



UNIVERSITY OF
CALGARY

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CONSULTATION FRAMEWORK:
LONG RANGE DEVELOPMENT PLAN
& SUBSTANTIAL DEVELOPMENT

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PURPOSE & SCOPE OF FRAMEWORK

The intent of this framework is to guide the public consultation, which is essential for developing University of Calgary's Long Range Development Plan (LRDP) and substantial developments thereafter. The consultation process will be inclusive and respectful of surrounding community members, our campus constituents, and other stakeholder views. The content of this framework is based on the best practices for public consultations and considers the University of Calgary's specific planning context. This framework has been crafted with community consultation, and is approved by the Board of Governors. It will also be included as part of the University's LRDP, as required by the Alberta Post-Secondary Learning Act (PSLA).

PURPOSE OF THIS FRAMEWORK

This framework develops a structured approach to the consultation process that will inform the university's development of a LRDP and subsequent substantial developments by establishing the following:

- Objectives, scope, level of public participation and key terms to ensure clarity and shared understanding
- Planning and regulatory context informed by stakeholders, University of Calgary, and provincial government regulations
- Commitments, mutual expectations and guiding principles to form a foundation for effective and efficient consultation processes
- A consultation protocol, approach to conducting consultation activities and reporting of outcomes

OBJECTIVES OF CONSULTATION

The university seeks public input for its land use planning and project developments to obtain feedback from community members and key stakeholders. Effective use of this consultation framework will support the following objectives:

- Develop a coordinated, consistent and responsive approach to public consultation for land use planning and project developments
- Strengthen relationships with communities and businesses neighbouring University of Calgary campuses
- Develop a shared understanding of stakeholders and University of Calgary objectives, concerns and priorities related to university land uses and activities
- Ensure stakeholder feedback is received and recorded
- Apply mechanisms to consider and respond to stakeholder feedback
- Support the successful implementation of the LRDP and other related plans.



SCOPE OF THIS FRAMEWORK

This framework applies to the LRDP and future substantial developments being considered on the University of Calgary's campuses in the province of Alberta, and on land owned by or leased to the University of Calgary. It does not apply to University of Calgary buildings or property at its campus in Qatar, or to development of primarily commercial projects.

Land use on university property includes a range of possible uses, including academic buildings, student residential uses, service buildings, open space, roads, and pathways. The LRDP guides physical growth at University of Calgary campuses to accommodate developments of new research, teaching and student facilities, as well as upgrades to, or replacement of, existing buildings.

Substantial developments, including new facilities located adjacent to residential areas or along public roadways, have the potential to affect area residents and the public, thus increasing the need for effective public consultation. Examples of substantial developments include new buildings and substantial expansions to existing buildings, infrastructure projects (e.g., roads, energy plants, parking structures.) and open space projects (e.g., trails, a plaza or recreational field).

LEVEL OF PUBLIC PARTICIPATION

The International Association of Public Participation (IAP2) has established an internationally accepted framework for public participation (see Appendix A). The IAP2 framework defines a spectrum of activities that reflect increasing levels of public participation and are labeled: Inform, Consult, Involve, Collaborate and Empower. The level of participation on this spectrum is determined by an organization's goal for including public input in its decision making process. This goal also defines a promise to the public at each level of engagement.

The University of Calgary will use the IAP2 framework as a tool in designing different levels of participation activities to suit planning and development activities and specific elements within each project.



DEFINITION OF KEY TERMS

The following terms included in this framework are defined here for reference.

Community: A group of people living in a defined area or having common interests.

Consultation: In the context of this framework, “consultation” refers to outreach activities initiated by the University of Calgary that actively seek public input to ensure public concerns are understood and considered in decision making related to land use plans & development projects.

Engagement: In the context of this framework, “engagement” defines a range of interactions between people, such as one-way communication or information delivery, consultation, involvement and collaboration in decision-making and empowered action in informal groups or formal partnerships.

Feedback: Feedback refers to the information that is returned to another.

Impacts: In the context of this framework, impacts refer to various positive and negative effects that arise from land and building developments.

Land Use Planning: The arrangements of different types of activities, developments, and inputs people undertake in a certain area. Land use planning encompasses various disciplines, which seek to order and regulate land use in an efficient and responsible way, thus preventing land-use conflicts such as concerns related to safety, public health and other impacts.

Long-Range Development Plan (LRDP): The overall organizing framework, including land use and other considerations, for future developments and modifications for University of Calgary campus lands. The LRDP outlines the campus structure and identifies guiding principles to ensure the university develops in a responsible and holistic manner.

Minister: The Minister determined under section 16 of the Government Organization Act as the Minister responsible for the Post-Secondary Learning Act. As of March 2015, this is resides with the Minister of Innovation and Advanced Education.

Participant: An individual who voluntarily consents to participate in consultation activities.

Post-Secondary Learning Act (PSLA): Provincial legislation governing all public funded post-secondary institutions in Alberta. The PSLA sets requirements for the LRDP, including consultation procedures and approvals protocols.

Stakeholders: Specific internal and external people, or groups of people who have an interest in a particular project and affect or will be affected by it.





AERIAL IMAGE OF THE MAIN CAMPUS, LOOKING SOUTHEAST TOWARDS DOWNTOWN CALGARY.

PLANNING & REGULATORY CONTEXT

Land use planning and development at the University of Calgary is subject to various planning and regulatory factors. Community input is considered from multiple local and regional stakeholders. For academic and governance matters, the university follows an organizational and decision-making structure specified by the Province of Alberta and its own Board of Governors. The following provides an overview of the planning and regulatory context affecting the University of Calgary.

LOCAL & REGIONAL STAKEHOLDERS

The University of Calgary's desire to build strong relationships with external stakeholders is the foundation for open, cooperative and efficient engagement. Input from various local and regional stakeholders is requested through the consultation process. This framework applies to consultation activities that may include the following external stakeholder groups:

Community Residents: home and land owners who reside in communities within 60 meters of the university land, as prescribed by PSLA

University of Calgary: Students, faculties, and staff

Community Associations and Organizations: formally organized and representative community or resident groups actively engaged in neighbouring communities; association representatives

Neighboring Businesses and Business Associations: independent owners and operators, as well as formal

organizations representing businesses adjacent to university campuses, including owners of land

Special Interest Groups: organized groups that represent social, environmental or economic interests, networks or assets in the surrounding community

Public Patrons: visitors to the university and users of campus facilities

Municipal and Provincial Governments: inclusive of local elected decision-makers and approvals staff

POST-SECONDARY LEARNING ACT

The Post-Secondary Learning Act (PSLA) governs publicly funded post-secondary institutions in Alberta. The PSLA defines minimum requirements for consultation activities related to long-range land use and development owned or leased by the University of Calgary in the Province of Alberta.

MUNICIPAL GOVERNMENT REGULATIONS

To work towards urban sustainability, the imagineCALGARY plan considers five inter-related systems including: built environment, economic, governance, natural environment and social. The City of Calgary requires that integrated land use and transportation plans align with the vision and goals of imagineCALGARY. The University of Calgary supports imagineCALGARY as a partner.

COMMITMENTS & GUIDING PRINCIPLES

Nurturing positive relationships with stakeholders requires proactively seeking and considering input through meaningful consultations. The University of Calgary public consultations will follow best practices to ensure stakeholders have the opportunity and relevant information to participate, and receive a response to questions related to the consultation. Additionally, the University aims to efficiently and effectively adapt and respond to pertinent concerns and address changes in market and community conditions. This section includes guidelines that frame mutually beneficial two-way interactions between the University of Calgary and stakeholders.

COMMITMENTS & EXPECTATIONS

The University of Calgary commits to open and cooperative consultation through the following actions:

- Identify key stakeholders in the initial planning phase of all LRDP or substantial development projects
- Demonstrate the level of consultation being considered to create clear expectations for all parties
- Ensure members of the community and stakeholder group have the opportunity to attend consultations or otherwise participate in the process
- Provide accurate, current and accessible information in plain, straightforward language that is consistently messaged in all communications
- Respectfully gather and respond to stakeholder enquiries and questions
- Use multiple channels to communicate with stakeholders before, during and after the consultation process
- Communicate how stakeholder input was considered and how the consultation influenced the final decision or plan

The University of Calgary expects that participants in the consultation process will:

- Respect provincial legislative requirements and the university's directive to provide facilities, services and amenities for students, faculty, staff and the broader community for academic, research and recreational purposes
- Respectfully engage with the University of Calgary and other participants during the process, and be considerate of the overall welfare of the University, the surrounding communities, and the public.
- Provide valuable and relevant input that increases understanding of how the university might best mitigate impacts of development on surrounding neighbourhoods
- Support the university's consultation efforts by sharing information on public input opportunities with other key stakeholders

GUIDING PRINCIPLES

Guiding principles form the foundation for an effective and efficient consultation process. The following principles are essential for the University of Calgary and its community stakeholders:

Commitment: input received from public consultations will be respectfully considered in the decision-making process.

Timing: consultations will allow reasonable time for participants to prepare and offer input, and for the university to provide feedback to participants and incorporate the results into decisions

Inclusivity: stakeholders will be appropriately identified, encouraged and given the opportunity to be meaningfully involved.

Accessibility: efforts will be made to ensure stakeholders are provided with timely and convenient access to information in a relevant and understandable way.

Clarity: information and documentation provided to participants will be easily understandable, and objectives of consultations will be made clear.

Accountability: roles and responsibilities of the university and participants will be clearly defined and communicated.

Transparency: the university will be open to the information received; participants will be informed at the start of the process how their input will be considered, documented, responded to, and shared.

Effectiveness: the university and stakeholders will endeavor to achieve an effective and efficient process.

Education: the university will endeavor to incorporate teaching, learning, and research opportunities in the consultation process.



CONSULTATION PROCESS

This section outlines the University of Calgary's consultation processes for public participation in pertinent land use and substantial development projects. The following engagement protocols for developing LRDP and substantial developments are illustrated in the flowcharts shown in Appendices B and C respectively.

LRDP CONSULTATION PROTOCOL

The following outlines the sequence of steps that the university will complete when it undertakes the new LRDP. While the PSLA requires minimal steps (identified with blue in the process flowchart in Appendix B), the complete University of Calgary protocol includes additional steps to ensure effective public consultation.

1. Following the notification protocol, stakeholders will be notified of the university's intention to undertake the LRDP plan and invited to review and comment on relevant documents. Key external stakeholders include owners of land within 60 meters of the University, representatives from the City of Calgary, and community residents, associations, organizations, and businesses. The review and comment period will be 21 days. The university will consider these comments while preparing the site analysis and developing the plans.
2. The university will host an initial stakeholder engagement session focused on the site analysis and vision for the LRDP.
3. Feedback and comments from the first stakeholder engagement will be considered in the development of the plan and updating the site analysis by the university.
4. A second stakeholder engagement session will be hosted to focus on a conceptual LRDP.
5. The university will consider the feedback and comments from the second stakeholder engagement session in the future development of the conceptual LRDP.



6. The university will advertise, in accordance with the notification protocol, and host a public open house to present the conceptual LRDP. Stakeholders will be invited to review and comment on the plan within 21 days of the open house.
7. The university will prepare a summary consultation report to respond to feedback, summarize comments and identify any major concerns expressed at the public open house. This document will be made available to stakeholders for review. The results will be considered in preparing the draft LRDP.
8. The university will conduct a series of internal review and discussion (appendix B), in accordance with its governance policies and procedures, to inform the draft LRDP.
9. A third stakeholder engagement session will be held to focus on the draft LRDP.
10. Resulting feedback and comments from the third stakeholder engagement session will be considered and the draft LRDP will be updated.
11. The university will advertise, in accordance with the notification protocol, and host a second public open house to present the draft LRDP. An invitation to review and comment on the draft will be open for 21 days following the open house.
12. The university will update the plan and prepare another summary consultation report, to respond to feedback, summarize comments and identify any major concerns expressed about the draft LRDP at the second public open house. This report will be made available for stakeholder review. The results will be considered in revisions to the draft LRDP.
13. The university will conduct a series of internal reviews (appendix B) to further inform the draft LRDP.
14. After the conclusion of the public consultation process, the draft LRDP will proceed through the institutions governance process, and ultimately move to the University of Calgary Board of Governors for approval.
15. The Board of Governors will review the Draft LRDP and the consultation summary documents.
16. Upon Board of Governors approval, the LRDP and the consultation summary documents will be sent to the Minister of Innovation & Advanced Education for review and confirmation of the consultation process and its compliance with the Regulations of the PSLA.
17. The confirmed LRDP will be sent to the City of Calgary and made publicly available on the University of Calgary's website.



SUBSTANTIAL DEVELOPMENT CONSULTATION PROTOCOL

The following protocol defines the public consultation procedure for any substantial developments on University of Calgary property.

1. When the University administration has determined that a proposed substantial development is a priority and is considering site and design options, site and project analysis will commence as part of the initial design work. Key stakeholders will be identified for inclusion in the consultation process.
2. A stakeholder engagement session will be held to allow key stakeholders review the substantial development siting and preliminary plan.
3. Feedback and comments from the stakeholder engagement will inform updates to the project analysis and will be considered in the development of the plan.
4. The university will then advertise, in accordance with the notification protocol, and host a public open house to present the plan to key stakeholders, including owners of land within 60 meters of the proposed project and the host municipality. Stakeholders will receive an invitation to review and comment on the plan within 10 days following the presentation, as per PSLA requirements.
5. The university will prepare a summary consultation report, to respond to feedback, summarize comments and identify any major concerns expressed at the public open house. This document will be made available to stakeholders for review. The results will be considered in the project development.
6. The university will conduct a series of internal reviews (appendix C) to further inform the project concept plan.
7. A second stakeholder engagement session will be held to allow key stakeholders review the substantial development concept design plan.
8. Feedback and comments from the second stakeholder engagement will inform updates to the project analysis and will be considered in the development of the plan.
9. The university will then advertise, in accordance with the notification protocol, and host a second public open house to present the plan to key stakeholders, including owners of land within 60 meters of the proposed project and the host municipality. Stakeholders will receive an invitation to review and comment on the plan within 10 days following the presentation, as per PSLA requirements.
10. The university will conduct a series of internal reviews to further inform the project concept design plan.
11. After the internal reviews the project will proceed to the construction document phase.

In the event that a proposed development is not aligned with the LRDP, the University will follow the LRDP Consultation Protocol beginning at step 9 to step 11.

NOTIFICATION PROTOCOL & POSSIBLE ENGAGEMENT ACTIVITIES

The University of Calgary will notify key stakeholders of land use and substantial development consultation activities according to the following notification protocol:

1. Print notification will be distributed through newspapers, newsletters, and/or publications that are circulated in the areas in which University of Calgary land is located.
2. Digital notification will be posted on the University of Calgary website and electronic newsletter.
3. Direct notification mail will be sent out to land owners within 60 meters of a proposed development or plan
4. Notifications will include details of the consultation activity such as date, time and location, links the relevant information and resources, and/or how to provide comments during the specified feedback period.

The following activities support public participation at the involve level of engagement, as defined by the IAP2, and may be used to conduct stakeholder engagements:

Community Advisory Committees: A group of representative stakeholders assembled to provide input to the planning process, and disseminate information and decisions throughout the community.

Design Charrettes: Intensive session where participants collaborate to identify design issues or develop design options.

Web-based Surveys and Feedback Forms: Surveys conducted via commercially available online surveys and feedback forms to increase access for stakeholders.

Workshops and Public Problem-Solving Forums: A structured forum where participants work together in interactive working groups to address a problem.





REPORTING ON CONSULTATION OUTCOMES

Summary consultation documents will be completed and serve as a record and report back on the public consultation outcomes. Summary documents will describe how the university administration has used and/or responded to stakeholder feedback and comments collected through consultation activities including: public open houses, engagement sessions, mail-in forms and web-based participation. Summary document(s) might include, but are not limited to, the following:

- Date and location of the consultation activity
- Names of participants and/or number of attendees
- Formats and activities of consultation activity
- Issues and/or concerns identified in the consultation
- Formats and methods of feedback and comment collection
- Feedback and comments from participants
- Considerations and responses to feedback and comments from the university
- Recommended improvements to the consultation process and/or activity

To ensure ongoing effective and efficient public engagement, the university will evaluate its consultation activities to ensure the process was aligned with the defined commitments and guiding principles. The consultation process will be adjusted as necessary to ensure meaningful improvements are incorporated into the process.

APPENDIX A: IAP2 PUBLIC PARTICIPATION SPECTRUM

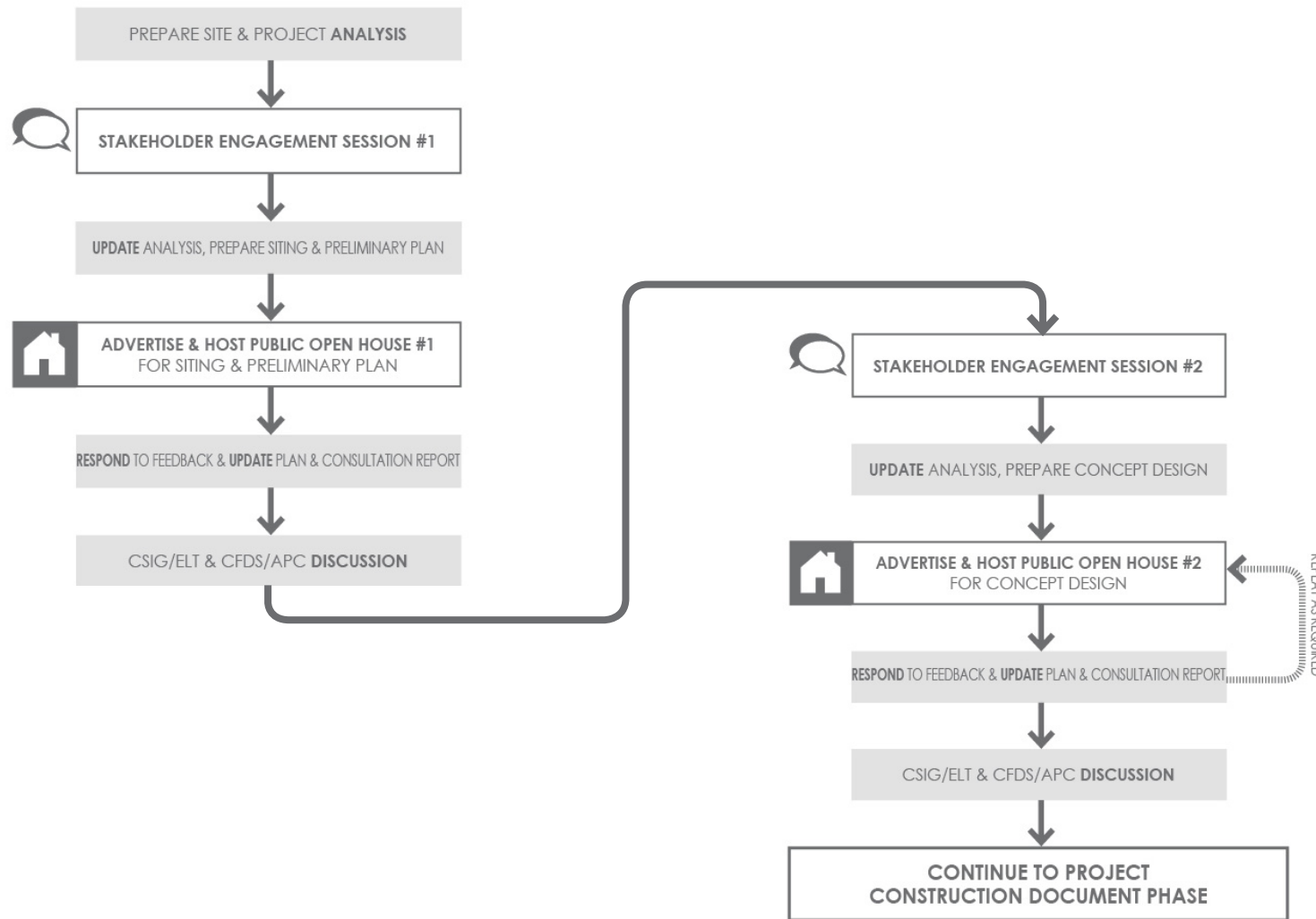
iap2 public participation spectrum

developed by the international association for public participation

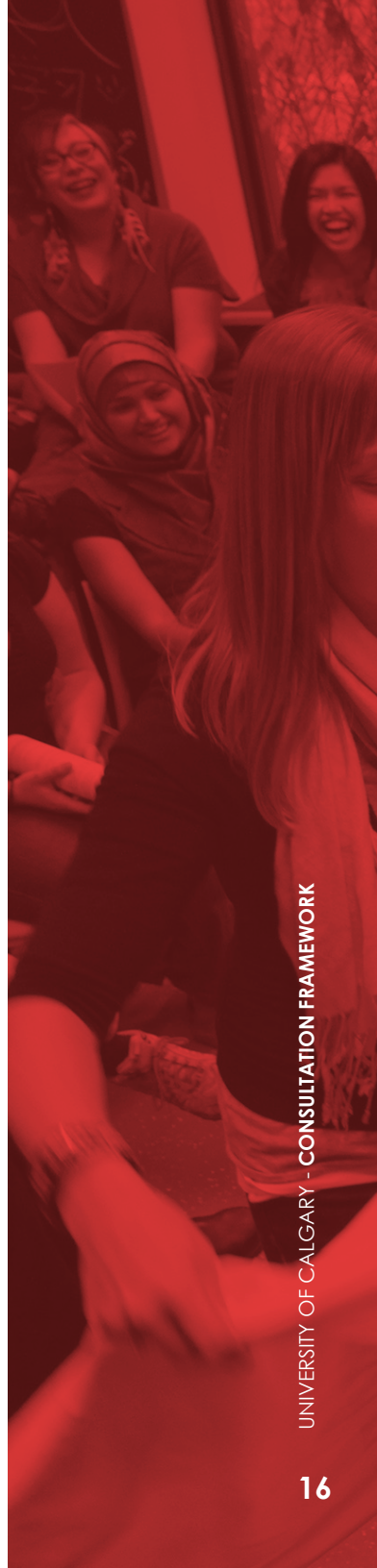
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advise and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
EXAMPLE TOOLS	<ul style="list-style-type: none"> • Fact sheets • Websites • Open houses 	<ul style="list-style-type: none"> • Public comment • Focus groups • Surveys • Public meetings 	<ul style="list-style-type: none"> • Workshops • Deliberate polling 	<ul style="list-style-type: none"> • Citizen Advisory committees • Consensus-building • Participatory decision-making 	<ul style="list-style-type: none"> • Citizen juries • Ballots • Delegated decisions



APPENDIX C: SUBSTANTIAL DEVELOPMENT CONSULTATION PROCESS FLOWCHART



CSIG CAMPUS STRATEGIC INITIATIVES GROUP
ELT EXECUTIVE LEADERSHIP TEAM
CFDS CAMPUS FACILITIES & DEVELOPMENT SUBCOMMITTEE
APC ACADEMIC PLANNING COMMITTEE



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