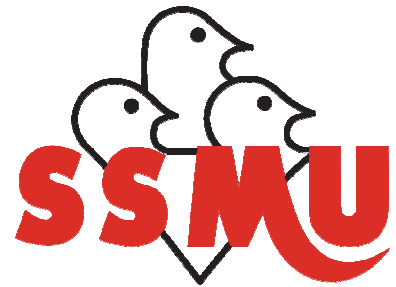


A Vision for the William Shatner University Centre Building



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Purpose

The SSMU has sought to create a Vision for the Shatner Building with the following characteristics.

Effective

Only when the SSMU is able to craft a comprehensive, long-term vision for the SSMU are we able to achieve ambitious goals. It is essential for the SSMU to know the mistakes of our predecessors, the way they overcame obstacles, and the history of ongoing issues we face to develop strong projects.

Reflective

The 10-Year Plan for the Shatner Building seeks to provide a thorough understanding of the past and present in order to plan for the future. Too often decisions have been made in the vacuum of the present. The Shatner Building has been managed by Executives with different goals and different visions, leading to a hodge-podge building with no clear priorities or trajectory. This plan recognizes these past faults and seeks to critically examine the current state of the Building in light of this history.

Visionary

It also crafts a vision for the next 10 years of SSMU occupancy of the Shatner Building, using these 10 years to make the Shatner Building into the best place for the SSMU and for students.

A Cornerstone

This document should be a cornerstone in SSMU's future, comparable to McGill's Physical Master Plan - Planning and Design Principles. Every incoming SSMU Executive and Councilor should thoroughly read this document at the start of their tenure, carry out its mission while in power, and pass it on their successor when leaving their post. Only through this consistent diligence and attention will this plan become entrenched in the future of the SSMU.

Grow with the Building

As part of this vision, the SSMU will undoubtedly face new challenges and priorities that will shift the changes for the Shatner Building in the coming years. This document is written with principles to guide those changes and decisions, but open enough to expand to accommodate different focuses as certain areas are improved upon.

Comprehensive

This document seeks to look at the Shatner Building from several different points of view, leaving no stone unturned. It also must contextualize the Shatner Building within the operations of the SSMU.

History

Structure

The SSMU was housed in the first Student Union Building, what is now the McCord Museum, from 1905 through 1965. The building was built as a gift from Sir William MacDonald. The all-male membership of the Student Society paid \$5/annum in order to gain access to its facilities, which included exercise facilities, a dining room, and lounge.

In the mid-1950s, SSMU successfully convinced the Board of Governors of the need for a building devoted to student services and activities. The SSMU presented a brief and enclosed a check of \$25,000 as a donation for the **New McGill Student Union Building Endowment Fund**, indicating the students' strong desire for a new building. McGill's nearly 12 000 students were excited when the Premier of Quebec, Jean Lesage, officially opened the University Centre On October 15th, 1965.

Name

In 1992, a group of students passed a referendum to name the University Centre the "**Shatner Building**". William Shatner expressed pleasure and even visited the building once in 1999, when he is shown plans for the new cafeteria. He never donated money to his alma matter so McGill does not recognize the building's baptism.

Renovations

Sadie's Tabagie

Sadie's Tabagie opened in 1976 as an information kiosk, confectionary, and box office for SSMU and McGill events. In 1979, Sadies began selling TI calculators, as well as souvenirs and t-shirts. In 1980, Sadie's opened its second location, **Sadies II**, in McConnell Engineering to sell EUS goods as well as its standard inventory. This location was not profitable and was ended over disagreements between the SSMU and EUS. By 1988, sales reached \$370,000 annually.

Later Sadies was moved to the basement in the center of the staircase. The General Manager of the time sought to move all commercial operations into the basement to create an underground mall, much like UBC's university center. TV McGill was given the space on the 1st floor. A couple years later in 2005, in an effort to improve Sadies' sales, the SSMU Executives switched TV McGill and Sadies, thus moving Sadies back upstairs and TV McGill downstairs. However soon after, the sale of cigarettes was forbidden on campus. The SSMU VP Finance and Operations tried to get a grocers permit to operate a small grocery store or depanneur, but this was not permitted by McGill. In the last days of being permitted to sell cigarettes, theft skyrocketed, resulting in the loss of approximately \$10,000 worth of cigarettes. Sadies was closed in 2006.

The space was renovated to the tune of \$7,700.00 from CERF and revisioned as Sadies Corner, a corner with vending machines.

Gerts

Gertrudes, or “Gerts”, has been open in the bar since at least 1980. In the 80s, it was had pink walls and steel cages. It was located on the 1st floor along the southern wall. As early as 1980, Gerts was not profitable. Gertrudes II, aka **The Alley**, opened in the basement of the Shatner Building in October of 1982. The Alley was a plush carpeted wood paneled bar and café aiming at the daytime crowd of sophisticated jazz loving students. It avoided the loud top 40s music of Gertrudes upstairs while holding events every evening. In the 90s, SSMU convinced Peel Pub to manage Gert’s bar and invest \$150 000 into renovating it. The pink walls and steel cages were replaced by hardwood floors and an oak and mahogany bar. Peel Pub left the contract early finding it impossible to make money. **The Alley** was done away with in 1999. Throughout 2000-2009, the large deficits of Gert’s became a significant elections issue. The move of Gert’s to the basement and later the elimination of a security partnership with the football team saw a dramatic decline in sales. Theft also became a significant issue. From 2005 onwards, Gert’s became more of a lounge than a nightclub and focused on making itself a place for student run events. Its losses shrank dramatically.

University Bytes, now

In 1998, UniversityBytes opened in Shatner and established a partnership with SSMU providing both hardware and latter network solutions. UniversityBytes was started by McGill alum out of their residence rooms and eventually grew to be a medium sized business in Montreal. They had two locations: one in the basement to fix computers, and one on the 1st floor next the entrance to sell products. SSMU ended the relationship in 2007 over a rent dispute.

The basement space UniversityBytes occupied was turned into a **Bike Co-Op** and a prayer space and office for the **Muslim Students Association**. The wall to separate the two spaces cost \$7,332.00, from CERF. McGill approved of the refashioning of a commercial space into a student space.

The upstairs space UniversityBytes occupied was turned into a **Liquid Nutrition**.

Brown Student Services Building

As of 1997-1998, SSMU began collecting a 20\$/semester fee to construct a new Student Services building. Negotiations with McGill allow for SSMU to move its offices into the new building. Space is also provided for the SSMU Daycare, the MISN Coca-Cola International Student Lounge (which becomes the SSMU Nursery in 2009), and a SACOMSS office. SSMU moved into its new office in 1999-2000. This move allowed for a re-organization of the Shatner building. The Alley was closed, but Gert’s was moved to the B1 space that included the former McGill Tribune office. The first floor **Student Lounge**, the second floor **cafeteria**, and **smoking rooms** were established. Additionally, the Daily Office was changed slightly to give it its current B1 location as the B1 entrance is created.

The newly constructed Brown Student Service Building’s daytime only opening hours limited **SACOMSS**’ plan to create a new Night Office and hold after hours activities. McGill initially proposed that a small apartment be rented off campus but later provided a confidential space on campus for this night office. McGill also grants SACOMSS space in the basement of Peterson Hall for 2002 to replace its Brown office. However, in 2005-2006, an increasingly space crunched McGill removed SACOMSS, along with the Muslim prayer room from its Peterson location to construct an archeology lab. McGill also removed the SACOMSS night office but later returns it after McGill Student Services

agrees to co-operate more with SACOMSS activities. SSMU hosted SACOMSS new day office in what was the MUPS space in the basement of Shatner.

Safety Audit and Consequent Renovations

After a 1998-1999 security and safety audit revealed that the Shatner building could not allow hosting of large events in the ballroom, a series of renovations were undertaken from 1999-2004. The safety & accessibility aspect of these renovations included the adding of a main elevator to the building, the construction of a B1 access, installation of smoke guards and improvements to the sprinkler and ventilation systems. While an external fire escape was also considered, its prohibitively high cost made it impossible to construct. Cosmetic changes to the building included the addition of a **student lounge** on the first level, renovations to the **ballroom**, additions of a 3rd floor **kitchen** and bar, new club **offices** and meeting rooms on the 4th floor, new **meeting rooms** in B1, the relocation of TV McGill and Sadie's, and renovations to **bathrooms** in both the basement and the first floor.

These renovations were expected to cost upwards of 2.5 million dollars. The **McGill Student Fund** was passed in 1999, which contained \$12/semester for Shatner renovations. A fee of \$11.84 is set for collection from 2003-2010 to pay for the Shatner building renovations. The fee replaced the \$10/semester portion of the MSF. Arriving at the \$11.84 number was somewhat a product of guesswork as no one had a firm idea of how much the needed safety and code compliance renovations to the building would cost. The first cost overruns occur in 2003 when McGill decided it was no longer interested in paying the \$600,000 cost of installing an elevator in Shatner. The still on-going student fee of \$11.84 that funded these projects will end in 2009-2010.

Food Services

MTY Tiki-Ming signed an agreement in 1999 to be the Shatner food supplier and invested \$650,000 into renovating the Shatner 2nd floor cafeteria into a posh international food court. The sum was insufficient to renovate the area and SSMU spent an additional \$80,000 out of CERF to finish the project. The project was also scaled back due to the high costs, thus leaving the project not-fully realized.

In 2004-2005 SSMU adopts **Savoir Fare** as a new catering operation, incorporating a former tenant into its direct management. Savoir Fare suffered losses and lacked a place in a campus that has many other food catering options and is shut down in the summer of 2006.

Midnight Kitchen and the **Organic Food Co-op** get their start in 2002-2003.

Kitchen facilities are finally made available to them in the 2005 summer renovations.

In 2008, **Liquid Nutrition** is put on the 1st floor in what was University Bytes' second location. In 2009, **Café Supreme** opens, replacing Caferama on the 1st floor along the Southern wall.

Rent

For most of SSMU's occupation of the University Centre, McGill has charged a symbolic \$1 rent for the building. In the 1999 LOA negotiations, the SSMU began to pay rent on the Shatner building of **\$100,000** rather than the previous \$1. This amount was expected to increase to \$200,000 once the bookstore loan is paid off by McGill. The rental amounts are considered inconsequential given the pending millions SSMU will be receiving from the Coca-Cola deal. However, the \$100,000 amount has been maintained despite McGill's costs for heating and electricity for the building allegedly costing 3-4 hundred thousand dollars per year.

Principles

The SSMU must be guided by core principles when deciding on how to operate its building. These principles must embody to core mission of the SSMU, with special reference to how to accomplish this in a physical space.

1. Center of student life on campus

One of the most important purposes of the SSMU is to promote student life. As laid out in the SSMU Constitution Preamble:

I The Students' Society shall serve as an umbrella organization to coordinate and support the student groups that make up civic life in the McGill community, while providing services to strengthen the educational, cultural, environmental, political and social conditions of our membership.

II Made up of all of the undergraduate and professional students of McGill University, the Students' Society shall endeavour to facilitate communication and interaction between all students from all McGill communities.

III The Students' Society is a central focal point for McGill students and shall provide a wide variety of services to its different constituencies. The Society shall strive to provide excellence and quality of service at all times, and shall continue to enhance the quality and scope of these services.

SSMU Constitution

The Shatner Building is the epicenter of student life on McGill campus. Student life consists of clubs, events, and socializing. The Shatner Building must contain all these different types of student life. The SSMU is dedicated to providing this service to its students. This is the number one priority for the building. It is the only building on McGill campus with this express purpose. This unique purpose must be maintained, especially as McGill University is less able to provide this type of space:

Space constraints are an impediment to a fulfilling experience for students generally. These include a lack of adequate work space, informal meeting space, and the excessive difficulty and cost of accessing University premises for student activities.

Principal's Taskforce on Student Life and Learning

The Shatner Building must continue to provide free meeting spaces for clubs, large venues for their events, and informal space for general use.

2. Beautiful physical environment

The Shatner Building should be maintained to be modern and physically attractive. As laid out by the Provost as one of the goals of the McGill community, we should work to:

- Beautify the campus by carefully planning sustainable development of our physical plant, guided by our mission and by the principles of respect for our patrimony and the environment.
- Ensure an environment that is welcoming, safe, progressive, accessible and pleasant, that instills pride, a sense of belonging and community, and that fosters a positive engagement of staff, students and faculty in a dynamic, diverse and high-quality context of research, learning and discovery.

McGill University Strengths and Aspirations ("The White Paper")

Students spend much of their time relaxing in the Shatner Building. They deserve a comfortable, aesthetically pleasing space.

3. Environmentalism and sustainability

The SSMU is committed to environmentalism and sustainability by principle:

The Students' Society commits to demonstrating leadership in matters of human rights, social justice and environmental protection.

SSMU Constitution

The SSMU has worked to make SSMU a model of environmental sustainability and ensure the SSMU continues to lower its negative impact on the environment:

Be it resolved that the society will minimize energy use through efficiency and conservation, decrease the consumption of other resources and the production of waste, and seek to eliminate the release of substances harmful to the biosphere;
Be it resolved that the Society will take environmental concerns into consideration in future building renovations and constructions, such as energy efficiency, the origin of building materials, etc.

SSMU Environmental Policy

2. The Student Society will creatively implement organizational and operational changes toward becoming a model for sustainability at McGill; including but not limited to:

2.1. Regularly monitoring the environmental impact of all Student Society events and operations;

2.2. Ensuring that the Shatner University Centre's food offerings and provision meet a high standard of environmental and social responsibility;

2.3. Minimizing unnecessary energy use and material consumption and striving to make ethical procurements;

SSMU Sustainability Policy

The Shatner Building must be run according to these principles and goals. The largest impact on the environment that the SSMU has is the operation of the Shatner Building. The SSMU must strive to operate the building as environmentally as possible.

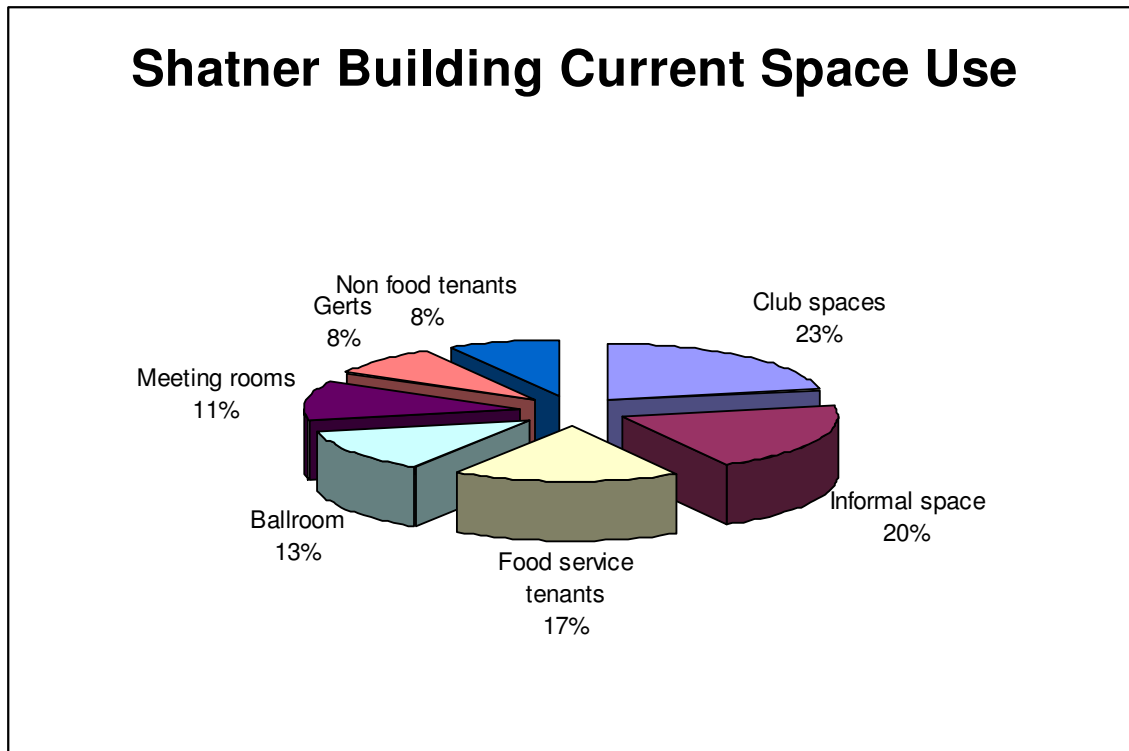
4. Financially Sustainable

The SSMU provides many services, of which the Shatner Building is just one. Any change in the building budget may require additional contributions from the SSMU revenue, which would be taken from other parts of the budget and thus hurt other departments. The SSMU must recognize this effect before making any major decisions. It must carefully and conservatively envision any major budget changes.

Audit of Current Situation

Space Usage

The Shatner Building currently uses space in several different ways.



***Note:** This graph does not include space currently being used as hallways, lobbies, etc., only space currently being used as rooms.

25% of the Shatner Building space is being rented by sub-tenants (food service and non-food service). 75% is being used by the SSMU to provide services to students and student groups.

Student and Student Group Use

The SSMU devotes the majority of the Shatner Building to space used by students and student groups. These uses do not generate revenue for the SSMU and are free for SSMU groups. However external groups must pay a rental fee to use these spaces.

CLUB SPACES (total 8575 sq. ft)

These club spaces are for the exclusive use of certain groups— they are not available depending on availability, making them a more rigid use of space.

OFFICES (approx. 4500 sq. ft) – These offices, composing almost the entirety of the 4th floor, are assigned to 1-6 clubs/services on an annual per application basis. There are currently 25 offices of the 4th floor, one on the 1st floor, and four in the basement, for a total of 30 offices. Note: As the Tribune becomes independent from the SSMU, their office will become a non-food tenant office.

PLAYERS THEATRE (approx. 3375 sq. ft.) – This theatre is used by Players Theatre, a SSMU service. This space includes an office, lobby, theatre, and several backstage rooms.

MIDNIGHT KITCHEN (approx. 700 sq. ft.) – This kitchen is used by Midnight Kitchen, a SSMU service.

INFORMAL SPACE (approx. 7750 sq. ft.) – The Shatner Building houses the Student Lounge, Clubs Lounge, and cafeteria, open spaces for students to relax and use. The Student Lounge houses comfortable couches and chairs for relaxing or studying. The Clubs Lounge can also be reserved by clubs as a meeting room. The cafeteria seating area primarily serves MTY customers, but is open to all, including students bringing their own lunch or just wishing to relax. It is also cleared of tables and used for events.

BALLROOM (approx. 5000 sq. ft.) – The Ballroom is used for large events by the SSMU, clubs, and external groups. It has a capacity of nearly 500 people and as such is the largest free venue for student groups.

CLUB MEETING ROOMS (approx. 4405 sq. ft.) – The Shatner Building holds six meeting rooms for groups to book – B-29/B29, B-30, Lev Bukhman, 302, 433A, and 403. Clubs can book these for free, but external groups must pay a fee. They are used consistently from 4 – 9 pm every day by various student groups and are booked well in advance due to the high demand. The schedule can be found here: <http://www.ssmu.mcgill.ca/mrbs/>

Operations

GERTS BAR (approx. 3300 sq. ft.) – Gerts Bar is a bar open to all students and is often rented out for club events. It operates as a bar, but is also fairly flexible – patrons do not have to purchase anything in order to use Gerts' seating. Gerts also houses Al-Taib and provides seating for Al-Taib customers. It has the potential to create revenue for the SSMU, but has not done so for several years, if ever. It is run on the model that SSMU partially subsidizes the cost in order to keep prices low.

Sub-tenants

SSMU houses several sub-tenants. These sub-tenants provide SSMU with revenue. Students also use their services.

FOOD SERVICE TENANTS (total 6572 sq. ft.)

MTY (Tiki Ming, Franx Supreme, Cultures): 3500 sq. ft.

Liquid Nutrition: 682 sq. ft.

Café Supreme: 2,200 sq. ft.

Al Taib: 190 sq. ft.

The SSMU provides six dining choices in the Shatner Building. Students frequent these restaurants for lunch and afternoon snacks. Café Supreme, the newest sub-tenant, is always packed and has been extremely successful thus far. Al Taib is also very busy at lunch time – it is one of the cheapest lunch options on campus. Tiki Ming continues to do fairly well, offering cheap, fast food to hungry students. Cultures and Franx Supreme are not currently very successful.

*Note: Café Supreme rents a prep, serving, and large seating area provided exclusively for Café Supreme customers. MTY (which hosts Tiki Ming, Cultures, and Franx Supreme) and Liquid Nutrition rent only their prep and serving area. Al Taib rents only their serving area, as prep is done outside the building and seating is provided in Gerts Bar.

NON-FOOD TENANTS (total 3288 sq. ft.)

Voyage Campus: 1050 sq. ft.

McGill Daily: 1488 sq. ft.

McGill Legal Information Clinic: 750 sq. ft.

These offices are rented out to independent student groups and other student services not under the SSMU. MLIC and the McGill Daily both levy student fees to pay for their rent. Voyage Campus is a commercial tenant.

Financials

Expenses

RENT: Currently the SSMU pays an annual rent of \$100,000 + cpi. This is expected to be raised to \$200,000 in the next lease, signed in 2011. McGill currently pays for all utilities, which have ranged from \$428,866-\$552,062 over the past seven years.

CLEANING: The SSMU pays \$68,000 annually for basic cleaning.

BUILDING STAFF: The SSMU pays the salaries of our building staff.

Revenues

The SSMU receives over \$200,000 in rent from its subtenants (McGill Daily/Le Delit/DPS, Al Taib, Café Supreme, Liquid Nutrition, McGill Legal Information Clinic, and MTY).

REVENUE

Room rentals	\$15,000.00
Sub-tenants	\$238,157.45
Parking	\$0.00
Porter charges to events	\$5,000.00
Vending machine revenue, cleaning charged for events, etc.	\$21,000.00
Total Revenue	\$279,157.45

EXPENSES

Materials	\$20,000.00
Repairs	\$7,000.00
Rent (\$100,000 + cpi)	\$107,499.65
Insurance	\$34,000.00
Salaries	\$239,020.74
Cleaning contract	\$85,000.00
Other	\$8,350.00
Total Expenses	\$500,870.39

Total Profit **-\$221,712.94**

In this financial model, the revenue generated by the sub-tenants supports the other activities in the Shatner Building. 47.5% of the building expenses are paid by sub-tenant revenue, while the other 52.5% is paid by student fees. This model allows the society to use the vast majority (75%) of its space for student activities without financially endangering the other activities of the society. 14% of the base fee collected annually goes to paying for building expenses.

Energy Usage

The energy usage in the Shatner Building has been both absurdly high and incredibly inconsistent over the past 7 years. The Gj norm/sq. meter has ranged from at its lowest 2.52 in 2004-2005 to its highest of 3.41 in 2007-2008. It is unclear why this figure has ranged by as much as 35% from year to year, indicating serious problems in the structure and/or use of the building. This is shown also in the graph of Gj/sq. meter, which changes from year to year, as contrasted with the graph of the consistent sq. meter count of the building.

The cost of the building utilities has also ranged, but been consistently high, over the past 7 years. The \$/sq. meter has ranged from a low of \$47.70 in 2004-2005, to a high of \$61.41 in 2005-2006. This has accumulated to a total utilities bill ranging from \$428,866 to \$552,062.



McGill

CONSOMMATION ÉNERGÉTIQUE DONNÉES HISTORIQUES SSMU

GESTION DES SERVICES D'UTILITÉ ET DE L'ÉNERGIE

GESTION DES SERVICES D'UTILITÉ ET DE L'ÉNERGIE

normalized

Steam - Student Centre 671-01-64-0 Mètre #36									
	Djc	Djc norm	Gj	Gj norm	m2	Gj norm / m2	\$/ m2	\$	bo
2002-2003	4888,90	4575,00	13205	13038	8990	1,45	39,51 \$	355 234 \$	14229297
2003-2004	4420,08	4575,00	13690	14026	8990	1,56	36,12 \$	324 742 \$	14752007
2004-2005	4410,60	4575,00	12583	12912	8990	1,44	33,29 \$	299 284 \$	13559637
2005-2006	3877,20	4575,00	15735	17718	8990	1,97	46,06 \$	414 083 \$	16956129
2006-2007	4206,30	4575,00	15827	16790	8990	1,87	39,92 \$	358 849 \$	17055042
2007-2008	4245,00	4575,00	14516	15306	8990	1,70	39,27 \$	353 028 \$	15642153

Electricity - Student Centre 671-01-67-0 Mètre #33 à 34, 114									
	Djc	Djc norm	Gj	Gj norm	m2	Gj norm / m2	\$/ m2	\$	kw
2002-2003	4659	4575	16270	16065	8990	1,79	19,61	176 300 \$	4519499
2003-2004	4420	4575	13048	13368	8990	1,49	17,30	155 506 \$	3624438
2004-2005	4411	4575	9520	9769	8990	1,09	14,41	129 583 \$	2644482
2005-2006	3877	4575	8263	9304	8990	1,03	15,35	137 979 \$	2295358
2006-2007	4209	4575	7559	8019	8990	0,89	12,97	116 624 \$	2099856
2007-2008	4245	4575	14591	15385	8990	1,71	15,36	138 046 \$	4053069

total									
	Djc	Djc norm	Gj	Gj norm	m2	Gj / m2	Gj norm / m2	\$/ m2	\$
2002-2003	4659	4575	29475	29103	8990	3,28	3,24	59,12 \$	531 534 \$
2003-2004	4420	4575	26738	27394	8990	2,97	3,05	53,42 \$	480 248 \$
2004-2005	4411	4575	22103	22680	8990	2,46	2,52	47,70 \$	428 866 \$
2005-2006	3877	4575	23999	27022	8990	2,67	3,01	61,41 \$	562 062 \$
2006-2007	4209	4575	23387	24809	8990	2,60	2,76	54,89 \$	475 474 \$
2007-2008	4245	4575	29107	30691	8990	3,34	3,41	54,62 \$	491 073 \$





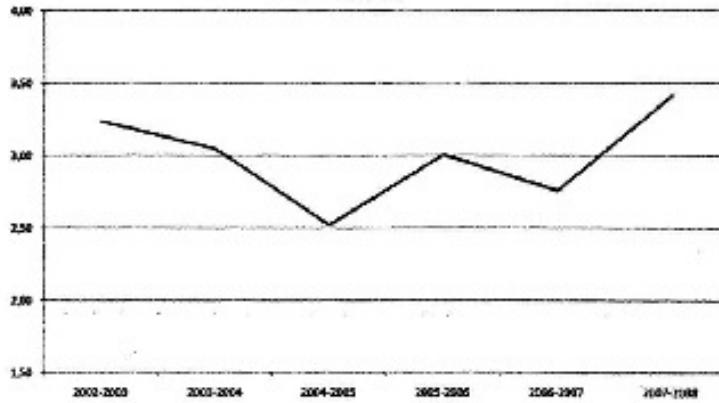
McGill

CONSUMATION ÉNERGÉTIQUE DONNÉES HISTORIQUES SSMU

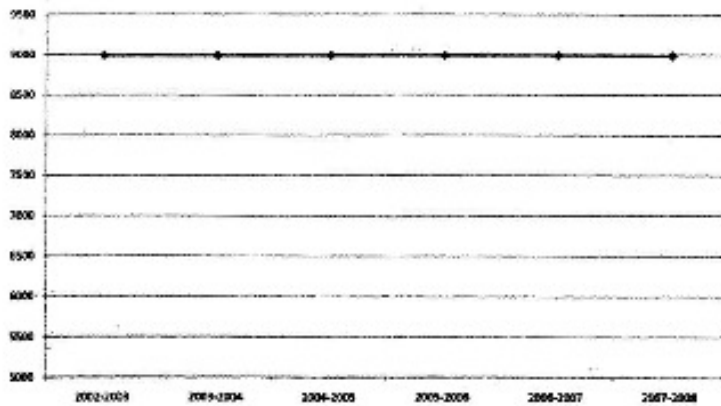
GESTION DES SERVICES D'UTILITÉ ET DE L'ÉNERGIE

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Vision for the Future

The SSMU should ensure the building follows the four principles previously set out. Here broad goals are stated, to be followed up with more specific projects.

Space

Objective: Prioritize student space, especially meeting rooms

Student space should be prioritized in terms of usage. This clearly aligns with the primary priority of the SSMU.

Meeting rooms are the most demanded from students. The current six meeting rooms are not sufficient to accommodate over 200 clubs and services. It is the duty of the SSMU to provide meeting rooms for student groups.

Informal student space is greatly needed. A 2005 plebescite question, “Do you think there is a shortage of lounge space for students on campus?”, yielded a 67.4% “yes” response. That being said, there have been many additional lounge spaces created since then. Moreover McGill seeks to provide more informal space, as described in the master plan’s planning and design principles:

Planning Objective 5.4.1

Lounge and social space will be included in the space programme of new building projects and a minimum space standard established for lounge space.
(McGill’s Physical Master Plan, p. 39)

Thus the SSMU should work to create more meeting rooms. It should secondarily create more lounge space.

Objective: Cap or decrease subtenant space usage.

Ideally 100% of the space in the Shatner Building could be given to student/student group space. However as examined in the financial goals, this is not entirely feasible. Dedicating more money from student fees to the building would hurt the budgets of other departments.

In 2011, as the SSMU’s lease with McGill must be renewed, the SSMU should carefully reexamine which sub-leases it would like to resign.

Many students use the sub-tenants of the building. Café Supreme, Al-Taib, McGill Legal Information Clinic, and The McGill Daily are all used and enjoyed by students often, thus aligning with the first principle of building operations.

The SSMU does not need to prioritize food services in the building because McGill has already committed to providing space for food services.

Planning Objective 5.4.2

To ensure that the campuses are well-served with food facilities, food service planning will be coordinated with larger campus development projects. A greater range of food services will be provided, offering a variety of healthy, affordable menu options. Food service areas will be comfortably and appropriately furnished.

McGill University's Master Plan

Thus the SSMU does not need to prioritize food services in future space allocations and should only take on food services to provide a consistent source of income from rent, serve students well by offering low prices and quality food, contribute to the building structure, or otherwise justify the use of valuable floor space for food services.

Objective: Cap or decrease the commercialization of the Building.

The SSMU should be a physically unified and attractive space for students. The current proliferation of subtenant logos, signs, and advertisements within the interior and on the façade windows are overwhelming, distracting, and unattractive. Moreover the current décor may violate SSMU's policy to:

“condemn corporate invasion of public space and interference in academic life, actively oppose increasing negative corporate influence on campus and support the publicly-owned and funded nature of the university”

General Assembly Resolution, passed October 2006

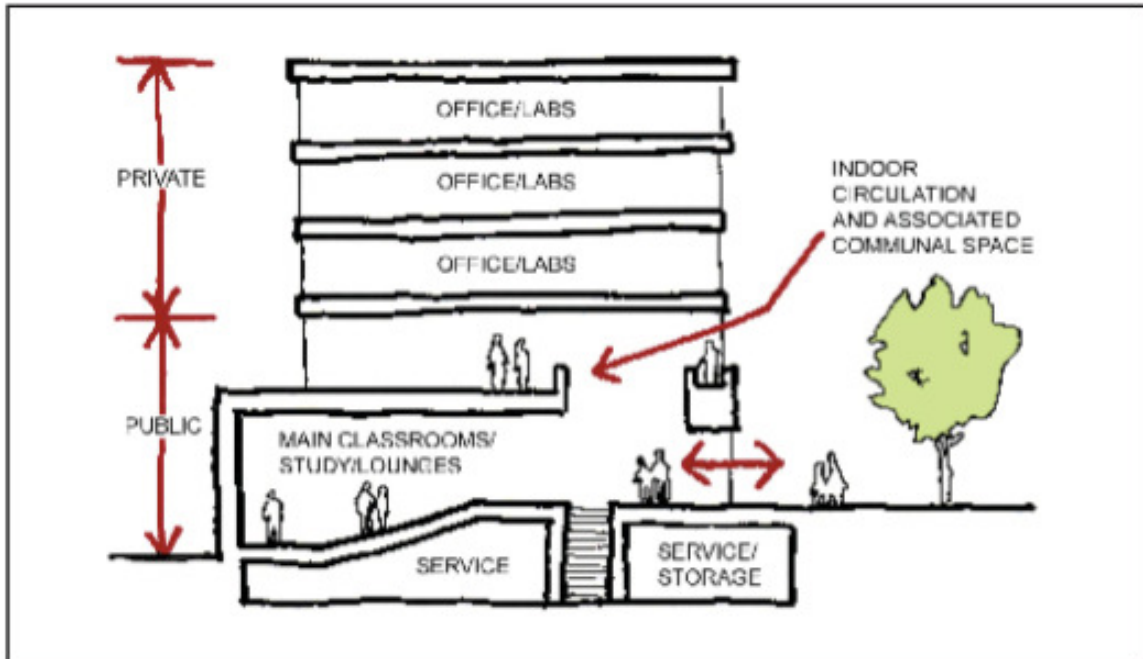
A more minimalist building directory or other means should be sought in the future. This will ensure SSMU is abiding by its policies and improve fairness between sub-tenants.

Objective: Prioritize flexible space.

The Shatner Building is used for several different purposes, but is severely limited by the available space. In order to best accommodate the potential to convert spaces for various uses, the Shatner Building should have as much flexible space as possible. This refers to both structurally and by furniture. For example, the current large cafeteria space seats hundreds of students for lunch. Because the furniture is easily moved and stacked, it can be converted to a large open meeting space in minutes. This type of various-use space must be prioritized in order to ensure the Shatner Building can be used effectively.

Objective: Allocate floor use strategically.

The SSMU should follow McGill's guidelines in allocating public space on the lower floors and private space on the upper floors.



McGill University Master Plan – Building and Design Principles, 2008.

For the Shatner Building, this will entail putting primary commercial operations and places requiring foot traffic, like the McGill Legal Information Clinic and various food services, on the 1st floor and basement. This will ensure these spaces are visible to visitors and easily found. Meeting rooms can be located anywhere, as they neither require visibility or privacy. Club offices, which are “private”, should be kept or moved upstairs to the 4th floor. This of course has certain exceptions for certain groups (The Flat Bike Collective, SACOMSS), who have uniquely located spaces for specific purposes.

Objective: Ensure the floor capacities are maintained or increased.

The Shatner Building is greatly constrained by capacity. Each floor has a capacity that cannot be exceeded according to the law.

Total 3rd floor: 478

Cafeteria (with chairs and tables) 460

Cafeteria (no chair, no table) 645

Total 2nd floor: 645

Gerts: 336

Total Basement: 336

Total building: 1,567

The number, placement, and accessibility of emergency exits decide the capacity for each floor. Any new partitions or other renovations will affect the capacity of each floor. These decisions must be carefully analyzed. Large events, such as Activities Night and 4Floors, require that the overall building capacity is kept as high as possible.

Financials

Objective: Work cooperatively with McGill to prioritize student space and keep rent as low as possible.

The SSMU and McGill should work to discuss how the SSMU can operate its building financially while prioritizing student space.

Ideally McGill will not raise the rent of the SSMU. As described previously, SSMU's rent payment comes out of its operating budget. If McGill does raise the rent of the Shatner Building to \$200,000 + cpi, this will increase the building costs to \$600,870.39, at increase in costs of 20%. This would be a huge hit to the finances of the SSMU and would require massive budget cuts, fee raises, or additional subtenants.

The SSMU should discuss with McGill if the rent can be capped or lowered by capping or lowering the space subleased in the building and the total energy used. If McGill is willing to cap or lower the rent the SSMU pays, the SSMU should be willing to cap or lower the amount of space subleased. This collaboration would ensure the SSMU could prioritize student space in the building in a financially sound way. McGill would also benefit from having less food service competition on campus. The SSMU should also pursue lowering its total energy use. McGill has justified charging \$100,000 + cpi rent to the SSMU by pointing out that this payment only partially subsidizes the SSMU's great utility bill. Thus in order to cap or potentially reduce the SSMU's rent, the SSMU must work to lower its energy usage.

Objective: Balance the SSMU's dedication to student run space with its need to be financially sustainable by critically examining current and future sub-tenants.

The number one priority of the Shatner Building is to provide space for students and student groups. Ideally the SSMU could align itself entirely with this principle and devote 100% of the space available to students and student groups. The food service tenants do not contribute to the SSMU's priority of student space on campus. Indeed these sub-tenants in fact detract from the SSMU's ability to prioritize student space by taking away space in the building that could be allocated to meeting rooms or club offices. This is especially frustrating, given that food service tenants are plentiful on and near campus; the Shatner Building does not provide unique access to food services as it does to free meeting space for clubs.

The major constraint on this goal is financial. The SSMU must balance prioritizing student space with principle 4, which dictates a financially sustainable organization for several different departments. Thus any tenant the SSMU does not wish to renew its lease with in 2011 must be carefully considered. The loss of revenue from that tenant must be factored into the overall budget.

Although in order to provide services to students, the SSMU must devote a large portion of its space to student/student group space, it would not be within the best interests of the SSMU to change all space to student/student group space. If sub-tenants were no longer permitted in the building, the deficit of the building budget would rise to \$459,870.39. This money would be taken from student fees. This would then lower the

total amount of student fees available to all the other SSMU departments by 15%. Thus the current balance of tenant vs. non-tenant space allows the Shatner Building to be used as much as possible to provide services to students and student groups without drastically infringing on the budgets of other departments.

The SSMU may be advised to get rid of certain tenants who no longer serve student need well and turn that space into student space. Such a major change would require a large scale budget change. If the SSMU did want to majorly modify the operations and budget of the SSMU, money can be sought from two different sources:

1. *Recouping money from within the current model*

To channel more funds into the building to make up for the loss of rent income from tenants, the SSMU could rearrange its budget to lower allocations to some departments. For example, Haven Books is expected to lose \$68,000 in 2009-2010, an amount fully subsidized by the SSMU. The SSMU could chose to close Haven Books in 2011, when the lease expires, and liquidate the stock. This would free up nearly \$70,000 in the overall budget. Or, Gerts Bar and Haven Books combined are expected to lose approximately \$100,000 in 2009-2010, which is entirely covered by the SSMU. If these operations could return a smaller loss or break even, this would again free up money in the SSMU budget to be used discretionally. Or, the SSMU could choose to allocate less money to other departments. However any changes to the budget amounts would likely alter the services the SSMU is able to offer.

2. *Student levy*

The SSMU could bring a fee to referendum, or raise the base fee, to raise more money to subsidize the building further. This would shift the financial burden from these companies to students, which is not ideal. However it could free up more space to be used by students, which would justify charging students for it.

Energy Usage

The SSMU has commissioned BPR, through McGill Facilities, to complete a thorough energy audit of the Shatner Building. This audit will analyze the building composition, ventilation system, and heating system, to investigate how and why so much energy is being used in the building. From this analysis, the report will recommend a number of changes to reduce the building energy consumption with analyses of how much energy and money will be saved by making such renovations.