio stream the translation on the phone are the following:

1. Download the Interactio app
2. Connect to Wi-Fi
3. Open the app, plug in headphones
4. Press PLAY for the audio

The license for the use of the application includes:

- Training and support
- Communicational material for attendees
- Statistics
- Recordings (if needed)
- Application branding

#### **Yearly Cost (CAD)**

License (one-time use)

\$3750 USD per year

15 streaming days per year

750 listeners

2 language channels

1 room

XLR to USB converter

\$23.50 CAD

Yearly cost: \$4,967 CAD

After taxes (15%): \$5,712

Contingency (10%): \$6,283

**Total of \$6,283**

If the creation of the staffing positions in 4.1 is approved, interpretation services can be provided internally during Legislative Council meetings upon request.





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It is important to note that simultaneous translation of the full session cannot take place with just one interpreter; the simultaneous translation is usually performed by two interpreters who alternate every 30–45 minutes. In order to alternate between breaks, we have considered the cost for an additional interpreter, in case the full session requires simultaneous translation. For an additional interpreter to provide these services, it will cost \$1,202 per session, which amounts to a total of \$15,622 for the full year. This amount would be added as an additional cost to the salary of the permanent staff member.

Partial Simultaneous Interpretation	Full Simultaneous Interpretation
<p>Includes simultaneous interpretation only during debate and question periods (or, alternatively, on a per-request basis).</p> <p>Cost to be included in the salary of the full-time staff position.</p> <p><i>Please note that this option is only available if a full-time staff member is hired as external companies require that two interpreters be present for each session and that the session is covered in full.</i></p>	<p>One-time cost: \$750 2 hours after 10 p.m.: \$200</p> <p>Subtotal: \$950 After taxes (15%): \$1,093 Contingency (10%): \$1,202</p> <p><b>Total of \$1,202</b></p>

#### Notes for general interpretation:

- The interpreter will need to be briefed by the Speaker prior to the beginning of the session as to the general timeline of the session, the standing rules, Council-specific language, and Council procedures.
- All documents and reports must be consulted by the interpreter prior to the meeting to ensure they are familiar with the motions, reports, and subjects to be discussed during the meeting.
- Interpreters are bound by a professional code of ethics which includes confidentiality – the content of each document will remain confidential at all times.
- The interpreter booths are often situated far away from the screen and interpreters will need copies of, or access to, the documents discussed (e.g., recording secretary documents, agenda)
- A table booth has been included in the report; it would be present in order to avoid the sound of the interpreter interrupting the flow of the regular session.



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# Mental Health Plan

Adopted by the Legislative Council: 2020/01/30

Expiry Date: 2023/01/01

[Link to Motion](#)

## 1. The Mental Health Commissioner

### 1.1 Timeline

The sitting VP Student Life is to release the job application to the McGill population no later than March 1 of each year. The official hiring process is to begin as soon as the VP Student Life for the next academic year is hired. Commissioner must be hired before April 30. The month of May shall serve as a transition period between old and new commissioners.

This plan represents a change in the organization of SSMU's Mental Health staffing. The VP Student Life and a human resources representative from SSMU shall hire one Mental Health Commissioner based



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on the application and interview process. This student should be extremely well educated about student mental health and the Rossy Wellness Hub. They should have strong communication and organizational skills; be able to confidently lead two staff members; and feel comfortable advocating in a professional and effective manner in meetings with McGill administration, faculty, and policy-makers. Commissioners should see their primary role as one of advocacy at the institutional level, as they will be one of very few students invited to participate alongside McGill's health policy-makers, faculty, and administration. They should be able to commit a small number of hours (to be decided by the commissioner and the VP Student Life) from May-August in order to be prepared to officially begin work September 1.

#### **1.2** This individual will be responsible for:

**1.2.1** The hiring of two committee coordinators (Advocacy and Outreach)

**1.2.2** The directions and long-term goal setting of the MH Outreach and Advocacy Committees.

**1.2.3** The maintenance of institutional memory via the creation of exit reports and the updating of this Policy.

**1.2.4** Ensuring the provisions of this policy are pursued and implemented in a timely manner.

**1.2.5** The attendance of any and all mental health meetings to which they are invited at the Hub.

**1.2.6** Maintaining strong relationships and bi-directional communications with Rossy Hub leadership.

**1.2.7** Active involvement in the budgeting and distribution of the SSMU Mental Health Budget and the SSMU Mental Health Fund.

**1.2.8** Weekly meetings with the VP Student Life.

**1.2.9** Any other mental health initiatives, as directed by the VP Student Life.

## 2. The SSMU Mental Health Committees

**Benchmarks and Timeline:** The sitting VP Student Life shall post the two job applications no later than April 1. When the new MH Commissioner is hired, they shall work with the VP Student Life to hire one Outreach Coordinator and one Advocacy Coordinator at the end of the academic year (May).

Committee members shall be chosen no later than the last week of September, and will meet for the first time no later than the first week of October. Both committees shall be recognized as official committees of the Legislative Council. Committees must provide formal exit reports and the end of each semester. Each year's reports are to be synthesized and added as an appendix to this policy.



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### 2.1 About the Committees:

- 2.1.1** The committees will exist under the portfolio of the SSMU VP Student Life.
- 2.1.2** The Committee Coordinators (CCs) shall chair their respective committees. They will manage the day-to-day responsibilities such as communications, bi-weekly meetings, short-term goal setting, and overseeing the committee's projects/events/initiatives etc.
- 2.1.3** The MH Commissioner shall work with the CCs to facilitate the achievement of long-term goals, as outlined in this policy, and ensure committees are working effectively. The Commissioner shall meet weekly with their CCs to discuss the direction of the committees and to provide any necessary support for the committee's initiatives.
- 2.1.4** Each committee shall meet at least twice a month, alternating meetings between Outreach and Advocacy every week.
- 2.1.5** The CCs shall write formal exit reports at the end of each semester (to be presented to the MH Commissioner before the end of the respective exam periods.)

### 2.2 Formation of Each Committee:

- a. Chair (1): The Outreach or Advocacy Coordinator
- b. Assistant to the Chair (1): The CC of the opposite committee. Should take notes, support the chair, fill in when necessary, etc.
- c. Core Membership (5-7): Undergraduate students, chosen by the MH Commissioner and the relevant CC, through a formal, written application (to be released to the McGill public between the last week of August or the first week of September).
- d. Individuals must be educated and passionate about mental health and should not be chosen as tokens for key student demographics. Rather, they should be dedicated to the improvement of mental health services at McGill.
- e. Regular attendance at relevant meetings/events during the semester is required.
- f. Community Consultants (Undetermined): The CCs shall email McGill students groups and offer the opportunity to submit a consulting member to the committee. Attendance at meetings is not required, nor necessary. Community members and consultants must be called upon to liaise and collaborate on events, decisions, and/or advocacy work when particularly meaningful to the experiences of student sub-populations.
- g. Such student groups may include, but are by no means limited to: the Health and Dental Review Committee, the Black Student Network, the Indigenous Student Alliance, Queer McGill, the Eating Disorder Resource and Support Centre, Jack.Org, the Peer Support Centre, International Student Services, the McGill Office for Spiritual and Religious Life, the SSMU Equity Committee, the Hub's Peer Health Ambassadors, Nightline, cultural and religious groups, and the student mental health commissioners of each student faculty organization.



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- i. These same community members may also be invited to participate in the Round Table (see Section 3 for more details).
- h. VP Student Life and MH Commissioner: May attend meetings as much as necessary; should aim to attend one meeting per month each.

## 2.3 Committee Objectives:

### 2.3.1 Outreach, Collaboration and Cohesion:

- a. Serve as primary facilitator of mental health collaboration between student groups.
  - 2.3.4 Increase inter-group awareness of activities and projects
- b. Prevent resource splitting by encouraging all mental health groups to share knowledge, financial burdens, and human resources.
- c. Increase student education of various institutional and student-run services; increase referral of students between groups.
- d. Plan the agenda for the Mental Health Round Tables (held 1-2 times per semester, see Subsection C)
- e. Facilitate the collaboration of various student groups for the Mental Health and Mental Illness Awareness Weeks.

### 2.3.2 Communication:

- a. Update and maintain social media presence on Facebook and Instagram.
- b. Create and monitor the Mental Health Slack channel. Ensure yearly membership by student groups is maintained through the transition of student executives (see Subsection D).
- c. Work with the Hub communication team to ensure cohesive and effective communication strategies that reflect student feedback.

### 2.3.3 Education

- a. Fund and oversee the Student Mental Health Website alongside relevant student groups.
- b. Ensure the accuracy and maintenance of up-to-date information by working with the Hub and other student groups.
- c. Create educational campaigns surrounding student health insurance plans and coverage available.

## 2.4 Advocacy

### 2.4.1 Rosy Wellness Hub Accountability

- a. Maintain and actively monitor student feedback of the Hub.
- b. Prepare summaries of data collected on student mental health to be used by the MH Commissioner to drive policy changes, and to be shared with the Round Table.
- c. Evaluate successes and setbacks on Hub projects and policy goals.



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- d. Evaluate and Monitor Progress

**2.4.2 Monitor the Mental Health Policy and Plan** to ensure long-term goal achievement. Keep records of relevant campus updates and changes to inform exit reports.

- a. Allocate funds (from the SSMU Mental Health fee levy) and further resources, and determine their use.
- b. Documenting long-term trends in service provision and student satisfaction by creating any necessary means of student feedback collection (ex: campus surveys, feedback forms, user satisfaction etc.) Publish the results to the McGill media when deemed necessary.

#### **2.4.3 Allyship**

- a. When appropriate, collaborate on mental and physical health related advocacy initiatives of other student groups. Such projects shall include, but are not limited to: improvements in the inclusivity and accessibility of health insurance for all McGill students; increased specialization of care for marginalized student populations; and the strengthening of health accommodations for students through the Office for Students with Disabilities and the Office of the Dean of Students.
- b. Advocate in particular for the needs of students who may be under-represented and marginalized by services.
- c. Encourage and support other universities and organizations when lobbying for improvements to larger healthcare institution policies.

## 2.5 Advocacy and Outreach

2.5.1 Integration of Academic and Health Dialogues (see Subsection F)

- a. Both committees will be fundamental in pushing for the continued integration of academic and health policies.

2.5.2 Institutional Memory

- a. Create a detailed exit report of the successes and barriers of mental health provision, education, and promotion every year by soliciting feedback from the Hub, student groups, and the Outreach Committee. This Final Report is to be added as an Appendix to this policy document every year.
- b. The MH Commissioner, Coordinators, and committee members that take over the following year must read the reports of their predecessors in order to better understand how to pick up where previous students left off, and learn from the experiences of other student groups.

## 3. Fostering Mutual Support

Benchmarks and Timeline: Bi-semesterly Mental Health Round Tables; the collection and synthesis of yearly exit reports from all Round Table membership groups. Continued financial, promotional, and resource support of mental health events and initiatives hosted by student-groups.



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The Commissioner and their Committees should prioritize supporting, promoting, and collaborating with pre-existing student and university-led services and clubs to create a larger, more well-rounded safety net for students in need of support. In order for this to be successful, there needs to be regular and consistent communication between all these resources.

### 3.1 Mental Health Round Table (MHRT)

Due to its unique position on campus, the SSMU and its staff are in the perfect position to invite community members together to discuss themes in mental health service provision, barriers to success, and collaborations each semester. As such, in December 2019, the MH Commissioners hosted the first Mental Health Round Table. After this first meeting (that hosted more than 10 campus mental health collaborators) the following guidelines were decided upon and shall continue to grow with the new initiative:

- 3.1.1** The MHRT shall be held at least twice a semester and will be hosted by the SSMU MH Commissioner and the two Coordinators.
- 3.1.2** Groups who participate should commit to the entire year if possible, and designate an executive from their team to attend each MHRT.
- 3.1.3** The groups shall provide exit reports in December and May of what each organization accomplished, and what they contributed to the MHRT. Every year, the Outreach Coordinator will synthesize the information into one MHRT report to maintain institutional knowledge year to year.
- 3.1.4** Groups shall collaborate on the planning, funding, and hosting of a Mental Illness Awareness Week (or something similar) in early November, and a Mental Health Awareness Week (or something similar) in mid-February.
- 3.1.5** The SSMU Mental Health Fund should be used to fund the MHRT's initiatives.

## 4. Campus Communications

Improving institutional and student-driven communication will be critical goals over the next three years. Historically, McGill's bi-directional communication with students has not been effective therefore strategies shall be put in place to facilitate smooth communication from the Hub and student groups to the student populations. This policy hopes to decrease the overlapping of social media and communication campaigns; increase the awareness of the correct information; increase collaboration between mental health groups; and decrease the volume of redundant and repeat information that students are bombarded with.



## Association étudiante de l'Université McGill

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## 4.1 Mental Health Slack Channel

**Benchmarks and Timeline:** To be created in early winter 2020. Membership is to be reconfirmed every September through a mass email to all relevant parties from the MH Commissioner and CCs; this email should explain the Slack's purpose and encourage the new student leaders of each group to continue to participate. Slack channel shall also be brought up at the first MHRT of every year.

Campus communication between like-minded students who are passionate about mental health has been disjointed for several years. The Slack channel is a project that seeks to overcome the communication barriers that currently limit group collaboration and effective advocacy and outreach. The current MH commissioners shall launch the first Slack channel and invite relevant groups such as Jack.Org, Healthy McGill, the Peer Support Centre, campus research and interprofessional groups, and the faculty Mental Health Commissioners to join. It is to be maintained by the Outreach Committee.

### 4.1.2 The Slack channel should seek to:

- a. Decrease overlap in the events being planned and therefore limit redundant spending of valuable resources.
- b. Increase cross-promotion of events and initiatives between groups
- c. Reach student groups that are underrepresented
- d. Brainstorm new projects and campus initiatives
- e. Work toward the completion of large projects such as the Mental Health Website.

## 4.2 Student Mental Health Website

**Benchmarks and Timeline:** To be designed and researched Winter/Summer 2020; to be piloted early Fall 2020; to be officially launched late Fall 2020.

This website is to address the siloing of resources, interventions, and educational materials that are spread between different social media sites and web pages. By creating one website where students can access all mental health education and support information, the SSMU can reach more students and limit the information bombarding students and ensure the information spread is accurate and up to date. The website shall be the continued effort of the MHRT meetings in Winter 2020 and should reflect the collaboration of many student groups.

### 4.2.1 The website should seek to:

- a. Describe the specific services provided by the Hub and various student-led organizations.





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- b. The term “services” is to be interpreted holistically and ranges from therapeutic intervention by professionals, peer support, group support, cultural and social support, financial and insurance support, and self-help information.
- c. Provide easy access to the anonymous student feedback form.
- d. Provide an interactive Google Calendar where students can stay informed of upcoming events held by the Hub and student groups.
- e. Provide the current information (the Outreach committee is responsible for actively requesting new information through the Slack communication channel and the MH Commissioner).

## 5. Mental Health Fee Levy

Benchmarks and Timeline: Mandatory Fee to be proposed in the 2020 Winter Referendum, fee increase to be proposed in the 2020 Fall Referendum. Goal to have an increased, mandatory student fee by Fall 2021.

This fee, which currently exists as an opt-outable fee paid by semester by all members of the SSMU, is used to fund the position of the MH Commissioner and Committee Coordinators. Remaining funds are allocated by the SSMU Funding Committee, in order to support student-led mental health initiatives (all fund allocations must be approved by the MH Commissioner).

The fee renewal shall be proposed as a mandatory student fee on the semester’s Winter 2020 SSMU Referendum. Should the proposal not pass, the SSMU VP Student Life and MH Commissioner shall decide to either A) propose a mandatory fee again or B) propose a fee increase in the next referendum (Fall 2020). Should the Winter 2020 proposal pass, the fee increase may be proposed at either the 2020 Fall referendum or 2021 Winter referendum (the amount of the increase is to be decided by the aforementioned SSMU staff, along with the SSMU VP Finance).

## 6. Integration of Student Academic and Health Dialogues

### 6.1 Benchmarks and Timelines

Introductory meetings with the Dean of Students and Deans of Academics will be held in Winter 2020. LWAs and faculty allies will be contacted as well to help pilot the classroom interventions in Winter 2020. The implementation of a fall reading week would ideally occur for Fall 2021.

**6.2** As the Standard highlighted numerous times, mental health policies can no longer exist in a vacuum. Academic responsibilities are the fundamental sources of student distress on McGill’s campus and the SSMU can no longer ignore that the larger institutional policies and campus environment are detrimental to student health. As such, mental health advocates on campus must begin to shift



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advocacy efforts and campus dialogue towards the upstream determinants of student health- such as the competition in McGill's culture, unrealistic academic workload, and harmful academic policies. The incredible success of the Local Wellness Advisors in their first few months on campus illustrates the magnitude of student need, and should be considered a positive step towards increased academic and health integration.

**6.3** In December 2019, the MHRT participants unanimously agreed that this must be one of the primary goals for the next three years. Below is a non-exhaustive list of projects/initiatives that were brainstormed and will be priorities for student mental health groups on campus in the next three years:

- 6.3.1** A mandatory mental health information passage in all syllabi.
- 6.3.2** A mandatory mental health information slide in all classrooms at the beginning of semesters, and during times of heightened student distress.
- 6.3.3** A health information package for incoming students, sent before they arrive in September.
- 6.3.4** Returning the salary to student note takers at the Office for Students with Disabilities.
- 6.3.5** The implementation of a fall reading week.
- 6.3.6** A formal evaluation of McGill's exam policies (for example, abolishing exams that comprise more than 50% of a student's grade).

## 7. The McGill Suicide Prevention and Education Framework\*

### 7.1 Benchmarks and Timelines

The Steering Committee first met in November 2019. Advisory Committees and Working Groups will be meeting bi-weekly from January-April 2020. The current MH Commissioner will ensure the incoming MH Commissioner is included in the consultation period of new executives in May 2020. The proposed launch date of the Framework is September 10, 2020.

**7.2** The Office of the Dean of Students, in collaboration with the MHCC and Suicide Action Montreal, is in the first stages of establishing the McGill Suicide Prevention and Education Framework\*. This is a critical project in which the 2019-2020 MH Commissioner and other student leaders and executives are extremely involved. Future work will include monitoring the success of the framework's launch and the continued participation in the Steering/Advisory Committees. When the program components are piloted, the monitoring of student feedback and campus reception will be crucial to improve the Framework over time.

\*N.B.: This is a working title and should not be cited as the final title of the framework.



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## 8. Institutional Advocacy

### 8.1 Benchmarks and Timelines

Semesterly summaries of feedback gathered and distributed among SSMU VP Student Life, University Affairs, MH Commissioner/Committee Heads, and the Hub leadership; semesterly feedback requests from the Hub; Commissioner should have monthly meetings with Hub Leadership, and bi-semester attendance at the Mental Health Round Table in order to communicate and update relevant groups; Commissioner attendance at relevant working groups and steering committees as required.

**8.2** The current anonymous feedback form was borne of the Hub's strenuous first few operational months. A proper series of feedback channels facilitates the collection of testimonies relating to poor-quality services, barriers to care, and malpractice. Feedback is also critical to follow-through on bench-marks, track progress, and hopefully in time, provide evidence for praise where praise is due. Student voices must be recognized and validated, therefore the SSMU MH Commissioner and Coordinators should seek to stand in solidarity with students and tackle the problems that have the most significant impact on daily lives. For example, advocating for an increase in the diversity of Hub staff expertise and experience through the hiring of, and/or collaboration with, more people of colour and gender diverse individuals.

**8.3** A significant responsibility of the MH Commissioner is to foster long-term positive and respectful relationships with Hub leadership in order to advocate effectively. Ultimately, working alongside the Rossy Wellness Hub is one of the most sustainable ways to increase student satisfaction with mental health service provision over the next few years. By being present and active in the various mental health-related Hub working groups and steering committees, the Commissioner should aim to be heard in as many administrative and institutional settings as possible as they will often be one of very few student advocates invited. For reference, the committees on which the current MH Commissioners sit are listed below:

- a. The Rossy Hub Leadership Board
- b. Co-chair of the Student Wellness Hub Advisory Board
- c. The Suicide Prevention and Postvention Campaign Steering Committee and Advisory Board
- d. The Student Health Insurance Advisory Board
- e. The Healthy Living Annex Advisory Board
- f. Health and Dental Review Committee



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# Sustainability Policy

Adopted by the Legislative Council: 2018/04/05

Expiry date: 2023/01/01

[Link to Motion](#)

## 1. Introduction: Mission and Vision

This policy lays out the guiding principles upon which multi-year goals and efforts to continually improve shall be based. Crucially, this policy seeks to provide more tangible recommendations and strategies to improve sustainability in the SSMU context, as well as measures of accountability to ensure that initiatives and goals are implemented and executed.

Students at McGill and across Canada have led efforts to make our campuses more sustainable. At McGill, for example, student leadership has established a Sustainability Projects Fund, conducted a major environmental sustainability assessment of the SSMU, established and revised the SSMU's Equity Policy, and led McGill to hire staff specifically to make its food system more sustainable.

Students operate a large number of important services for students and are leading movements to improve sustainability at McGill, including the work and advocacy done by groups such as Divest McGill, ECOLE, McGill Permaculture Club, Midnight Kitchen, the Flat Bike Collective, the Union for Gender Empowerment, the Sexual Assault Centre of the McGill Students' Society, Queer McGill, WalkSafe, Drivesafe, Nightline, the Black Students Network, and many more.

The pursuit of a sustainable campus has largely hitherto been led by students, and SSMU must continue to be the joint effort of Executives, Councillors, and staff, and will be strengthened by the active participation of student groups and the student body at large.

### 1.1 Mission

To achieve sustainable practices by balancing and integrating economic, social, and environmental considerations in the way it acts, and by having people collaborate to achieve this balance. The SSMU's commitment to sustainability is first and foremost outlined in the Preamble of the SSMU Constitution :



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**1.1.1** “VI All Students’ Society endeavours shall be undertaken with full respect for human dignity and bodily sovereignty and without discrimination on the basis of irrelevant personal characteristics that include but are not limited to race, national or ethnic origin, colour, religion, sex, gender identification, age, mental or physical disability, language, sexual orientation or social class.

**1.1.2** VII The Students’ Society commits to demonstrating leadership in matters of human rights, social justice and environmental protection. The Society shall be mindful of the direct and indirect effects corporations, businesses and organizations have on their social, political, economic, and environmental surroundings.

**1.1.3** VIII The Students’ Society commits itself to groups, programs and activities that are devoted to the wellbeing of a group disadvantaged because of irrelevant personal characteristics that include but are not limited to race, national or ethnic origin, colour, religion, sex, gender identification, age, mental or physical disability, sexual orientation or social class.”

Further, the SSMU shall demonstrate leadership for sustainability by:

**1.1.4** Fostering sustainability across campus and beyond through our advocacy, leadership, and all public actions;

**1.1.5** Engaging students and student groups, connecting people who share the same ideas for change and coordinating projects with multiple stakeholders;

**1.1.6** Promoting awareness of sustainability through its communications, informational resources and mandatory annual, in-depth trainings for SSMU executives and staff, and by leading by example in the delivery of events, services, and political action;

**1.1.7** Applying sustainability within its internal operations, through creating a just, empowering community within SSMU staff that encourages, incentivizes, and supports sustainability initiatives by minimizing barriers, providing tools and knowledge, and sets high standards for the SSMU’s sustainability practices;

**1.1.8** Setting ambitious and feasible multi-year goals, drawing on best practices from other organizations to achieve them, reporting both qualitatively and quantitatively, and annually reviewing the goals to ensure that change is iterative and adaptive.



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## 1.2 Vision

As efforts for a sustainable SSMU and a sustainable campus intensify, the SSMU should not only successfully and meaningfully support grassroots student initiatives, but also serve as a leader for social, environmental, and economic sustainability.

### Definitions

**1.2.1 Sustainability:** As defined in section 2, Sustainability is an approach and practice that allows present generations to meet their needs without compromising the needs of future generations, and includes environmental, social and economic considerations.

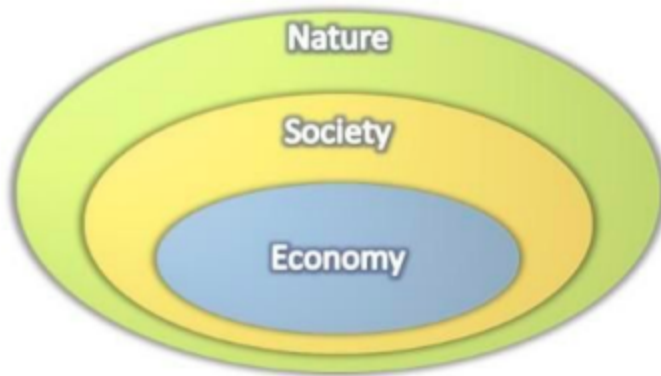


Fig. 1. This image, which consists of nested spheres, illustrates how we should consider and understand the 3 spheres or pillars of sustainability. “Nature” encompasses all of the physical world we are in, commonly referred to as the “Environment”. A sub-section of that is all of human “Society”, and “Economy” is a sub-section of human society. The two images together provide basic visuals that can help contextualize thinking about sustainability.

From <http://www.projectcss.eu/description/objectives.jpg> accessed March 20, 2012.

**1.2.2 Student Organizations:** all clubs and services operating under SSMU.

**1.2.3 Student Associations:** University-level or faculty-level groups that are governed by elected student representatives.

**1.2.4 Officers vs Executives:** Both refer to the elected SSMU Executives.



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## 2. Scope

This Policy shall apply to:

- a. Staff, elected representatives, operations, Clubs, and Services, of the Students' Society of McGill University.
- b. All activities and events hosted, funded, and promoted by the Society and SSMU-affiliated Clubs and Services.
- c. Written or graphic material, which is published, distributed, endorsed, or funded by the Society.
- d. Activities, events, campaigns, and promotions held in the William Shatner University Centre.

## 3. Understanding Sustainability

Sustainability in this context is about balancing and integrating environmental, social, and economic considerations in the way we act, and having people collaborate to achieve this balance. Different definitions are used in this document, within the McGill community, and in many Canadian and international scholarly articles. These definitions provide a common framework, not to be exhaustive or definitive, and can be refined in the future.

### 3.1 Environmental

Practices that lead to resilient ecosystems which can support healthy life and lifestyles. To that end, the SSMU will strive to:

- 3.1.1** Eliminate its contribution to the progressive buildup of substances extracted from the Earth's crust (for example, heavy metals, fossil fuels, greenhouse gas emissions) by reducing unnecessary purchasing of materials, opting for more sustainable materials when possible, encouraging, advertising, and incentivizing the usage of reusable materials and containers at events, and reconsider traditional methods of distribution of information through promotional materials;
- 3.1.2** Eliminate its contribution to the progressive buildup of chemicals and compounds produced by society (for example, dioxins, PCBs, and DDT ) by transitioning to materials that do not contain such chemicals and by more strongly advertising and supporting the current 3 electronic recycling program;
- 3.1.3** Eliminate its contribution to the progressive physical degradation and destruction of nature and natural processes (for example, over harvesting forests and paving over critical



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wildlife habitat) by prioritizing the minimal use of these materials in general, and choosing products and/or vendors/corporations that adhere to socially and environmentally responsible guidelines.

## 3.2 Social

The SSMU will strive to promote a strong, safe, and empowering community by endeavouring to minimize systemic power imbalances within society and to foster a culture of anti-oppression. Socioeconomic inequality has been shown to be well correlated to ecological degradation. This 4 potential positive feedback loop of inequity exacerbating biodiversity loss which exacerbates inequity is one example of how equity struggles are, or should be, an inseparable part of the sustainability movement. The SSMU will aim to be of service to the communities of which it is a part, in keeping with the values laid out in the Constitution and Equity Policy. Please refer to the Equity Policy updated in April 2018 for more information on SSMU and equity. Beyond the Equity Policy, SSMU will approach social sustainability by ensuring that:

**3.2.1** It supports student initiatives that contribute to the aims stated in this section, and it will liaise with different groups to do so.

**3.2.2** It encourages and provides additional support for projects and initiatives that address multiple aspects of sustainability, such as environmental and social.

## 3.3 Economic

The SSMU is tasked with managing fees collected from many thousands of students. The SSMU undertakes to manage these funds in a manner which respects students and the communities of which SSMU is a part. The SSMU will strive to:

**3.3.1** Be stewards of students' money in an ethical manner, as per the Ethical Investment Policy, the Purchasing Policy, and this Sustainability Strategy;

**3.3.2** Be transparent, accountable, and open to student participation in budgeting students' money;

**3.3.3** Be responsible in its long-term planning of finances to ensure year-to-year financial stability and flexibility as major expenses arise;

**3.3.4** Work to prioritize funding to initiatives that will (a) lead to cost-savings for the SSMU in a reasonable time-frame or (b) lead to considerable social and / or environmental benefit.





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**3.3.5** Emphasize, communicate, and advocate to partners, donors, sponsors, administration, and other relevant parties that short-term investments in sustainability projects virtually always lead to long-term financial gains as long as the necessary maintenance is carried out.

## 4. SSMU's Role Fostering a Community of Sustainability

### 4.1 Overview of the SSMU's Role

The SSMU will, through the actions of its elected representatives, staff, committee members, clubs, and services:

- 4.1.1** Seek to be a catalyst for change in the McGill community;
- 4.1.2** Represent student interests pertaining to sustainability issues on campus to the relevant community members;
- 4.1.3** Work to build awareness of sustainability issues, and work to ensure that its internal practices adhere to a high standard of sustainable behaviour;
- 4.1.4** Show leadership beyond the SSMU bureaucracy and the William Shatner University Centre for the good of the student body as a whole and the broader community and society.
- 4.1.5** Take on the responsibility of reaching out to other groups to learn more about their activities, advocacy and research, what is going on and informing others of what is happening with the SSMU.

### 4.2 Coordination

The SSMU will use its relationships and its understanding of the community to connect members who are working on similar topics, problems, campaigns, efforts, research, etc. while ensuring it does not create extra or unnecessary burden for its collaborators

### 4.3 Facilitation

The SSMU will facilitate sustainability advocacy, resources and education for its members by:



## Association étudiante de l'Université McGill

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- 4.3.1** Hosting an annual SPOKES (Students Pursuing Opportunities and Knowledge in Environment and Sustainability) conference
- 4.3.2** providing mandatory and non-mandatory workshops on sustainable event planning (See Section 7)
- 4.3.3** Communicating sustainability opportunities through the Sustainability Corner (see Appendix A)
- 4.3.4** Other programming carried out through the academic year.

## 4.4 Outreach

The SSMU, in an effort to create a more sustainable community, will reach out to relevant groups in the community to (a) look for beneficial collaborations (b) Inform the community at large as to what the SSMU is doing for their reference (c) prevent the duplication of efforts on campus and (d) seek out best practices.

## 4.5 Awareness-Raising

The SSMU will work to make its members and the community more aware of how to live an economically, socially, and environmentally sustainable lifestyle. This includes, but is not limited to:

- 4.5.1** Providing structured educational opportunities, for example, Mini-Courses and workshops, that help students practice sustainable lifestyles that may be otherwise financially inaccessible, such as living zero-waste;
- 4.5.2** Providing educational signage about sustainable practices such as using reusable dishes in dining areas in the building.
- 4.5.3** Promoting other ongoing educational opportunities and events in the community, promoting collaboration to increase the scope and impact of beneficial initiatives;
- 4.5.4** Providing and compiling resources on SSMU's outreach and communication platforms to help all members of the Society fulfill the goals and act according to the values outlined in this policy Responsibility for determining what issues and campaigns to focus resources falls on relevant Executive Officers, SSMU Committee(s), the society's General Assembly and its Legislative Council. More information on responsibilities can be found in the Appendices.



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## 5. Internal Practices and Procedures

The SSMU will strive to be a model for sustainable internal practices insofar as is possible given organizational constraints. This includes learning from peer organizations, drawing on student research capacity and innovation, and proactively engaging students in projects and decision-making processes

### 5.1 Executive-Commissioner Relationship

Sustainability Commissioners will provide sustainability trainings for Executives during their training periods.

Executives will meet with the Sustainability Commissioners at the beginning of their term and throughout the year to develop a tailored plan to incorporate sustainability into their portfolios.

#### 5.1.1 Reporting

Staff and committee report successful innovations to executives, and briefly to Council according to the relevant reporting schedules;

#### 5.1.2 Role Modelling

The SSMU Executive and staff shall role model sustainability during daily practices by only using reusable or compostable containers in the distribution of food or beverage in meetings and in the SSMU Office. In addition, SSMU staff and committees carry out the day-to-day decisions and actions of the SSMU. As such:

- a. Staff and committees are responsible for upholding and integrating this policy into their decisions and actions, possibly by creating decision-making frameworks;
- b. Staff and committees should be reporting successful innovations to executives, and briefly to Council according to the relevant reporting schedules;
- c. The Sustainability Coordinator is mandated to provide support, track progress, and meet with employees and committees regarding strategy throughout the year. This includes collaborating with interested students and student staff to coordinate projects and responsibilities.

As outlined in this policy, sustainability is complex, both in theory and in practice. In order for this policy to be truly effective, its goals must be integrated across all portfolios of the SSMU. While each



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year's elected representatives and student staff will have their particular skills sets and interests, it is expected that all staff and decision-makers within the SSMU will act in good faith towards achieving the goals of this policy and will seek to make the William Shatner University Centre Building operate as sustainably as possible.

## 5.2 Building

The SSMU will seek to make the William Shatner University Centre Building and all other associated SSMU spaces operate as sustainably as possible through its operations and the responsibilities of the Building Manager, Sustainability Commissioners and the SSMU Executives whose mandate includes operations if such a role exists.

### 5.2.1 Infrastructure

The SSMU will seek to maintain the infrastructure of the building in a fashion that:

- a. Keeps energy usage as low as possible while providing reasonable payback period if renovations are necessary to do so. The focus here may tend towards energy efficiency and undertaking efforts to inform students/staff/tenants of best practices of behaviour.
- b. Is accessible to students of all abilities by individuals involved with building design and construction undergo
  - i. training on equity, ableism, universal design;
  - ii. provides infrastructure to assist sustainable lifestyle choices;
  - iii. ensures safety, above and beyond fire code and alcohol regulations.

### 5.2.2 Use of space

The SSMU will seek to ensure that the spaces under its purview are used in a way that:

- a. Facilitates a safer space for all students in accordance with SSMU's Equity Policy
- b. Aims to reduce the amount of waste (e.g. disposable cups and other materials) the space or events held in the space generate;
- c. Materials enter the right waste streams;
- d. Prioritizes student interests and services for students.

### 5.2.3 Purchasing

- a. The SSMU will adhere to the Ethical Investment Policy and Purchasing Policy.
- b. Material purchases should be carefully evaluated to avoid financial and material waste. Exit reports from events shall include recommendations regarding how to cut down on excess materials. The Events Administrator(s) will undergo tailored sustainability training, whereby the Sustainability Commissioners will work with them to identify key areas of consumption



## Association étudiante de l'Université McGill

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and how to mitigate the waste produced.

- c. In the event that surplus materials are purchased, every effort should be made to either repurpose them or donate them to a worthy, sustainable student or community organization. Suggestions of such organizations can be requested from the Sustainability Commissioners, Equity Commissioners, and/or Sustainable Events Team.
- d. The SSMU will work with applied student research and McGill Food & Dining Services (MFDS) to continually improve the sustainability standards of all food providers on McGill campus and will prioritize waste reduction, then waste management. Relevant people for these practices include the President, General Manager, tenants in the building, and Executive Chef of SHHS, or otherwise the individual in charge of operations and sustainability within McGill Food and Dining Services.
- e. The SSMU will encourage all vendors that sell food and beverages to stop the sale of bottled water in the University Center. Failure for a vendor to comply with this policy will be asked to attend a review meeting carried out by the Sustainability Commissioners, supervising SSMU Executive and General Manager.
  - i. Further, the SSMU will include sustainability as a factor when negotiating new vendor agreements and corporate sponsorships.

## 5.3 Human Resource Practices

In its efforts to act as a socially sustainable and responsible organization, the SSMU shall strive to uphold best practices regarding Human Resources. As outlined in the Human Resources Policy, this includes providing meaningful work for both students and full-time staff, nurturing a sense of empowerment for all staff members, and striving to provide a productive and pleasant work environment. The SSMU will support staff to exhibit leadership in fulfilling the goals of this policy, the SSMU shall provide training tailored as much as possible to specific jobs regarding issues of social, environmental, and economic.

## 6. Events

All SSMU-operated events must be planned in light of the values laid out in this policy. This includes financial accountability and responsibility, ensuring that events are inclusive and equitable (refer to the Equity Policy), and minimizing the environmental impact.



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The SSMU will actively encourage events held within the University Centre to use only reusable materials, mandating that events within the University Center use only compostable materials if disposable materials are used at all.

The SSMU will eliminate the distribution of bottled water and non-compostable disposable materials during all internal events affiliated with the SSMU, such as but not limited to, Orientation (Frosh) and 4Floors.

## 7. Clubs and Services

Clubs and Services must attend a minimum of 1 Sustainable Event Planning workshop per year, facilitated by the Vice-President (Student Life) and Sustainability Commissioners to further support the implementation of sustainability in the club or service's operations. The Sustainable Event Planning workshop includes training on all aspects of sustainability, with particular emphasis on environmental and social sustainability. Failure to attend will factor into club status. Clubs and Services who are found to be in repeated violation (1 or more) of this policy will attend an obligatory meeting with the Sustainable Events Planning Team or Sustainability Commissioners. If violations continue, Clubs and Services in question will be subject to a review by the Clubs Committee and Services Review Committee, respectively.

## 8. Implementation

### 8.1 Leadership

While all of the SSMU decision-makers are responsible for implementing this policy, the SSMU Executives, the Sustainability Commissioners, student staff within the Sustainability and Equity portfolios, and the Equity and Environment Committees must champion leadership and support, in line with the guidelines found in Appendix A.

### 8.2 Communication and Collaboration within the SSMU

As outlined in this policy, sustainability is complex, both in theory and in practice. In order for this policy to be truly effective, its goals must be integrated across all portfolios of the SSMU. While each year's elected representatives and student staff will have their particular skills sets and interests, it is expected that all staff and decision-makers within the SSMU will act in good faith towards achieving the goals of this policy.



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## 9. Reporting and Accountability

### 9.1 Accountability within the SSMU Executive

The SSMU Executive shall report on all progress achieved within the purview of this policy to Council once in the Fall Semester and twice in the Winter semester with support from the Sustainability Commissioners and leadership from the president.

#### 9.1.1 Final Report of the Academic Year

The final report of the academic year shall constitute an annual report compiled by the President, Sustainability Commissioners and Environment committee, and shall include:

- a. Recommendations approved by the previous years' Council
- b. Work achieved that academic year and up-to-date campus initiatives
- c. SSMU's current organizational capacity in relation to this policy
- d. Updated implementation plan and benchmarking rubrics
- e. Recommended goals of the following academic year

The President, with support from the Sustainability Coordinator and student staff, shall oversee an annual review of sustainability goals and benchmarks in order to adapt the SSMU's efforts in light of changes in organizational capacity and campus and societal shifts. The Sustainability Coordinator will lead a process of developing detailed implementation plans and benchmarking rubrics to ensure measurable, effective change; this shall not be allowed to detract from the pursuit of qualitative or difficult-to-measure efforts.

#### 9.1.2 Collaboration with the Sustainability Commissioners

The Sustainability Commissioners will hold monthly meetings with the SSMU Executives in order to develop plans to incorporate sustainability into their portfolios.

## APPENDIX A

### A.1 Role of the SSMU Executives

#### Description



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Executives work (more than) full-time to make SSMU work, and they carry much of the knowledge about the activities of SSMU. To be successful, the implementation of this policy must be acted on in good faith by every Executive Officer. Weekly Executive meetings are a place of many political decisions that set the behaviour of the SSMU. It is important for those responsible for this policy to be aware of what decisions are being made at executive meetings and how they affect this policy. Decision-making frameworks should be developed shortly after the Sustainability training in May to ensure sustainability is not a forgotten consideration at exec meetings. Roles: Many roles of execs are identified in the text of this policy and are detailed further below just as much for the executives as for students who are working on sustainability efforts. (Exec positions listed in alphabetical order, not order of importance!)

#### **A.1.1 President**

**A.1.1.1** The President is responsible for ensuring environmental leadership.

**A.1.1.2** The President, along with the VP University Affairs, share responsibilities for advocating for stronger adherence to sustainability policies and pursuit of relevant actions to the McGill Administration. In the event of the creation of new committees pertaining specifically to sustainability, such as those involving administration, the President should advocate for the most qualified student to serve as the representative. Oftentimes, this will be the Sustainability Commissioner.

**A.1.1.3** The President is the official link to faculty-specific undergrad associations and to the First Year Council and Inter-Residence Council.

**A.1.1.4** The President oversees the work of the two (2) Sustainability Commissioners.

#### **A.1.2 VP Student Life**

**A.1.2.1** The Vice-President (Student Life) should foster the integration of student groups' initiatives & input

**A.1.2.2** They collaborate with staff to implement sustainable operations and infrastructure within the Shatner Building (University Centre)

**A.1.2.3** They should distribute information to all Clubs, Services, and students on issues pertaining to bottled water and promote the sustainable alternative of tap water, other sustainable methods of water distribution, and readily available services related to waste reduction such as The Plate Club.

#### **A.1.3 VP External**

**A.1.3.1** The Vice-President (External) is critical to connecting in two-way communication with community organizations such as the Milton-Parc Citizens Committee and Eco-Quartiers, and municipal, provincial, and federal governments in the pursuit of this policy's goal.

#### **A.1.4 VP Finance**





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**A.1.4.1** The Vice-President (Finance) has the responsibility of ensuring the implementation of the Ethical Investment Plan and Purchasing Policy;

**A.1.4.2** Overseeing the long-term financial viability of SSMU;

**A.1.4.3** Providing leadership in the integration of the values laid out in this policy within the SSMU's Operations (Gerts and MiniCourses)

**A.1.4.4** The VP Finance & Operations oversees the work of the FERC Commissioner, Funding Coordinator, Gerts Manager, and Mini Courses Manager.

#### **A.1.5 VP Internal**

**A.1.5.1** The Vice-President (Internal) has a lead role to play in minimizing the impact of the Society's events and in promoting awareness within the student body. Repeating a mantra of "use less, use things that will be useful, and send the right messages with events and communications" will be an important contribution the VP Internal can make.

**A.1.5.2** The VP Internal will create and maintain a "Sustainability Corner", similar to the "Dean's Corner" on the SSMU Listserv, wherein one upcoming event or project in which students can become involved related to sustainability is featured.

**A.1.5.3** The VP Internal oversees several Frosh Coordinators over the summer, and a Sponsorships Coordinator when needed throughout the year.

**A.1.5.4** The VP shall ensure that the Sustainability Policy is followed in Frosh and refrain from the distribution or sale of any bottled water and non-compostable plastic. Further, the VP Internal should aim to work with sustainable manufacturers in the purchase of Frosh merchandise, a list of which can be obtained through the Sustainability Commissioners and/or the exit report from Frosh 2017.

#### **A.1.6 VP University Affairs**

**A.1.6.1** The VP University Affairs is responsible for SSMU's commitment to Equity and representing SSMU on issues of equity to McGill units / administration.

**A.1.6.2** Shares responsibilities with the President for advocating for stronger adherence to sustainability policies and pursuit of relevant actions to the McGill Administration.

**A.1.6.3** The VP University Affairs oversees the work of the Equity Commissioners and often works with the Sustainability Commissioners.

## **A.2 Role of Council and Councillors**

### **A.2.1 Description**

SSMU Council, the highest decision-making body of SSMU (in practice but not in law), meets every two weeks and consists of approximately 25 McGill undergrad representatives. Council is, ideally, a place where substantive decisions are made and where information travels back and forth between SSMU and the rest of campus through faculty undergrad associations. Sometimes this information transfer is



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not perfect. Councillors have to review large volumes of information before each meeting in addition to doing their full-time school work and any other responsibilities they take on.

#### **A.2.2 Role**

Early in the academic year, councillors should be engaged by those responsible for pursuing the Sustainability Policy (SSMU Executives and Sustainability Commissioners) in order to inform them of past progress, future direction, and to involve them in the process. A council meeting early in the academic year is an optimal time to engage councillors and discuss the contents of the SSMU Sustainability Policy and how it may be of mutual benefit to councillors' constituents. Many student associations have sustainability groups and committees and are often searching for guidance early in the year, which could be provided by this policy and its connection to Vision 2020. Councillors should be encouraged to sit on committees, such as Environment Committee and show how their roles tie directly into the direction this policy sets. This policy should be presented regularly to Council, ideally once in early fall to build involvement, then again in January for the same reason and finally in March/April to present the progress through the year(s).

## **A.3 Role of Senators and Senate Caucus**

#### **A.3.1 Description**

SSMU Senators represent SSMU at McGill's Senate which is the highest academic decision-making group at McGill. Senate consists of over 100 people. There are about a dozen SSMU senators from all over campus. Any one of them may ask a question or make a proposition at Senate. The SSMU senators meet with regularity at what is called "Senate Caucus" and they discuss what is on the Senate agenda and what they will do/propose/say.

#### **A.3.2 Role**

SSMU's Senate caucus may benefit from having some understanding of SSMU's Sustainability Policy and SSMU's progress in adhering to it. Since it may be difficult to get enthusiastic support from all senators for one initiative, those responsible for the Sustainability Policy may want to meet one-on-one with senators to discuss what they are excited about and how they can work together to advance the Sustainability Policy and the direction set by Vision 2020 (McGill's sustainability strategy).

## **A.4 Responsibilities of Specific Positions and Committees within the SSMU**

#### **A.4.1 Role of Environment Committee and the Sustainability Commissioners**



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The Environment Committee (EC) is chaired by the Sustainability Commissioners. The Sustainability Commissioners are responsible for ensuring that campaigns of the EC are facilitated properly to raise awareness and affect the change desired by the EC. The Commissioners ensure that EC acts as:

- a. A gathering area and a clearing house of ideas
- b. An incubator for student groups whose leaders have since left the McGill community
- c. A facilitator of capacity building activities and resources that help move students along the learning curve of how to achieve environmentally beneficial changes in the community

**A.4.1.1** The EC's outreach and communications strategy shall focus on building connections with 6 main groups in order to share information about each others' campaigns, services offered, events, and activities:

Faculty associations

- a. Green Groups
- b. SSMU Equity Committee
- c. Downtown student body
- d. Involved students and student groups at the Macdonald Campus
- e. McGill administrative units including the Office of Sustainability (the Office of Sustainability is becoming a highly valuable resource for connecting students with the appropriate staff on campus to pursue projects, as well as for helping students develop applied student research projects)

**A.4.1.2** Efforts to communicate with students shall include:

- a. More centralized and accessible information
- b. Online resources as well as physical spaces like the green corner
- c. Creating strong sense of community (building inter-personal relationships)

### **A.4.2 Role of Equity Committee and Equity Commissioners**

**Note:** The roles of the Equity Committee and Equity Commissioners have been laid out in the Equity Policy, passed on March 1, 2012, and subsequently updated in April 2018. What follows here is a short addition connecting the Equity Committee and Equity Commissioners to the work of the Environment Committee and Sustainability Commissioners. This is not an exhaustive detailing of the Role of Equity Committee and Equity Commissioners.

**A.4.2.1** The Equity Committee and Equity Commissioners provide a valuable resource to SSMU and the entire student body in grappling with equity issues broadly in the community and dealing specifically with equity complaints as they come forward.

- a. It will be the role of the Environment Committee to periodically connect with the Equity Committee, report back to Environment Committee and arrange collaborations.
- b. It will be the responsibility of the Sustainability Coordinator to ensure that communication between the typical environmental and social spheres within SSMU's internal operations is



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open (e.g. going on in the Building Committee, events being planned by Students' Society Programming Network, etc.). This will be an essential connection as the Equity Committee is mainly concerned with social sustainability as described in this document and Environment Committee is mostly concerned with environmental sustainability.

# SSMU Master Plan

## 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



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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 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.



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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.

## 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
  - 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.



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### 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.

## 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.





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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.

## 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



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<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>
<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 :

Department	Staff
<b>Human Resources (6)</b>	HR Director, HR Manager, Front Desk Receptionist, <b>Equity Coordinator, HR Coordinators (2)</b>



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<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

## 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)



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<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.
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<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.

<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>	The SSMU should be dedicated to being inclusive and providing equitable opportunities for its members. With the SEDE department being cut at



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	<p>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>
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<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.

<b>Title</b>	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.

<b>Title</b>	HR Assistants (2)
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<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
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<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>	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
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<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.
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<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.

# 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



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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

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.





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## 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>
<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:



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Operation	Remove Current Tenants
Description	<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>

Operation	Second Floor Cafeteria
Description	<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>

Operation	Package Depot
Description	<p>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.</p>

Operation	Tax Clinic
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<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.
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<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>

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



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### 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>	<p>*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*</p> <p><b>SSMU Day</b> 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>



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	<p><b>SSMU Welcome Back Concert</b></p> <p>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></p> <p>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 should become. These renovations would occur during the Summer Months to avoid the loss of the operations during the academic year.

<b>Operation</b>	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</p>



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	<p>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>
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<b>Operation</b>	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>

<b>Operation</b>	SSMU General Store
<b>Description</b>	<p>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.</p>

<b>Operation</b>	Pharmacy
<b>Description</b>	<p>The SSMU Pharmacy would have students using SSMU's Health Insurance plan to cover their prescription drugs and other small items. Basic drugs</p>



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	such as Tylenol, Ibuprofen, among others could be offered. The pharmacy can also sell basic toiletries.
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Operation	Yearbook
Description	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.

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
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<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.

<b>Category</b>	<b>Description</b>
<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.
<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

Project	Clubs Platform
<p><b>Description</b></p>	<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 available to the general student body to increase student engagement in campus life</p> <p><b>General Club Information</b> 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>

Project	Club Constitutions
<p><b>Description</b></p>	<p>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</p>



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	look into ensuring that clubs' financial officers are established by x date to ease the banking transition from year-to-year.
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<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>
<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



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	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
<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.

<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.



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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.

Description of Low Priority Offerings:

Project	Insurance
Description	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.

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>	<p>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)</p> <p>All SSMU services operate close to independently from SSMU.</p>
<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.

### High Priority

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

Project	Service Finances
<b>Description</b>	<p><u>Fee Consolidation</u></p> <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</p>



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	<p>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> <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><u>Service Budgeting Practice Change</u></p> <p>Every year, the Services Review Committee and Legislative Council should reallocate and repurpose the rollover from services.</p>
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<b>Project</b>	Reorganizing the Services Staffing Structure
<b>Description</b>	Refer to SSMU Staffing Plan.

<b>Project</b>	Space Consolidation
<b>Description</b>	<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 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.</p>

<b>Project</b>	Service Credit Cards
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<b>Description</b>	Providing all SSMU Services with credit cards so they can effectively run their own financing and operations.
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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>	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

## Low Priority

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

<b>Project</b>	Integrating SSMU Services
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<b>Description</b>	<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>
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Project	Additional Services
<b>Description</b>	<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>

## 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



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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.

## Projected Finances

Current Finance Offerings:

Category	Description
Staffing	Comptroller, Assistant Comptroller, Accounting Analysts (2), Accounting Technician.



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<b>Fees</b>	Services currently levy and pass their own fees that need to be renewed every 5 years.
<b>Revenue</b>	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.

<b>Project</b>	Service Fee Consolidation
<b>Description</b>	<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> <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>	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 Menstrual Hygiene Fee is separate but the rest should be treated as funds to be reallocated year after year.

<b>Project</b>	Electronic Tools
<b>Description</b>	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. 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.

## 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
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<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.)
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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>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.

<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



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	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



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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.

<b>Project</b>	Increased Representation
<b>Description</b>	The SSMU should strive to get more students on University-Level committees and governing bodies. 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, & Equity.

<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



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	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.
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<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.