

The following Motions and Documents were considered by the Board of Governors during the Open Session of its Friday, May 11, 2018 meeting:

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Agenda Title: **Collection of GSA Membership, GSA Health and Dental Plan, and Graduate Student Assistance Program Fees**

APPROVED MOTION 1: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the collection of the following Graduate Students' Association (GSA) Fees for the 2018-2019 academic year:

- GSA Membership Fee for Full-Time Graduate Students (\$165.84) + GSA Dedicated Fee (\$2.00) -- **\$167.84/annum**
- GSA Membership Fee for Part-Time Graduate Students (\$124.38) + GSA Dedicated Fee (\$2.00) -- **\$126.38/annum**
- GSA Health Plan Fee for Full-Time Graduate Students --- **\$285.61/annum**
- GSA Dental Plan Fee for Full-Time Graduate Students --- **\$214.75/annum**
- Graduate Student Assistance Program --- **\$12.00/annum**

Final Item: 5bi

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Agenda Title: **University of Alberta Students' Union 2018/2019 Operating / Referendum Fees**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the collection of the University of Alberta Students' Union fees for 2018/2019, as set forth in Attachment 1 of the agenda documentation, as revised, to take effect September 1, 2018.

Final Item: 5bii

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Agenda Title: **Amendment to the Augustana Campus Long Range Development Plan**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and GFC Academic Planning Committee, approve the proposed Augustana Campus Long Range Development Plan Amendment 2018, as set forth in Attachment 2, to be effective upon final approval.

Final Item: 5biii

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Agenda Title: **Lister Centre Classic Towers Deferred Maintenance and Functional Renewal: Project Finance (Borrowing Resolution) and Order in Council**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee:

- a) execute a Borrowing Resolution requesting approval of mortgage financing for the construction and design related to the functional renewal of the Lister Centre Classic Towers for a total borrowing amount not to exceed seventy-five million, five hundred thousand dollars (\$75,500,000) in Canadian funds for a term of not more than thirty (30) years at an interest rate of not more than 4.5%.
- b) make an application to the Minister of Infrastructure for the required approval of the Lieutenant Governor in Council.

Final Item: 5biv

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Agenda Title: **Saville Community Sports Centre: Disposition via Lease**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee:

- a) approve the disposition, of up to 15,000 square feet (1,394 square metres) of space within the Saville Community Sports Centre, on land legally described as Plan 1225150, Block 1, Lot 2 in the City of Edmonton, Alberta, via leases with terms not to exceed 15 years (including renewal options), on terms and conditions acceptable to the Vice-President (Facilities and Operations).
- b) make an application to the Minister of Infrastructure for the required approval of the Lieutenant Governor in Council for the granting of the disposition, via lease, as set forth in Attachment 1.

Final Item: 5bv

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Agenda Title: **Board Committee Appointments**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Chair, Mr Michael Phair, approve Board Committee appointments, as set forth in Attachment 1 to the agenda documentation.

Final Item: 5ci

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**OUTLINE OF ISSUE**  
**Action Item**

Agenda Title: **Collection of GSA Membership, GSA Health and Dental Plan, and Graduate Student Assistance Program Fees**

**Motion:** THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the collection of the following Graduate Students' Association (GSA) Fees for the 2018-2019 academic year:

- GSA Membership Fee for Full-Time Graduate Students (\$165.84) + GSA Dedicated Fee (\$2.00) -- **\$167.84/annum**
- GSA Membership Fee for Part-Time Graduate Students (\$124.38) + GSA Dedicated Fee (\$2.00) -- **\$126.38/annum**
- GSA Health Plan Fee for Full-Time Graduate Students --- **\$285.61/annum**
- GSA Dental Plan Fee for Full-Time Graduate Students --- **\$214.75/annum**
- Graduate Student Assistance Program --- **\$12.00/annum**

**Item**

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation
Proposed by	Graduate Students' Association
Presenter	Sasha van der Klein, President, Graduate Students' Association

**Details**

Responsibility	Graduate Students' Association
The Purpose of the Proposal is (please be specific)	To approve the collection of Graduate Students' Association Fees for the 2018-2019 academic year.
The Impact of the Proposal is	Adjusted charge per graduate student for the GSA Membership and Dedicated Fee.
Replaces/Revises (eg, policies, resolutions)	2017-2018 Approval of Collection of Graduate Students' Association Membership and Dedicated, GSA Health and Dental Plan, and Graduate Student Assistance Program Fees.
Timeline/Implementation Date	September 1, 2018
Estimated Cost /funding source	Fees assessed to graduate students.
Next Steps (ie.: Communications Plan, Implementation plans)	Pending final approval of their collection from the Board of Governors, fees will be assessed to graduate students beginning in September 2018.
Supplementary Notes and context	<p>The GSA Membership Fee has been increased by Alberta Consumer Price Index (CPI) (1.7%) per annum for both full-time and part-time graduate students, as set out in GSA Bylaw. The fee increase was approved by GSA Council on 26 February 2018. The GSA Dedicated Fee is \$1/term for collected from all full- and part-time graduate students for CJSR and was approved by GSA Council at its 26 February 2018 meeting.</p> <p>There is no increase in the GSA Health and Dental Plan Fee. GSA Council approved the GSA Health and Dental Plan Fee for 2018-2019 at its meeting of 19 March 2018.</p> <p>There is no change in the Graduate Student Assistance Program Fee.</p>

**Engagement and Routing** (Include meeting dates)

<p>Participation: (parties who have seen the proposal and in what capacity)</p> <p>&lt;For further information see the link posted on the <a href="#">Governance Toolkit section Student Participation Protocol</a>&gt;</p>	<p><u><i>Those who have been informed:</i></u></p> <ul style="list-style-type: none"> <li>• Graduate students via publicly available GSA Council material and a summary of GSA Council decisions circulated to GSA Council members to share with their colleagues</li> </ul> <p><u><i>Those who have been consulted:</i></u></p> <ul style="list-style-type: none"> <li>• GSA Budget and Finance Committee</li> <li>• GSA Board</li> <li>• GSA Council</li> </ul> <p><u><i>Those who are actively participating:</i></u></p> <ul style="list-style-type: none"> <li>• GSA Budget and Finance Committee</li> <li>• GSA Board</li> <li>• GSA Council</li> </ul>
<p>Approval Route (Governance) (including meeting dates)</p>	<p>GSA Budget and Finance Committee (GSA Membership and Dedicated Fee and Graduate Student Assistance Program Fee), 24 January 2018 – Recommends to GSA Council</p> <p>GSA Board (GSA Membership and Dedicated Fee and Graduate Student Assistance Program Fee), 7 February 2018 – Recommends to GSA Council</p> <p>GSA Council (GSA Membership and Dedicated Fee and Graduate Student Assistance Program Fee), 26 February 2018 – Approves</p> <p>GSA Board (GSA Health and Dental Plan Fee), 7 March 2018 – Recommends to GSA Council</p> <p>GSA Council (GSA Health and Dental Plan Fee), 19 March 2018 – Approves</p> <p>Board Finance and Property Committee, 18 April 2018 – To recommend approval of collection of GSA Fees to the Board of Governors</p> <p>Board of Governors, 11 May 2018 – For approval of collection of GSA Fees</p>
<p>Final Approver</p>	<p>Board of Governors</p>

**Alignment/Compliance**

<p>Alignment with Guiding Documents</p>	<p><i>Post-Secondary Learning Act</i>, GSA Bylaw and Policy, GSA Board Strategic Work Plan 2017-2018</p>
<p>Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please <u>quote</u> legislation and include identifying section numbers)</p>	<ol style="list-style-type: none"> <li>1. <b>Post-Secondary Learning Act (PSLA)</b> Section 95(2) “The council of a student organization may make bylaws governing             <ol style="list-style-type: none"> <li>f) in the case of a graduate students association, the maintenance of the association by the levy of membership fees on its members.”</li> </ol> </li> <li>2. <b>PSLA</b> Section 95(1) “The business and affairs of a student organization of a public post-secondary institution must be managed by a council [...].”</li> <li>3. <b>PSLA</b> Section 96(1) “The graduate students association of a university has the exclusive authority, on behalf of the graduate students, to negotiate and enter into an agreement with respect to the employment of graduate students with the board of the university.”</li> </ol>

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	<p>4. <b>PSLA</b> Section 62 “A board may delegate in writing to any person any power, duty or function conferred or imposed on it by this Act, except the power to make bylaws.”</p> <p>5. <b>GSA Bylaw and Policy</b> Section B.BYL.2.2 “Membership fees shall be indexed annually to inflation as measured by the Alberta Consumer Price Index.”</p> <p>6. <b>GSA Bylaw and Policy</b> Section M.POL.10.1 “Any increase in the Fee [the GSA Health and Dental Plan Fee] or modification of coverage must be approved by GSA Council on the recommendation of the GSAB [GSA Board].”</p> <p>7. <b>GSA Bylaw and Policy</b> Section K.POL.3.5 “The GSA BFC [GSA Budget and Finance Committee] will make recommendations to GSA Council on the annual operating and capital budgets.”</p> <p>8. <b>Board Finance and Property Committee (BFPC) Terms of Reference</b> Section 3.d “review and recommend to the Board tuition and other like fees.”</p> <p>9. <b>BFPC Terms of Reference</b> Section 4: “<b>LIMITATIONS ON DELEGATION BY THE BOARD</b> The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee set out in paragraph 3, the Board shall: (e) approve tuition and other like fees;”</p>
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Attachment:

1. Letter to Mr. Michael Phair from Babak Soltannia, Past-President, Graduate Students' Association, dated April 3, 2018 (1 page)

Prepared by: Babak Soltannia, Past-President, Graduate Students' Association, [gsa.president@ualberta.ca](mailto:gsa.president@ualberta.ca), (780) 492-2175

Mr. Michael Phair  
Chair, Board of Governors  
3-04 South Academic Building  
University of Alberta, Edmonton, AB, T6G 2G7

3 April 2018

**Re: GSA Fees 2018-2019**

Dear Mr. Phair,

This letter is to inform you of the GSA Fees for 2018-2019, as recommended by the GSA Budget and Finance Committee and the GSA Board and ultimately approved by GSA Council.

The GSA asks that the Board of Governors **approve the collection of the fees noted below**, as approved by GSA Council:

- 1) GSA Base Membership Fee for full-time graduate students: \$165.84 + GSA Dedicated Fee of \$2.00 = **\$167.84 (per year in equal installments in the fall and winter terms) or**  
GSA Base Membership Fee for part-time graduate students: \$124.38 + GSA Dedicated Fee of \$2.00 = **\$126.38 (per year in equal installments in the fall and winter terms)**

[1.7% CPI increase in the GSA Base Membership Fee from 2017-2018; the GSA Dedicated Fee is \$1/term collected from full- and part-time graduate students for CJSR and has been reduced by the \$0.50/term fee collected in 2017-2018 in association with the Alberta Graduate Provincial Advocacy Council]

- 2) Total GSA Health and Dental Plan Fee: **\$500.36 per annum** (no increase from 2017-2018) with health and dental fees listed below.

GSA Health Plan Fee for full-time students: **\$285.61 (charged in full in the fall term and, for graduate students beginning their academic programs in the winter term, charged at a pro-rated rate in January).**

GSA Dental Plan Fee for full-time students: **\$214.75 (charged in full in the fall term and, for graduate students beginning their academic programs in the winter term, charged at a pro-rated rate in January).**

- 3) Graduate Student Assistance Program Fee: **\$12.00 per annum (\$4.00 in the fall term, \$8.00 in the winter term).**

Should you have any questions or concerns about this fee structure, please feel free to contact me at [gsa\\_president@ualberta.ca](mailto:gsa_president@ualberta.ca) or (780) 492-2175. For reference, the GSA Council approved operating budget can be accessed online at <https://cloudfront.ualberta.ca/-/media/gsa/abouthegsa/budget-and-audit/gsa2018-2019budget.pdf>.

Sincerely,



Babak Soltannia, GSA President 2017-2018

cc: Steven Dew, Provost and Vice-President (Academic)  
Tom Hidson, Assistant Registrar  
Juli Zinken, Board Secretary and Manager, Board Services

**OUTLINE OF ISSUE**  
**Action Item**

Agenda Title: **REVISED University of Alberta Students' Union 2018/2019 Operating / Referendum Fees**

**NOTE:** Two new proposed Faculty Association Membership Fees were not received by the Students' Union (SU) until recently. Because of this, they were not included in this item when it was considered at the April 18, 2018 BFPC meeting. As the Board is considering the collection of the fees, rather than the fees themselves, BFPC Chair, Owen Tobert, and Board Chair, Michael Phair, are permitting the SU to add these fees to the board agenda material without a recommendation from BFPC. Revisions are noted in red below, and in beige on the attached documentation.

**Motion:** THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the collection of the University of Alberta Students' Union fees for 2018/2019, as set forth in Attachment 1 of the agenda documentation, **as revised**, to take effect September 1, 2018.

**Item**

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation
Proposed by	University of Alberta Students' Union
Presenter	Reed Larsen, Students' Union President

**Details**

Responsibility	<b>University of Alberta Students' Union</b>
The Purpose of the Proposal is (please be specific)	<p>To recommend an increase to all Students' Union Operating / Referendum fees by CPI (1.55%), with the exception of the Access Fund (which is indexed on an average cost for budgeted administrative costs for the following fiscal year and the average of the total monies dispersed and net transfers to the fund over the previous three (3) fiscal years, pro-rated on a per-student basis) and the Health and Dental Plan Fee.</p> <p>In addition to the CPI increase to the SU Membership Fee, the SU Membership Fees will increase an additional \$3.50/term (from \$46.46 to \$50.68) for all Full-time and (from \$25.87 to \$29.77) for all Part-time Students. An additional \$1.75 (from \$28.59 to \$30.78) shall apply to all Intersession Students SU Membership Fee.</p> <p>Three Residence Associations shall be changed from a per term collection, to a per year collection.</p> <ul style="list-style-type: none"> <li>- The HUB Community Association Membership Fee shall be assessed at a rate of \$45.00/year (from \$22.50/term)</li> <li>- The International House Association Membership Fee shall be assessed at \$50.00/term (from \$25.00/term)</li> <li>- L'Association de la Résidence de la Faculté Saint-Jean Membership Fee shall be assessed at \$67/year (from 33.50/term)</li> </ul> <p>The East Campus Residence Association fee, of \$18.00 per term, will be suspended from being collected from all Full-Time and Part-time students living in East Campus Village Residence.</p> <p><b>The Organization for Arts Students and Interdisciplinary Studies (OASIS) is the undergraduate student faculty association for the Faculty</b></p>



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	<p>of Arts. The proposed Faculty Association Membership Fee (FAMF) will be \$2.50 per semester. This will primarily allow for increased granting capabilities for arts students.</p> <p>The Education Students' Association (ESA) is the student Faculty Association for the Faculty of Education, as well as Student Local No. 1 of the Alberta Teachers' Association (ATA). Currently an optional membership fee costs \$10.00, of which \$9.00 goes towards ESA, and \$1.00 goes to ATA as student membership dues. The proposed FAMF will reduce the membership fee to \$8.00. \$7.00 of this fee will go to the ESA, and \$1.00 will go to ATA as student membership dues. This fee will provide the ESA with more funding for student services and events.</p>
The Impact of the Proposal is	<p>Increase all Students' Union Operating/Referendum fees by CPI (1.55%), except for the Access Fund, which is indexed on an average cost index, and the Health and Dental Plan Fee.</p> <p>The SU Membership Fee will now be assessed at \$50.68 for all Full-time, \$29.77 for all Part-time Students, and \$30.78 to all Intersession Students.</p> <p>All active Residence Association Fees will now be collected based on a per year cost, rather than some being collected on a per term basis. The East Campus Residence Association Fee shall be suspended for the time being.</p> <p>Faculty of Arts students, Full &amp; Part-time, enrolled in Fall &amp; Winter Term, will be assessed a \$2.50 Faculty Association Membership Fee.</p> <p>Faculty of Education students, Full &amp; Part-time, enrolled in the Fall Term, will be assessed an \$8.00 Faculty Association Membership Fee.</p> <p>Both of these fees will allow students to opt-out by contacting their Faculty, by a predetermined deadline.</p>
Replaces/Revises (eg, policies, resolutions)	University of Alberta Students' Union 2017/2018 Operating/Referendum Fees
Timeline/Implementation Date	September 1, 2018
Estimated Cost/funding sources	None
Next Steps	Upon approval by the Board of Governors, the Students' Union will advise the Registrar's Office of the new and updated fees.
Supplementary Notes and context	<p>Background: All fees are indexed to CPI with the exception of the Access Fund, Faculty Association Fees, and Residence Association Fees. The Students' Union Fees are comprised of two classifications; the SU Operating Fee, and the SU Referendum Fees. Faculty and Residence Association Fees are included in the Referendum Fees on a term basis and the Health and Dental Plan Fee is included in the Referendum Fee on an annual basis.</p> <p>There are no other changes to the fee structure or the administration of Students' Union Fees.</p> <p>For reference, the Students' Union's approved operating budget can be accessed online at <a href="http://su.ualberta.ca/about/budgetsfees/">http://su.ualberta.ca/about/budgetsfees/</a>.</p>

**Engagement and Routing** (Include meeting dates)





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Participation: (parties who has seen the proposal and in what capacity)	<i><u>Those who have been informed:</u></i>
	<ul style="list-style-type: none"> <li>• <b>Students' Council</b>, April 10, 2018 (for approval)</li> </ul>
	<i><u>Those who have been consulted:</u></i>
	<ul style="list-style-type: none"> <li>• <b>Finance Committee</b>, April 3, 2018 (for approval)</li> </ul>
	<i><u>Those who are actively participating:</u></i>
	<ul style="list-style-type: none"> <li>• <b>Executive Committee</b>, March 27, 2018 (for approval)</li> </ul>
Approval Route (Governance) (including meeting dates)	<ul style="list-style-type: none"> <li>• <b>Board Finance and Property Committee</b>, April 18, 2018 (for recommendation)</li> <li>• <b>Board of Governors</b>, May 11, 2018 (for approval)</li> </ul>
Final Approver	<b>Board of Governors</b>

**Alignment/Compliance**

Alignment with Guiding Documents	<ul style="list-style-type: none"> <li>• Students' Union Strategic Plan</li> <li>• Students' Union Bylaw 3000, 6000, and 8200</li> <li>• Students' Union Budget Principles 2017/2018</li> </ul>
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please <u>quote</u> legislation and include identifying section numbers)	<ol style="list-style-type: none"> <li>1. <b>Post-Secondary Learning Act (PSLA)</b> (Section 95(2)): "The council of a student organization may make bylaws governing (e) in the case of a students' association, the maintenance of the association by the levy membership fees on its members;"</li> <li>2. <b>PSLA</b> Section 60(1)(b): " The board of a public post-secondary institution shall ... (b) develop, manage and operate, alone or in co-operation with any person or organization, programs, services and facilities for the educational or cultural advancement of the people of Alberta,"</li> <li>3. <b>PSLA</b> Section 62: "<b>Delegation of powers</b> "A board may delegate in writing to any person any power, duty or function conferred or imposed on it by this Act, except the power to make bylaws."</li> <li>4. <b>Board Finance and Property Committee (BFPC) Terms of Reference</b> Section 3.d: "d) review and recommend to the Board tuition and other like fees."</li> <li>5. <b>BFPC Terms of Reference</b> Section 4: "<b>LIMITATIONS ON DELEGATION BY THE BOARD</b> 4. The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee set out in paragraph 3, the Board shall: 4. (e) approve tuition and other like fees;"</li> </ol>

Attachments:

**NOTES:** The Faculty of Arts referendum fees has now been included on schedule 1 (attachment 1), as well as the Faculty of Education referendum fees, as displayed on schedule 2 (attachment 1). These two additional items have been highlighted in beige on both attachments 1 and 2.

1. **REVISED** University of Alberta Students' Union Fee 2018-19 (for approval) (1 page)
2. **REVISED** University of Alberta Students' Union Assessment of Undergraduate Student Union Referendum / Dedicated Fees – Allocation 2018-19 (for information) (3 pages)

Undergraduate students are assessed fees from both Schedule 1, 2, 3 and 4:  
(Attachment 1)

Schedule 1: Students' Union Undergraduate Fees - TERM Effective: September 1, 2018							Schedule 2: Students' Union Undergraduate Fees - ANNUAL/TERM Effective: September 1, 2018			
Undergraduate Student Fee Types							7. Nursing	8. Law	9. Education	
	1. Basic Fee	2. Engineering	3. Augustana	4. Business	5. Science	6. Arts				
<b>Fall or Winter Term Full Time Fees:</b>										
Students' Union Fee	\$ 50.68	\$ 50.68	\$ 50.68	\$ 50.68	\$ 50.68	\$ 50.68	\$ 50.68	\$ 50.68	\$ 50.68	
Referendum Fees	\$ 46.00	\$ 53.00	\$ 80.06	\$ 56.00	\$ 51.00	\$ 48.50	\$ 58.50	\$ 96.00	\$ 54.00	
<b>Total Fall or Winter Term Full Time Fees</b>	<b>\$ 96.68</b>	<b>\$ 103.68</b>	<b>\$ 130.74</b>	<b>\$ 106.68</b>	<b>\$ 101.68</b>	<b>\$ 99.18</b>	<b>\$ 109.18</b>	<b>\$ 146.68</b>	<b>\$ 104.68</b>	
<b>Fall or Winter Term Part Time Fees:</b>										
Students' Union Fee	\$ 29.77	\$ 29.77	\$ 29.77	\$ 29.77	\$ 29.77	\$ 29.77	\$ 29.77	\$ 29.77	\$ 29.77	
Referendum Fees	\$ 42.79	\$ 49.79	\$ 80.06	\$ 52.79	\$ 47.79	\$ 45.29	\$ 46.00	\$ 46.00	\$ 46.00	
<b>Total Fall or Winter Term Part Time Fees</b>	<b>\$ 72.56</b>	<b>\$ 79.56</b>	<b>\$ 109.83</b>	<b>\$ 82.56</b>	<b>\$ 77.56</b>	<b>\$ 75.06</b>	<b>\$ 96.68</b>	<b>\$ 96.68</b>	<b>\$ 96.68</b>	
<b>Fall or Winter Term Off Campus Student Fees:</b>										
Students' Union Fee	\$ 29.77	\$ 29.77		\$ 29.77	\$ 29.77	\$ 29.77	\$ 29.77	\$ 29.77	\$ 29.77	
Referendum Fees	\$ 42.79	\$ 42.79		\$ 42.79	\$ 42.79	\$ 42.79	\$ 51.29	\$ 42.79	\$ 50.79	
<b>Total Fall or Winter Term Off Campus Fees</b>	<b>\$ 72.56</b>	<b>\$ 72.56</b>		<b>\$ 72.56</b>	<b>\$ 72.56</b>	<b>\$ 72.56</b>	<b>\$ 81.06</b>	<b>\$ 72.56</b>	<b>\$ 88.56</b>	
<b>Spring or Summer Term Fees:</b>										
Students' Union Fee	\$ 30.78	\$ 30.78		\$ 30.78	\$ 30.78	\$ 30.78	\$ 29.77	\$ 29.77	\$ 29.77	
Referendum Fees	\$ 16.71	\$ 16.71		\$ 16.71	\$ 16.71	\$ 16.71	\$ 42.79	\$ 42.79	\$ 42.79	
<b>Total Spring or Summer Term Fees</b>	<b>\$ 47.49</b>	<b>\$ 47.49</b>		<b>\$ 47.49</b>	<b>\$ 47.49</b>	<b>\$ 47.49</b>	<b>\$ 72.56</b>	<b>\$ 72.56</b>	<b>\$ 72.56</b>	
<b>Spring or Summer Term Off Campus Fees:</b>										
Students' Union Fee	\$ 30.78	\$ 30.78		\$ 30.78	\$ 30.78	\$ 30.78	\$ 29.77	\$ 29.77	\$ 29.77	
Referendum Fees	\$ 16.71	\$ 16.71		\$ 16.71	\$ 16.71	\$ 16.71	\$ 42.79	\$ 42.79	\$ 42.79	
<b>Total Spring or Summer Term Off Campus Fees</b>	<b>\$ 47.49</b>	<b>\$ 47.49</b>		<b>\$ 47.49</b>	<b>\$ 47.49</b>	<b>\$ 47.49</b>	<b>\$ 72.56</b>	<b>\$ 72.56</b>	<b>\$ 72.56</b>	

Schedule 3:  
See Note #8 below for explanation

Students' Union Undergraduate Fees - ANNUAL Effective: September 1, 2018 Health and Dental Plan					
Referendum Fee	Fall Enrollment		Referendum Fee	Winter Enrollment	
	Health Plan Fee	Dental Plan Fee		Health Plan Fee	Dental Plan Fee
Full Time Fees	\$ 136.50	\$ 147.20	Full Time Fees	\$ 91.00	\$ 98.13
Part Time Fees	\$ 136.50	\$ 147.20	Part Time Fees	\$ 91.00	\$ 98.13
Off-Campus Fees	\$ 136.50	\$ 147.20	Off-Campus Fees	\$ 91.00	\$ 98.13

Spring or Summer Term Fees:

Students' Union Fee	\$ 30.78	\$ 30.78	\$ 30.78
Referendum Fees	\$ 16.71	\$ 16.71	\$ 16.71
<b>Total Spring or Summer Term Fees</b>	<b>\$ 47.49</b>	<b>\$ 47.49</b>	<b>\$ 47.49</b>

Spring or Summer Term Off Campus Fees:

Students' Union Fee	\$ 30.78	\$ 30.78	\$ 30.78
Referendum Fees	\$ 16.71	\$ 16.71	\$ 16.71
<b>Total Spring or Summer Term Off Campus</b>	<b>\$ 47.49</b>	<b>\$ 47.49</b>	<b>\$ 47.49</b>

Schedule 4:  
See Note #9 below for explanation

Students' Union Residence Association Fees (Full & Part Time) Effective: September 1, 2018			
Full & Part Time Students (Per Year)		Full & Part Time Students (Per Year)	
HUB Community	\$ 45.00	Newton Place	\$ 40.00
International House	\$ 50.00	Lister Hall	\$ 75.00
L'Association de la Residence de la Faculte Saint-Jean	\$ 67.00		

- The Basic Fee (Column 1) applies to all students except those in the Faculties of Engineering, Augustana, Business, Science, Arts, Nursing, Law, & Education
- Engineering students are assessed the Basic Fee for all terms (which is included in Column 2), plus a \$7.00/term Faculty Association Membership Fee (FAMF). This FAMF is only being assessed in the Fall and Winter Full Time and Part Time terms, not Intercession or Off-Campus.
- Augustana students are assessed the amount in Column 3 for Fall/Winter Terms. The Referendum portion of the Augustana Fee in Column 3 includes a \$65.00/term Faculty Association Membership Fee. Council has decided not to assess Augustana Off-Campus or Intercession students at this time.
- Business students are assessed the Basic Fee for all terms (which is included in Column 4), plus a \$10.00/term Faculty Association Membership Fee (FAMF). This FAMF is only being assessed in the Fall and Winter Full Time and Part Time terms, not Intercession or Off-Campus.
- Science students are assessed the Basic Fee for all terms (which is included in Column 5), plus a \$5.00/term Faculty Association Membership Fee (called SCI-5). This FAMF is only being assessed in the Fall and Winter Full Time and Part Time terms, not Intercession or Off-Campus.
- Arts students are assessed the Basic Fee for all terms (which is included in Column 6), plus a \$2.50/term Faculty Association Membership Fee (called OASIS). This FAMF is only being assessed in the Fall and Winter Full Time and Part Time terms, not Intercession or Off-Campus.
- Nursing students are assessed the Basic Fee for all terms (which is included in Column 7), plus a \$12.50 Faculty Association Membership Fee (FAMF) for Full Time Fall Term Students, and a \$8.50 FAMF for Part Time Fall Term Students, which is included in the Referendum portion of the fee in Column 7. This FAMF is only being assessed in the Fall Term, and does not include Intercession or Off-Campus students.
- Law students are assessed the Basic Fee for all terms (which is included in Column 8), plus a \$50.00 Faculty Association Membership Fee (FAMF) for Full Time Fall Term Students Only, which is included in the Referendum portion of the fee in Column 8. This FAMF is only being assessed in the Fall Term, and does not include Intercession or Off-Campus students.
- Education students are assessed the Basic Fee for all terms (which is included in Column 9), plus a \$8.00 Faculty Association Membership Fee (FAMF) for Full & Part-Time, Fall Term Students Only, which is included in the Referendum portion of the fee in Column 9. This FAMF is only being assessed in the Fall Term, and does not include Intercession or Off-Campus students.
- Health and Dental Plan Fee: This fee is assessed to all full and part time undergraduate students on an annual basis effective September 1, 2009. The fee is assessed IN ADDITION to the term fees outlined in Schedule 1 above. Undergraduate students enrolled in the Fall Term, and taking 3 or more credit, shall be assessed the full amount. The plan will typically provide coverage from September to August year-long. Undergraduate students enrolled in the Winter Term, taking 3 or more credit, & have not previously been assessed in the prior Fall Term, shall be assessed a pro-rated amount. The plan will typically provide coverage from January to August.
- Residence Association Membership Fee: These fees are assessed to all full-time and part-time residents of the Residence Associations named as the Fund. Fees shall be assessed once per year, upon proof that the student is a resident of the residence at the time of fee assessment. These fees assessed are IN ADDITION to the term fees outlined in Schedule 1 & 2 above.

All Students' Union fees (including Referendum fees) are subject to the Alberta CPI (1.55%) except for the Access Fund fee which is calculated on an Average Cost Index, nor Faculty Association & Residence Fees (which have no increase). All applicable increases are already built into the above figures.

**UNIVERSITY OF ALBERTA STUDENTS' UNION  
ASSESSMENT OF UNDERGRADUATE STUDENT UNION REFERENDUM/DEDICATED FEES  
2018-19  
(Attachment 2)**

				Fee Inc Amt	Fee Inc Amt	Fee Inc Amt	
				FT / PT	\$	\$	\$
				S / S	\$	\$	\$
				CPI			
				Tuition			
				2013/14	2014/15	2015/16	2016/17
				2017/18	2018/19		
				FEE	FEE	FEE	FEE
NAME OF DEDICATED FUND	YEAR IMPLEMENTED	PER TERM	PER TERM	PER TERM	PER TERM	PER TERM	PER TERM
<b>WUSK(WORLD REFUGEE STUDENTS)</b>	<b>1988</b>						
Full-time assessment		0.45	0.46	0.47	0.48	0.49	0.50
Part-time assessment		0.45	0.46	0.47	0.48	0.49	0.50
<b>STUDENTS INVOLVEMENT ENDOWMENT</b>	<b>1990</b>						
Full-time assessment		0.00	0.00	0.00	0.00	0.00	0.00
Part-time assessment		0.00	0.00	0.00	0.00	0.00	0.00
<b>CJSR</b>	<b>1989</b>						
Full-time assessment		2.04	2.07	2.12	2.16	2.18	2.21
Part-time assessment		0.73	0.74	0.76	0.77	0.78	0.79
<b>GOLDEN BEAR AND PANDA LEGACY FUND</b>	<b>1991</b>						
Full-time assessment		4.08	4.14	4.25	4.32	4.37	4.44
Part-time assessment		4.08	4.14	4.25	4.32	4.37	4.44
<b>CAMPUS RECREATION</b>	<b>1994</b>						
Full-time assessment		3.82	3.88	3.98	4.05	4.10	4.16
Part-time assessment		3.82	3.88	3.98	4.05	4.10	4.16
Intersession assessment		3.82	3.88	3.98	4.05	4.10	4.16
<b>ACCESS FUND</b>	<b>1995</b>						
Full-time assessment		14.08	14.08	14.08	14.34	14.56	14.56
Part-time assessment		14.08	14.08	14.08	14.34	14.56	14.56
Intersession assessment		6.19	6.20	6.20	7.17	7.28	7.28
<b>STUDENT LEGAL SERVICES</b>	<b>1998</b>						
Full-time assessment		0.70	0.71	0.73	0.74	0.75	0.76
Part-time assessment		0.70	0.71	0.73	0.74	0.75	0.76
<b>APIRG</b>	<b>2001</b>						
Full-time assessment		3.30	3.35	3.44	3.50	3.54	3.59
Part-time assessment		1.65	1.68	1.72	1.75	1.77	1.80
<b>GATEWAY FUND</b>							
Full-time assessment		3.26	3.31	3.39	3.45	3.49	3.54
Part-time assessment		3.26	3.31	3.39	3.45	3.49	3.54
Intersession assessment		0.41	0.42	0.43	0.44	0.44	0.45
<b>SUB RENOVATION FUND</b>	<b>2014</b>						
Full-time assessment			9.00	9.23	9.39	9.50	9.65
Part-time assessment			9.00	9.23	9.39	9.50	9.65
Intersession assessment			4.50	4.62	4.70	4.75	4.82
<b>THE LANDING FUND</b>	<b>2016</b>						
Full-time assessment				1.50	1.53	1.55	1.57
Part-time assessment				1.50	1.53	1.55	1.57
Intersession assessment				0.00	0.00	0.00	0.00
<b>CAMPUS FOOD BANK FUND</b>	<b>2018</b>						
Full-time assessment						1.00	1.02
Part-time assessment						1.00	1.02
Intersession assessment						0.00	0.00
<b>Total Fees Allocated to Referendum/(Dedicated Fee)- Full Time Term</b>		31.73	41.00	43.19	43.96	45.53	46.00
<b>Total Fees Allocated to Students' Union Services/Operations - Full Time Term</b>		37.50	38.08	39.05	42.73	46.46	50.68
<b>Total Fall or Winter Term Full Time Fees</b>		69.23	79.08	82.24	86.69	91.99	96.68
<b>Total Fees Allocated to Referendum/(Dedicated Fee)- Part Time Term</b>		28.77	38.00	40.11	40.82	42.36	42.79
<b>Total Fees Allocated to Students' Union Services/Operations - Part Time Term</b>		18.28	18.56	19.04	22.37	25.87	29.77
<b>Total Fall or Winter Term Part Time Fees</b>		47.05	56.56	59.15	63.19	68.23	72.56
<b>Total Fees Allocated to Referendum/(Dedicated Fee)- Intersession</b>		10.42	15.00	15.23	16.36	16.57	16.71
<b>Total Fees Allocated to Students' Union Services/Operations - Intersession</b>		23.74	24.11	24.73	26.66	28.59	30.78
<b>Total Spring or Summer Term Fees</b>		34.16	39.11	39.96	43.02	45.16	47.49





**UNIVERSITY OF ALBERTA STUDENTS' UNION  
ASSESSMENT OF UNDERGRADUATE STUDENT UNION REFERENDUM/DEDICATED FEES**

**2018-19  
(Attachment 2)**

	Fee Inc Amt	Fee Inc Amt	Fee Inc Amt
<b>FT / PT</b>	\$ 3.00	\$ 3.25	\$ 3.50
<b>S / S</b>	\$ 1.50	\$ 1.63	\$ 1.75
<b>Tuition</b>	1.45%	1.00%	0.85%
	1.11%	1.55%	2.56%
	1.74%	1.12%	1.70%

<u>NAME OF DEDICATED FUND</u>	<u>YEAR IMPLEMENTED</u>	<u>CPI</u>		<u>Tuition</u>			<u>2018/19</u>
		<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>FEE</u>
		<u>FEE</u>	<u>FEE</u>	<u>FEE</u>	<u>FEE</u>	<u>FEE</u>	<u>PER TERM</u>
<b>HEALTH AND DENTAL PLAN</b>							
Full and Part Time Annual Fee - Health (Enrollment Starting in Fall Term)	<b>2009</b>	110.27	118.00	118.00	129.80	136.50	136.50
Full and Part Time Annual Fee - Dental (Enrollment Starting in Fall Term)		111.69	116.50	116.50	128.15	147.20	147.20
Full and Part Time Annual Fee - Health (Enrollment Starting in Winter Term)	<b>2015</b>			78.67	86.53	91.00	91.00
Full and Part Time Annual Fee - Dental (Enrollment Starting in Winter Term)				77.67	85.43	98.13	98.13
<b>RESIDENCE ASSOCIATION MEMBERSHIP FEES</b>							
HUB Community (Per Term)	<b>2017</b>				22.50	22.50	
(Per Year)	<b>2019</b>						45.00
International House (Per Term)	<b>2017</b>				25.00	25.00	
(Per Year)	<b>2019</b>						50.00
L'Association de la Residence de la Faculte Saint-Jean (Per Term)	<b>2017</b>				33.50	33.50	
(Per Year)	<b>2019</b>						67.00
East Campus Student Association (Per Term)	<b>2017</b>				18.00	18.00	
Newton Place (Per Year)	<b>2018</b>					40.00	40.00
Lister Hall (Per Year)	<b>2018</b>					75.00	75.00

**OUTLINE OF ISSUE**  
**Action Item**

Agenda Title: **Amendment to the Augustana Campus Long Range Development Plan**

**Motion:** THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and GFC Academic Planning Committee, approve the proposed Augustana Campus Long Range Development Plan Amendment 2018, as set forth in Attachment 2, to be effective upon final approval.

**Item**

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation
Proposed by	Andrew Sharman, Vice-President (Facilities and Operations)
Presenter	Phil Rinn, Manager, Campus Planning and Development, Office of the University Architect, Planning and Project Delivery, Facilities and Operations; Emily Ball, Community Relations Officer, Government and Community Relations, University Relations

**Details**

Responsibility	Vice-President (Facilities and Operations)
The Purpose of the Proposal is (please be specific)	To provide the Board of Governors with a Long Range Development Plan (LRDP) Amendment Report and associated consultation summary (from Open Houses #1 and #2) for approval.
The Impact of the Proposal is	As per the Post-Secondary Learning Act (PSLA) Land Use Regulation and associated Appendix 18 of the University of Alberta's LRDP, the public consultation process for long range plans must be documented and approved by the Minister of Advanced Education, subject to approval and recommendation from the Board of Governors.
Replaces/Revises	Augustana Faculty Campus Long Range Development Plan (2005)
Timeline/Implementation Date	The following governance milestones are anticipated: <ul style="list-style-type: none"> <li>• President's Executive Committee-Operational (PEC-O): February 1, 2018</li> <li>• Augustana Faculty Council: February 2, 2018</li> <li>• Facilities Development Committee (FDC): February 15, 2018</li> <li>• Academic Priorities Committee (APC): March 14, 2018</li> <li>• Board Finance and Property Committee (BFPC): April 18, 2018</li> <li>• Board of Governors: May 11, 2018</li> </ul>
Estimated Cost /funding source	N/A
Next Steps	Following Board of Governors approval, VP, Facilities and Operations will prepare and submit letter to Minister of Advanced Education.
Supplementary Notes / context	N/A

**Engagement and Routing** (Include meeting dates)

Participation: (parties who have seen the proposal and in what capacity)  <For further information see the link posted on the <a href="#">Governance Toolkit section</a>	<u><b>Those who have been informed:</b></u> <ul style="list-style-type: none"> <li>• The LRDP Amendment process was led jointly by the Office of the University Architect (Facilities and Operations) and Government and Community Relations (University Relations).</li> <li>• A comprehensive summary of the significant campus community and public consultation that has been undertaken is provided within <i>Section 8 – Acknowledgements and Consultation</i> of the attached LRDP Amendment report.</li> </ul>
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<p><a href="#">Student Participation Protocol</a>&gt;</p>	<p><b><u>Those who have been consulted:</u></b></p> <ul style="list-style-type: none"> <li>• Faculty, staff and residents of Augustana Campus</li> <li>• Content experts from various University of Alberta (Central) and Augustana Campus departments (Space Management, Buildings and Grounds, Office of Sustainability, Parking Services, Residence Services, etc.)</li> <li>• City of Camrose Planning and Development Services and Engineering Services departments.</li> <li>• Residents of the Augustana neighbourhood and the larger City of Camrose community.</li> </ul> <p><b><u>Those who are actively participating:</u></b></p> <ul style="list-style-type: none"> <li>• LRDP Amendment Steering Committee (December 2016 to present). Included members from Office of the University Architect, Government and Community Relations, Dean's office, Faculty, Student Association, Student Life and Alumni.</li> <li>• External consultants (Stantec – Campus Planning; Bunt – Transportation Planning)</li> <li>• GFC Facilities Development Committee (FDC)</li> <li>• GFC Academic Planning Committee (APC)</li> <li>• Board Finance and Property Committee (BFPC)</li> <li>• Board of Governors</li> <li>• PEC-O</li> </ul>
<p>Approval Route (Governance) (including meeting dates)</p>	<ul style="list-style-type: none"> <li>• Augustana Faculty Council: February 2, 2018</li> <li>• Facilities Development Committee (FDC): February 15, 2018</li> <li>• Academic Planning Committee (APC): March 14, 2018</li> <li>• Board Finance and Property Committee (BFPC): April 17, 2018</li> <li>• Board of Governors: May 11, 2018</li> </ul>
<p>Final Approver</p>	<p>Board of Governors</p>

**Alignment/Compliance**

<p>Alignment with Guiding Documents</p>	<p><b><u>Institutional Strategic Plan - For the Public Good (FTPG)</u></b> The LRDP Amendment aligns with the following FTPG objectives and strategies:</p> <p><b><i>BUILD...</i></b></p> <p>1. <b>OBJECTIVE:</b> <i>Build a diverse, inclusive community of exceptional undergraduate and graduate students from Edmonton, Alberta, Canada, and the world.</i></p> <p style="margin-left: 40px;">i. <i>Strategy: Develop and implement an undergraduate and graduate recruitment strategy to attract top students from across diverse communities in Alberta and Canada, leveraging our strengths as a comprehensive research-intensive, multi-campus university with options for francophone and rural liberal arts education.</i></p> <p style="margin-left: 40px;">ii. <i>Strategy: Develop and implement an undergraduate and graduate recruitment and retention strategy to attract Indigenous students from across Alberta and Canada.</i></p> <p>4. <b>OBJECTIVE:</b> <i>Develop, in consultation and collaboration with internal and external community stakeholders, a thoughtful, respectful, meaningful, and sustainable response to the report of the Truth and Reconciliation Commission of Canada.</i></p> <p style="margin-left: 40px;">vi. <i>Strategy: Foster learning opportunities across our campuses that enable student, staff, and faculty participation in reconciliation.</i></p>
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5. **OBJECTIVE:** Build and strengthen trust, connection, and a sense of belonging among all members of the university community through a focus on shared values.

- i. Strategy: Encourage and support institution-wide initiatives, services, and programs, such as arts and cultural activities, intramurals, student groups, volunteering, clubs, and centres, which bring students from all faculties into community with each other.

**EXPERIENCE...**

8. **OBJECTIVE:** Create and facilitate co-curricular and extracurricular learning experiences for undergraduate and graduate students that enable their self-discovery and give them the skills to use their talents, creativity, and curiosity to contribute as future citizens and leaders.

- i. Strategy: Increase the opportunities for all undergraduate and graduate students to experience the benefits of living on campus, including guaranteeing the offer of a place in residence to every first-year undergraduate student.

9. **OBJECTIVE:** Enhance, support, and mobilize the unique experiences and cultures of all University of Alberta campuses to the benefit of the university as a whole.

- i. Strategy: Facilitate and deepen inter-campus connections, communication, and collaborations with Augustana Campus, and ensure that it is strengthened as a leading liberal arts college, and as a living laboratory for teaching and learning innovation, to the benefit of the entire university.

**EXCEL...**

13. **OBJECTIVE:** Enable University of Alberta researchers to succeed and excel.

- iv. Strategy: Secure and sustain funding for the continuous evolution and operation of research facilities and resources (e.g., libraries, labs, Research Services Office, museums and collections, performance spaces, fine arts facilities, and U of A Press) to meet the changing needs of our broad-based research community.

**ENGAGE...**

16. **OBJECTIVE:** Enhance, increase, and sustain reciprocal, mutually beneficial community relations, community engagement, and community-engaged research and scholarship that will extend the reach, effectiveness, benefit, and value of our university-community connections.

- iv. Strategy: Continue to build mutually beneficial, authentic relationships with alumni and donors.
- v. Strategy: Welcome increased community access, participation, and engagement at all University of Alberta sites, such as our downtown campus at Enterprise Square and our sports facilities at South Campus.

18. **OBJECTIVE:** Seek, build, strengthen, and sustain partnerships with local, national, or international research agencies, governments, government ministries and agencies, universities, Indigenous communities, libraries, not-for-profits, industry, business, and community organizations.

- iii. Strategy: Encourage municipal, provincial, national, and international collaborations, partnerships, and MOUs at the institutional, faculty, department, unit, and individual levels.
- iv. Strategy: Seek, enhance, and support partnerships with industry, including small and medium enterprises.

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	<p><b>SUSTAIN...</b></p> <p>19. <i>OBJECTIVE: Prioritize and sustain student, faculty, and staff health, wellness, and safety by delivering proactive, relevant, responsive, and accessible services and initiatives.</i></p> <ul style="list-style-type: none"> <li>i. <i>Strategy: Develop an integrated, institution-wide health and wellness strategy, which increases the reach and effectiveness of existing health and wellness resources, programs, and services, and promotes resilience and work-life balance.</i></li> <li>iii. <i>Strategy: Endorse a strong culture of safety awareness, knowledge, planning, and practice to ensure the safety of students, employees, and visitors to our campuses.</i></li> </ul> <p>20. <i>OBJECTIVE: Continue to build and support an integrated approach to social, economic, and environmental sustainability that incorporates teaching and learning, research, outreach, capacity building, and the operations that support them.</i></p> <ul style="list-style-type: none"> <li>ii. <i>Strategy: Embed social, economic, and environmental sustainability into the development and care of the university's natural and built environments.</i></li> </ul> <p>23. <i>OBJECTIVE: Ensure that the University of Alberta's campuses, facilities, utility, and information technology infrastructure can continue to meet the needs and strategic goals of the university.</i></p> <ul style="list-style-type: none"> <li>ii. <i>Strategy: Build, operate, and maintain undergraduate and graduate student housing to support our students' academic success and sense of belonging to the university community.</i></li> <li>iii. <i>Strategy: Secure and sustain funding to plan, operate, expand, renew, and optimize the use of campus infrastructure to meet evolving teaching and research priorities.</i></li> </ul>
<p>Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please <u>quote</u> legislation and include identifying section numbers)</p>	<p><b><u>Post-Secondary Learning Act (PSLA):</u></b></p> <p>The PSLA gives GFC responsibility, subject to the authority of the Board of Governors, over academic affairs (Section 26(1)) and provides that GFC may make recommendations to the Board of Governors on a building program and related matters (Section 26(1) (o)).</p> <p>Section 18(1) of the PSLA give the Board of Governors the authority to make any bylaws "appropriate for the management, government and control of the university buildings and land."</p> <p>Section 19 of the Act requires that the Board "consider the recommendations of the General Faculties Council, if any, on matters of academic import prior to providing for (a) the support and maintenance of the university, (b) the betterment of existing buildings, (c) the construction of any new buildings the board considers necessary for the purposes of the university [and] (d) the furnishing and equipping of the existing and newly erected buildings [.] [...]"</p> <p>Section 67(1) of the Act governs the terms under which university land may be leased.</p> <p><b><u>GFC Facilities Development Committee Terms of Reference</u></b></p> <p>"5. Responsibilities Additional to delegated Authority FDC is responsible for making recommendations to APC concerning policy matters with respect to the following:</p>

5.1 Planning

- a. Comprehensive facilities development plan
- b. Long Range Development Plan (LRDP)”

**GFC Academic Planning Committee (APC) Terms of Reference**

“5. Facilities

- a. To recommend to the Board of Governors on policy matters regarding the planning and use of physical facilities. (GFC 29 SEP 2003)
- b. To recommend to the Board of Governors on policy matters regarding the use of land owned or leased by the University. (GFC 29 SEP 2003)
- c. To recommend to the Board of Governors on policy matters regarding standards, systems and procedures for planning and designing physical facilities.
- d. To recommend to the Board of Governors on matters regarding planning and use of physical facilities where these facilities are deemed to have a significant academic and/or financial impact on the University. (The determination of what constitutes a "significant academic and/or financial impact" will be made by the Provost and Vice-President (Academic).”

**Board Finance and Property Committee (BFPC) Terms of Reference**

**3. MANDATE OF THE COMMITTEE** Except as provided in paragraph 4 and in the Board’s General Committee Terms of Reference, the Committee shall monitor, evaluate, advise and make decisions on behalf of the Board with respect to all strategic and significant financial and property matters and policies of the University. The Committee shall also consider any other matter delegated to the Committee by the Board.

Without limiting the generality of the foregoing, the Committee shall:

q) review and recommend to the Board policies regarding the acquisition, management, control and disposition of University buildings, land and equipment and regarding individual project proposals and the implications of these short and long-range capital plans to the strategic vision of the University;

**4. LIMITATIONS ON DELEGATION BY THE BOARD** The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee set out in paragraph 3, the Board shall:

f) approve policies regarding the acquisition, management, control and disposition of University buildings, land and equipment and regarding individual project proposals and the implications of these short and long-range capital plans to the strategic vision of the University;

Attachments

- 1. Long Range Development Plan Amendment Report (including Appendix A Consultation Summary: Open House #1 and #2) (96 pages)

*Prepared by:* Phil Rinn, Manager, Campus Planning & Development, Office of the University Architect, Planning and Project Delivery, Facilities and Operations, [prinn@ualberta.ca](mailto:prinn@ualberta.ca).

# AUGUSTANA CAMPUS

# LONG RANGE DEVELOPMENT PLAN AMENDMENT

**MAY 2018**



\*REPLACES PREVIOUS VERSION OF  
LONG RANGE DEVELOPMENT PLAN  
(JAN 2005)

The University of Alberta respectfully acknowledges that we are located on Treaty 6 territory, a traditional gathering place for diverse Indigenous peoples including the Cree, Blackfoot, Metis, Nakota Sioux, Iroquois, Dene, Ojibway/Saulteaux/Anishinaabe, Inuit, and many others whose histories, languages, and cultures continue to influence our vibrant community.



PREPARED FOR



PREPARED BY



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# 1 Introduction

The Long Range Development Plan (LRDP) for the University of Alberta's Augustana Campus in Camrose will provide a planning framework to accommodate and guide physical development on University lands in the time horizon of the next two to three decades.

## 1.1 What is a Long Range Development Plan?

The LRDP is the organizational document framework for land use approved by the University Board of Governors and is prepared in accordance with the Post Secondary Learning Act established by the Government of Alberta. The plan is responsive to the Comprehensive Institutional Plan (CIP) established by the University, along with a set of campus planning principles developed with Augustana LRDP Amendment Steering Committee (Steering Committee), comprised of a representative cross-section of Augustana faculty, staff, students and alumni.

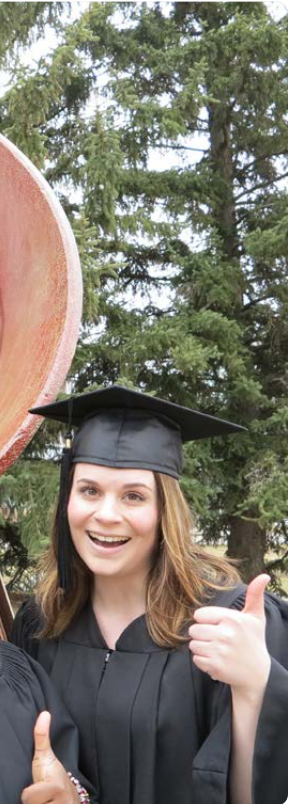
## 1.2 Why is the Long Range Development Plan Needed?

The University has an ongoing goal of maintaining a sufficient land base to meet its development requirements. With enrollment growth expected to continue at Augustana campus, the re-purposing of existing facilities and addition of new facilities requires an appropriate framework within which to deploy physical assets effectively, efficiently and in a timely and sustainable manner in response to academic and research priorities.

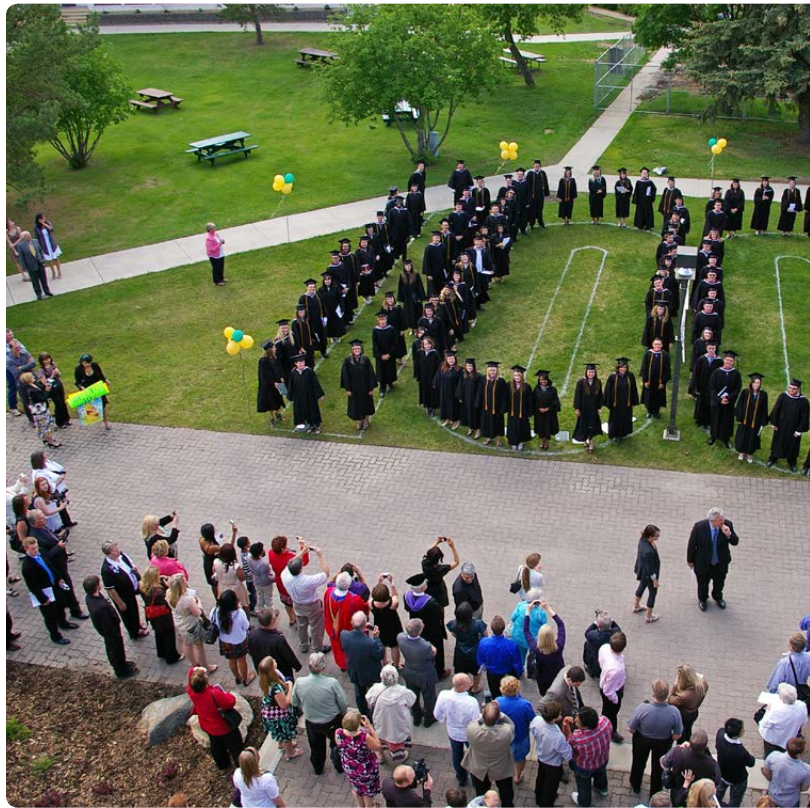
From time to time, it is necessary to review the ways in which development of those lands is planned. This document reflects a substantial amendment to the previous Augustana LRDP, which was originally prepared in 2005.

## 1.3 What Has Been Amended in the 2018 Plan?

The 2005 LRDP planning principles and plans laid the foundation that guided campus planning and development from 2005 to 2017. This amended LRDP document incorporates the newly acquired property at the north east corner of the campus, new facilities that have been constructed on campus during that time, and consideration for improved integration of the campus within the City of Camrose's multi-modal transportation network. Updated campus planning principles have been articulated to support academic programs and campus life as enrollment grows to 1,200 students, and eventually to 1,600 students and 2,000 students over time.







# 2 Background

## 2.1 Vision

The University of Alberta is one of Canada’s top universities, with a national and international reputation for excellence in teaching, research and community service. The Long Range Development Plan (LRDP) for the Augustana Campus represents a planning framework that will reflect this excellence by guiding the physical development of the campus and facilities and thereby supporting exceptional academic quality.

The LRDP recognizes the unique characteristics and attributes of our campus. While encouraging these, the LRDP will consistently promote development that:

- fosters desirable campus life
- supports teaching and research
- uses physical and financial resources efficiently and effectively
- creates, preserves and enhances the significant physical assets of the University
- values the planning initiatives of its neighbours and partners

## 2.2 Planning and Development History

The University of Alberta has seen many developmental milestones since its inception. At its beginning, the University had 49 students and 104 hectares (258 acres) in what we know now as North Campus, Edmonton, Alberta. Despite two world wars and the Great Depression, the University continued to grow and expand. Today, the University has over 30,000 full time equivalent students and a total land base of more than 750 hectares (1,800 acres), excluding lands under lease.

Augustana joined the University of Alberta in 2004, but it has a much longer history going back to 1910. The following major planning and development milestones provide a brief overview of the Augustana Campus.



*“October 2002” by Camrose artist and Augustana faculty member Keith Harder.*



*Old Main (Founders' Hall)*



*Classroom Building*



*Hoyme Hall*



*Ravine Residence Complex*



*First Year Complex (expansion of Hoyme Hall)*



*Theatre Centre*

**1910's** - Delegates from two Lutheran synods meet in Camrose to form the Alberta Norwegian Lutheran College Association and establish Camrose Lutheran College as a residential high school (1910). The first classes of Camrose Lutheran College begin using the Heatherbrae Hotel in downtown Camrose, two churches, and an old school building. The cornerstone of Old Main (Founders' Hall) is put in place (1911). The first high school class graduates from Camrose Lutheran College (1912).

**1950's** - North Hall (originally a dormitory for high school men and later used for faculty offices and music practice rooms) and the Classroom Building are constructed (1950's). Camrose Lutheran College begins offering first-year university transfer courses in affiliation with the University of Alberta (1959).

**1960's** - The Convocation Centre with gymnasium, office space, and cafeteria, and Hoyme Hall with additional dormitory spaces, are built (1964). The offering of second-year university transfer courses to the University of Alberta begins, and Grade 10 is eliminated (1969).

**1970's** - Six residences and a connecting bridge are constructed across the ravine (1970's).

**1980's** - The Science Extension with labs, lecture theatre, and office space is added to the Classroom building (1981). Founders' Hall (Old Main) is moved 50 meters south onto a new foundation and is renovated (1983). Camrose Lutheran College is the first private college authorized by the Province of Alberta to offer a limited number of three- and four-year B.A. and B.Sc. Degrees (1985). Two wings are added to Hoyme Hall to accommodate expanded residence space (1986).

**1990's** - Additional four-year degree programs in Arts and Science, and four-year professional degree programs in Management and Music are added (1990's). The Faith and Life Centre with chapel, classrooms, coffee house, and office space for students and residence life staff, is constructed (1990). The Camrose Lutheran College Corporation approves the name change to Augustana University College (1991). The last Grade 12 graduation takes place (1992). The Camrose Performing Arts Centre (formerly Camrose Lutheran Church) is moved onto campus from downtown Camrose and renovated as the Theatre Centre (1993). The Richard Husfloen Centre



Augustana joins the U of A system



Augustana Forum and Library



Lougheed Performing Arts Centre



Renovation of Founders' Hall

(formerly the Transalta Utilities Building) is acquired and used for Augustana's Centre for Community Education and the Secondary Stacks of the library (1999).

**2000's** - Augustana University College enters the public post-secondary system and joins the University of Alberta (2004). The Augustana Campus Long Range Development Plan, the first planning process for the campus as part of the University of Alberta system, is completed (2005). The Facilities building is constructed on campus, which houses Facilities and Operations office space and a maintenance shop (2007).

**2010's** - The new Library and Forum are completed, providing space for the Students' Association, Augustana Bookstore, Café, and academic and administrative offices (2010). The Nursing Program begins at Augustana Campus (2011). Heather Brae Hall, a transitional facility to allow for temporary occupancy during campus renovations and construction, is completed (2011). The Jeanne and Peter Lougheed Performing Arts Centre, a joint use initiative between the University of Alberta and the City of Camrose, is completed (2014), replacing the former North Hall, demolished in 2013. The Miquelon Lake Research Station is opened (2014). The Wahkohtowin Lodge Aboriginal students' common is completed, and the tipi is set up at the campus (2015). Significant classroom renovations to support innovative learning are undertaken in several buildings, and Founders' Hall is significantly renovated (2015). Augustana expands its campus boundary with the acquisition of the last land parcel east of 47th Street (2006-2016). The Language Learning Lab is updated and renovated (2016). A pedway linking Founders' Hall and the Forum/Library is completed, the Biology and Chemistry Labs and related support spaces are expanded and renovated, and the Learning & Living Community House and Learning Commons (2nd Floor Library) are opened (2017). Fibre optic cable service to the campus is upgraded, providing enhanced connectivity between Augustana and the rest of the University of Alberta system (2017).



Students studying in the Forum.



Multi-purpose, adaptable classrooms are increasingly in demand.

## 2.3 Trends

The Long Range Development Plan has the flexibility to adjust to future trends. What follows are some of the trends that may influence the content, context, and the expected pace of physical development over the life of this plan.

### 2.3.1 Innovative Teaching & Undergraduate Focus

The University of Alberta's Institutional Strategic Plan, *For the Public Good*, identifies key objectives that will be pursued by the University over several years. Objective 9 reads:

*"Enhance, support, and mobilize the unique experiences and cultures of all University of Alberta campuses to the benefit of the university as a whole.*

*i. Strategy: Facilitate and deepen inter-campus connections, communication, and collaborations with Augustana Campus, and ensure that it is strengthened as a leading liberal arts college, and as a living laboratory for teaching and learning innovation, to the benefit of the entire university."*

With this in mind, Augustana has developed a new academic calendar and first-year seminar program. It is also reviewing both academic programming (with a focus on interdisciplinarity and the Core) and pedagogy to support engaged learning. These efforts require that modern, innovative teaching spaces and tools are available on campus and in related facilities, such as the Miquelon Lake Research Station. The campus maintains an undergraduate and liberal arts focus that provides unique community service-learning opportunities and dedicated undergraduate research experiences and training. Ensuring that an undergraduate liberal arts education prepares students for a variety of career paths and prepares them for engaged lives as citizens and leaders is both an enduring and growing trend in post-secondary education.

### 2.3.2 Interdisciplinarity in Programming & Research

At the level of academic program development and research, the trend toward interdisciplinarity is indisputable. As the divide between disciplines blurs and students increasingly demand programs and professors who can address complex social problems from multiple vantage points, the facilities and underlying technological infrastructure must also be flexible and adaptable. As a campus, Augustana must anticipate multi-purpose uses for buildings, classroom spaces, and research labs.

For academic staff, the ability to undertake collaborative research with colleagues at North Campus and other universities will also require a level of Information Technology infrastructure that ensures reliable data-sharing/storage and use of various communications technologies. These collaborations

are not only key to the research endeavours of academic staff but enhance the learning opportunities for Augustana students. Moreover, as one looks to the future, it is clear that key centres at Augustana, such as the Chester Ronning Centre for the Study of Religion and Public Life, and the Alberta Centre for Sustainable Rural Communities, will play a leading role in developing research and an intellectual culture on campus.

### 2.3.3 Partnerships & Community Ties

The Jeanne and Peter Lougheed Performing Arts Centre is already an example of a successful partnership that builds strong community ties between the University and the City. Trends across the post-secondary sector suggest that these and similar partnerships will be necessary in order to enhance facilities and programming on campus as well as for the broader public. The aspirations of realizing life-long learning across Alberta and the need to create efficiencies of scale make partnerships a natural fit between a campus like Augustana and the City of Camrose and adjacent municipalities. Programming and related facilities can be enhanced in significant ways through these partnerships. For example, the Miquelon Lake Research Station was built via a partnership with the Province of Alberta. In addition, Augustana Campus worked with the Strathcona Wilderness Association and regional bodies to obtain a United Nations designation for a Biosphere Reserve in Beaver Hills (one of only 18 in Canada) and as future facilities and equipment become available, Augustana students and faculty will be able to conduct unique research in the Reserve.

### 2.3.4 Co-Curricular Programming & Campus Community

Across North America, undergraduate campuses have been studying ways of building stronger communities on campus and ensuring that the student life experience is not separate from the academic program and goals. This, in part, has driven the adoption of a unique campus academic calendar and the creation of a First Year Seminar offered to all incoming students in a three week block each September. The First Year Seminar is a mechanism that also allows for co-curricular programming with Student Services. However, this is just the beginning. In the future, Student Services and the Academic program will investigate other ways of ensuring that Augustana students are engaged in a healthy and wellness-oriented environment that provides mental health support and access to some medical services.

It is also a recognized trend among smaller, dedicated liberal arts universities that student housing is a key mechanism to ensuring the co-curricular program is successful and that students have a variety of options when choosing how to live and study. Residential programs require facilities that go beyond the historical “dorm” and ensure that students have opportunities to engage in learning outside the classroom.

### 2.3.5 Sustainability

Without a doubt, sustainability is an important trend among public institutions in general and a notion that defies easy definition. In terms of long term planning, buildings and facilities must take into account the environmental impact of their heating, lighting and materials use. However, sustainability goes beyond these to consider how facilities fit into the landscape and culture of a place; how they ensure healthy communities; and how they might grow without increasing the impact on the natural environment. New facilities will achieve the highest levels of environmental sustainability, particularly attentive to internationally recognized standards such as BOMA, LEED, and Green Globes. Augustana has incorporated concerns for sustainability into its Core program and therefore values utilizing the built environment as a teaching tool.



*The Forum Building at night.*

## 2.4 Growth Assumptions and Projections

### 2.4.1 Enrollment Growth

At the time of the transition from Augustana University College to joining the public post-secondary sector as a Faculty of the University of Alberta, a general assumption was made that enrollment would grow to 2,000 students. Since that time, serious efforts have been undertaken to project the space requirements and other needs (such as faculty renewal, technology upgrades, etc.) that would be required to provide a unique, high-quality, 'Liberal Arts' undergraduate degree. It is understood that at present, the physical infrastructure can support about 1,000 students. The next step in growth is set for 1,200 students with new residences and enhanced classroom/lab space. In its longer-term projection, taking into account the physical limitation of the campus land holdings, the LRDP assumes growth reaching between 1,600 and 2,000 students. This long-term enrollment goal is based on an environmental scan of top residential liberal arts colleges. Liberal arts institutions with that range of enrollment maintain the advantages of a small student population while allowing for a sufficiently sized and diverse faculty complement across the essential liberal arts and science disciplines.

### 2.4.2 Research Growth

Since 2004, when Augustana joined the University of Alberta, research has not only been a recognized and supported activity on campus, but Augustana's researchers have achieved significant success in most areas of Tri-Council funding, industry-related projects, Government of Alberta and Federal projects; and a variety of international grants. The Augustana campus has had two researchers recognized by the Fulbright Fellows program (Dr. Jeremy Mouat and Dr. Roxanne Harde) and many faculty work collaboratively with researchers at North Campus and universities across Canada and internationally. Annually, Augustana achieves a significant level of research funding and is an active participant in the research planning endeavours of the University as a whole. A key area for future research strength at Augustana (for both faculty members and undergraduate students) will be in the further development of science lab spaces beyond the traditional conception of "desk science" to engage citizen science and more interdisciplinary research, with community health and sustainability being one obvious area of focus.



"January 2001" by Camrose artist and Augustana faculty member Keith Harder.

### 2.4.3 Projected Space Requirements

The tables below identify projected academic and non-academic floor space demand associated with student enrollment growth, as well as anticipated future demand growth for student residence beds.

#### ACADEMIC SPACE

The following table reflects projections generated as part of the General Space Program Phase One (2012), which estimated academic space requirements for enrollment growth to 1,200 students. Much has changed since 2012 (refer to Section 2.2 Planning and Development History) and it is anticipated that the space projections for growth to 1,200 students will be updated again to reflect the evolution of academic and research programs within the Augustana Faculty. Floor space demand projections should also be undertaken in the future for potential enrollment growth to 1,600 and 2,000 students.

Department/Function	Existing Net Assignable Space 2011/2012 at 1000 Students (General Space Program Phase One - 2012)	Projected Net Assignable Floor Space Demand at 1,200 Students (General Space Program Phase One - 2012)
Augustana Faculty (academic areas)	2,379 sm	3,937 sm
Dept of Fine Arts*	1,003 sm	1,591 sm
Dept of Humanities*	260 sm	291 sm
Dept of Science	1,388 sm	3,428 sm
Dept of Social Sciences	743 sm	781 sm
Academic Centres	54 sm	115 sm
Learning and Beyond	184 sm	88 sm
Student Community and Engagement	498 sm	558 sm
Unclassified Academic (Husfloen Centre)	751 sm	-
Other UofA Programs (from Edmonton)	646 sm	646 sm
<b>Total</b>	<b>7,905 sm</b>	<b>11,434 sm</b>

\*Note: Subsequent to the completion of Phase One of the General Space Program (2012), which focused on academic space demand, the Augustana Faculty was reorganized, and the Department of Fine Arts and the Department of Humanities were consolidated into a single department. To maintain consistency with the General Space Program, the numbers in this table do not reflect the combination of those departments.





An art show in the Forum.

### NON-ACADEMIC SPACE

The following table reflects projections generated as part of the General Space Program Phase Two (2015), which estimated non-academic space requirements for enrollment growth to 1,200 students. As with academic space, floor space demand projections will need to be undertaken for enrollment growth to 1,600 and 2,000 students as enrollment growth approaches 1,200 and 1,600 students, respectively.

Department/Function	Existing Net Assignable Space 2011/2012 at 1125 Students (General Space Program Phase Two - 2015)	Projected Net Assignable Floor Space Demand at 1,200 Students (General Space Program Phase Two - 2015)
Augustana Faculty (non-academic)	1,049 sm	1,079 sm
Facilities and Operations	1,196 sm	1,202 sm
Athletics and Campus Rec	2,301 sm	3,983 sm
Other UofA Programs (non-academic)	3,215 sm	3,215 sm
Student and Residence Services	1,303 sm	1,552 sm
Technology and Learning Services	305 sm	305 sm
Campus Registrar	47 sm	47 sm
Student Services	330 sm	507 sm
Other Outdoor Storage	113 sm	113 sm
<b>Total</b>	<b>9,860 sm</b>	<b>12,003 sm</b>

As the General Space Program is updated periodically as required, it is recommended that the Space Management unit (within Planning and Project Delivery, Facilities and Operations) be contacted directly to ensure that the most current and relevant documents are referenced for current and future planning activities.



*The Ravine Residence Complex.*

**RESIDENCES**

For residences, an increase in the student-in-residence long term goal from the current approximate 50% of enrolled students (519 beds) to 60% of enrolled students will result in a corresponding increase in the demand for residence beds. The rationale for this increase is related to the educational, programming, and community building advantages it provides (an assumption based on residency levels at top liberal arts colleges), and challenges related to quality and affordability of housing in the Camrose housing market. The following table shows the estimated increase in residence bed requirements associated with the enrollment growth projections at the various thresholds:

	Student Enrollment Threshold		
	1,200 students	1,600 students	2,000 students
Total Beds	800	1,067	1,333

For the purposes of estimating residence bed requirements, total occupancy of 90% was assumed. The floor space demand associated with these thresholds will vary depending on the style of residences constructed. Current Augustana residences are dormitory style and average approximately 19 gross square metres per bed (205 square feet). With the shift of student expectations towards greater privacy and self-catering options, it can be assumed that new residences would be developed with a higher average gross floor area per bed than the current residences on campus; however, these assumptions should be verified prior to implementation.

For further discussion of existing campus floor space, please refer to Section 3.2: Existing Building Area. For further discussion of the anticipated ability of the campus land area to accommodate projected growth, please refer to Section 6.8: Accommodating Future Growth.

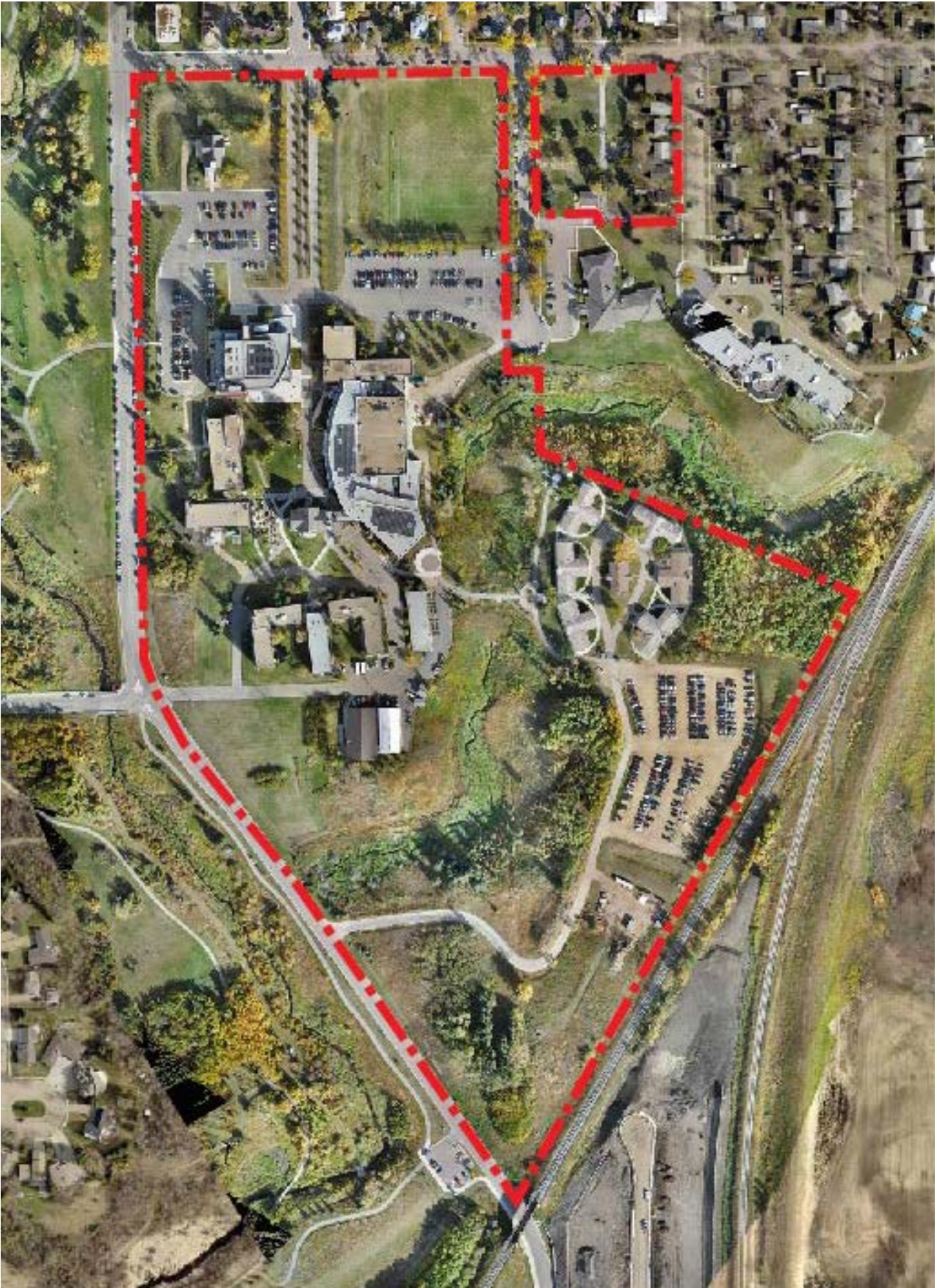


Figure 1: Augustana Campus, 2017

# 3 Existing Conditions

## 3.1 Land Holdings

The Augustana Campus (Figure 1) is located in the city of Camrose, Alberta, 90 kilometers southeast of Edmonton. The main entrance to the 19 hectare (47 acre) campus is at the intersection of 49th Street and 46th Avenue. It is bounded on the north side by 46th Avenue, 47 Street to the east, a CN rail corridor to the south and southeast, and finally to the west by Jubilee Park. The landscape is characterized by hilly edges and a ravine bisecting the site in a north-south direction, with academic, recreational, and some residence facilities to the west and residences to the east.

## 3.2 Existing Building Area

As of January 2018, the Augustana Campus had 27,471 gross square metres of floor area, and 17,765 square metres of net assignable area in buildings on campus. Also, 3,458 gross square metres was available in off-campus facilities such as the Richard Husfloen Centre.

Additionally, in 2018 the Augustana Campus had 12,309 gross square metres of residence floor space, providing a total of 519 student beds, split between the First Year Complex and the multi-building Ravine Residence Complex. One of the underlying principles of a liberal arts degree is the opportunity for students to realize holistic educational goals through vibrant, interconnected, and mutually supportive student life and academic programs. With this in mind, Augustana Campus currently has housing available for about 50% of the student population, and the LRDP envisions an increase in housing options to reach about 60% of the student population in the future.

For a detailed breakdown of net assignable space on campus, as reviewed and described through the General Space Program Phase One (2012) and Phase Two (2015) reports, refer to Section 2.4.3: Projected Space Requirements. Please note that due to dates of completion of both documents, net assignable space totals may differ from totals as of the writing of this document (due to renovations, expansions and reassignment of campus floor space in the intervening period). As the General Space Program is updated periodically as required, it is recommended that the Space Management unit (within Planning and Project Delivery, Facilities and Operations) is contacted directly to ensure that the most current and relevant documents are referenced for current and future planning activities.

## 3.3 Built Form

The campus is pedestrian in orientation and the established pattern of building follows the natural site division created by the ravine. Academic buildings adjoining a central, landscaped, but largely unstructured quadrangle are to the west. The Ravine student residences are to the east and connect to the rest of campus via a pedestrian-accessible





*Founders' Hall in winter.*

land bridge. Arranged around a central community structure, they are of a low-scale and residential character. There is very little variability in the density of development across the campus in terms of site coverage and building height.

### 3.4 Open Space and Recreational Fields

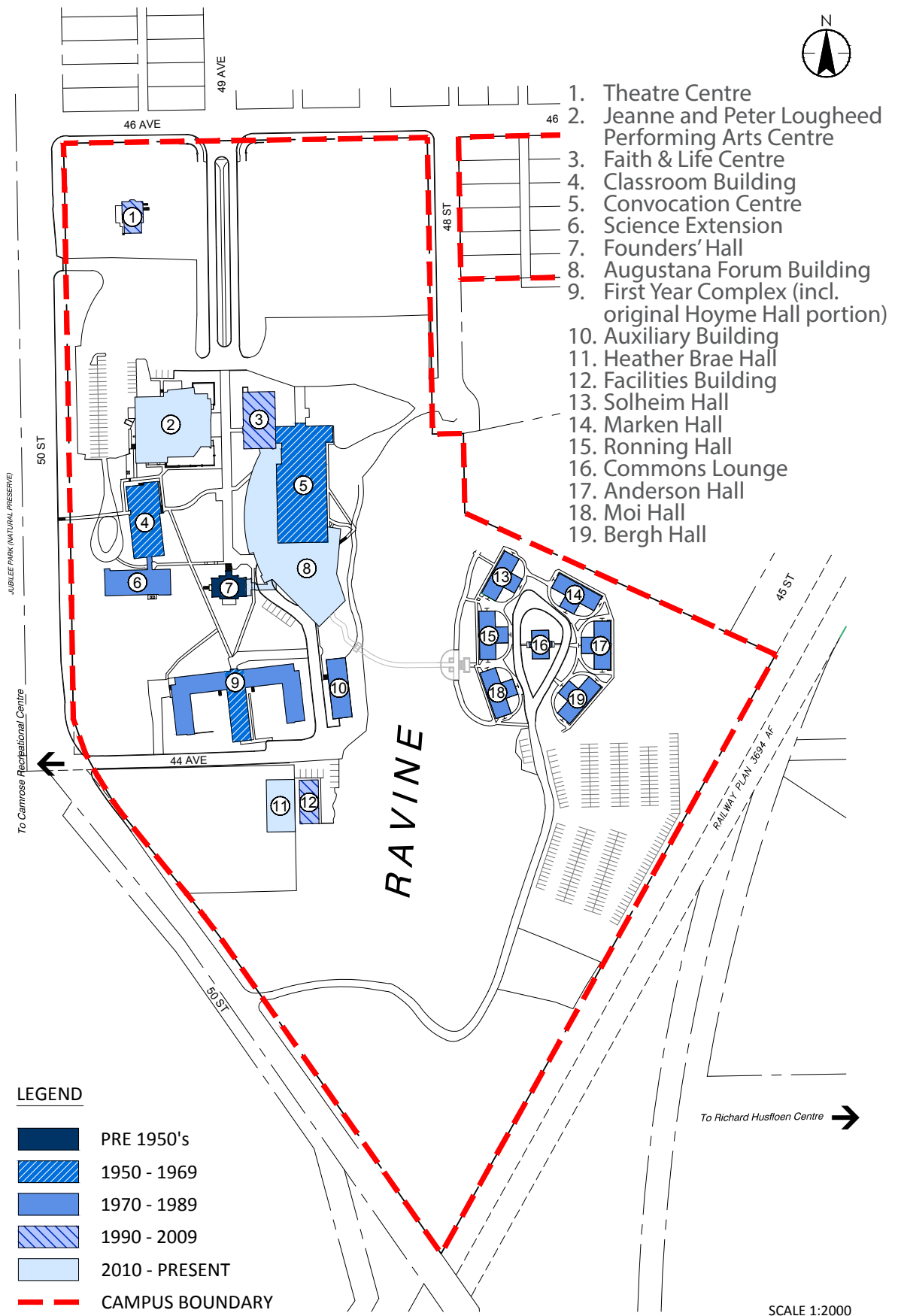
- The principal green space on campus is the Campus Quad, a large central courtyard located on the Academic campus. The space is partially unstructured but well utilized for formal, casual, and leisure activities.
- The north / south ravine which bisects the site is a wildlife corridor.
- A natural landscape area located between the rail line and 50th Street at the south end of campus.
- Residual space between residential wings at the student residences is available for casual leisure activity.
- The Augustana Campus students use the athletics and recreation field adjacent to 46th Avenue.

### 3.5 Transportation, Circulation, & Parking

The campus is connected on its north and west sides to the City of Camrose's vehicular, pedestrian and bicycle networks. A City of Camrose transit pilot was underway as of 2018, and may provide long-term service to the campus as well, with access along 46th Avenue.

The major road accesses from the north are 46th Avenue and 49th Street, and from the west is 50th Street that further connects to Camrose downtown and Highways 13 and 21. The primary entrance is at the intersection of 46th Avenue and 49th Street and the three secondary entrances are off of 50th Street. Internally there are no vehicular routes with the exception of providing access to parking lots on the periphery of the campus.

Parking is provided through 577 parking stalls distributed amongst five separate surface lots located throughout the campus. Pedestrian and bicycle circulation routes connect to Jubilee Park to the west of the campus and from the sidewalks along the thoroughfares of the city. Internal circulation throughout campus is primarily through pedestrian movement. A formal corridor connects the east and west areas of the campus via a pedestrian land bridge across the ravine while a system of pathways connect the various buildings to each other. No designated bicycle routes exist on campus.



Section 3

Figure 2: Campus Facilities by Period of Construction



*First Year Complex.*



*Augustana Forum.*

### 3.6 Buildings by Age

The buildings on campus have been built between 1912 and the present and the resulting mix of styles has created an eclectic aesthetic environment. The decade of construction of each campus facility is shown in Figure 2.

The principal facilities include:

- Original Founders' Hall (Old Main) from 1912 (most recently renovated in 2015)
- 1950's Classroom Building
- Convocation Centre of 1964
- First Year Residence (Hoyme Hall portion) of 1964
- Ravine Residences constructed during the 1970's
- Science Building of 1981
- Additional wings to First Year Residence constructed in 1986
- Faith and Life Centre of 1990
- A church relocated in 1993, converted for use as the Theatre Centre
- The Facilities Building constructed in 2007
- The Library and attached Augustana Forum completed in 2010
- Heather Brae Hall constructed in 2011
- The joint use Lougheed Performing Arts Centre constructed in 2014
- A pedway connecting Founders' Hall and the Augustana Forum, completed in 2017

### 3.7 Utilization of Facilities

As the educational and research needs of post-secondary institutions evolve over time, the provision of adequate space for a faculty, department or unit's future activities and programs is of utmost importance, including student, staffing and support requirements required to properly carry out these activities.

Current space allocations and the projection of future space requirements are identified through the Augustana Campus General Space Program (GSP), to ensure efficient and effective stewardship and accountability of its land and utilization of space. The GSP contemplates an enrolment growth to 1,200 students and is organized into two distinct phases:

- **Phase One** (August 2012): detailing space needs for academic, academic support, research, laboratory, classroom use and direct support for students, etc.



Augustana residences.



Augustana science labs.

- **Phase Two** (April 2015): detailing the non-academic related space needs, including campus administration, administrative support, ancillary services, athletics and campus recreation, storage needs, etc.

The information contained within the GSP is a key foundational element in campus planning, whether repurposing an existing space, allocation of space within the university inventory or developing a business case for new building(s) on campus.

As the General Space Program is updated periodically as required, it is recommended that the Space Management unit (within Planning and Project Delivery, Facilities and Operations) is contacted directly to ensure that the most current and relevant documents are referenced for current and future planning activities.

### 3.8 Facilities Conditions

Updates to physical condition assessments of existing facilities will be undertaken in 2018. These assessments will identify what upgrades, if any, are required to meet the required physical and functional standards. Currently, it is known that the First Year Complex is in need of significant renewal or replacement. The anticipated physical condition assessments will identify any other buildings requiring renewal or replacement.

### 3.9 Utilities and Site Services

The buildings of the Augustana Campus are individually serviced from the adjacent city of Camrose municipal servicing (water, sanitary and stormwater), which run primarily down 50th Street and 46th Avenue. The majority of campus drains overland to the ravine, but as of 2018, a small stormwater pond was located at the northwest corner of campus adjacent to the Theatre Centre, and a dry pond was located immediately west of the athletics and recreation field. These two ponds provided retention for stormwater runoff from surface parking lots, with controlled release into the City of Camrose's stormwater management system.

FORTIS is the primary provider of electrical primary and secondary distribution with pad-mount transformers throughout the site.

There is a significant utility right-of-way at the west edge of campus, located in the east boulevard of 50th Street. This right-of-way should be noted for any future infrastructure or substantial redevelopment projects in that area of campus.

Please refer to Section 4.6: Utilities and Infrastructure or contact Augustana Campus Facilities & Operations directly for more detailed information regarding utilities and site services.





University of Washington, Seattle



# 4 Issues Considered

Physical expansion of the Campus to support enrollment growth will need to address issues and opportunities that have been identified through intensive work with the Steering Committee, as well as those identified through the university's campus and community consultation processes. These issues and opportunities can be grouped in the following categories:

- Campus Land Use and Built Form
- Student Life and Campus Experience
- Multi-modal Transportation
- Sustainability
- Neighbouring Communities
- Utilities and Infrastructure
- Implementation

A brief discussion of the issues will better explain the intent of the Long Range Development Plan. A more detailed analysis and recommendations regarding priorities for campus space are contained within the General Space Program Phase 1 (2012) and Phase 2 (2015).

## 4.1. Campus Land Use and Built Form

### 4.1.1 Open Space

More than simply a series of undeveloped spaces located between buildings, open spaces at Augustana form a fabric of landscape for recreation, celebration, education and movement that are important to the campus experience.

Located on a plateau affording expansive views of distinctive urban, agricultural and natural views to the south and west, the preservation of these views is important for maintaining the unique sense of place present at the campus. Measures to maintain or enhance views across the campus, particularly from the west across Jubilee Park and from the north and south gateways, should be a consideration in the layout of campus, and the location and design of campus infrastructure and buildings.

Key open spaces on campus include the athletics and recreation field, the Campus Quad, the ravine, and the southern natural landscape area. The latter two spaces are largely undeveloped, and while their largely natural state is valued by campus users, the campus experience could be enhanced if they were treated as amenities and given improved access, particularly for those moving around campus on foot. The athletics and recreation field and Campus Quad are sites of constant campus activity which are important to the Augustana identity. Any changes to these spaces should support improved user experiences for the full range of intended activities, and improved relationships and connections with buildings adjacent to them.





*Jubilee Park lies to the west of campus.*



*Augustana is in need of more diverse residence offerings.*

In between these key open spaces is a network of movement corridors that host various types of social and recreational activity, in addition to serving as routes for traversing campus. These spaces should consider relationships with amenities such as the ravine, safety in all seasons, and ease of movement for pedestrians, cyclists, and vehicles, where vehicular access is permitted.

Off campus directly across 50th Street to the west, Jubilee Park is an important public open space within the City of Camrose's parks system that provides a benefit to Augustana for active transportation and recreational purposes (see Figure 3 at right).

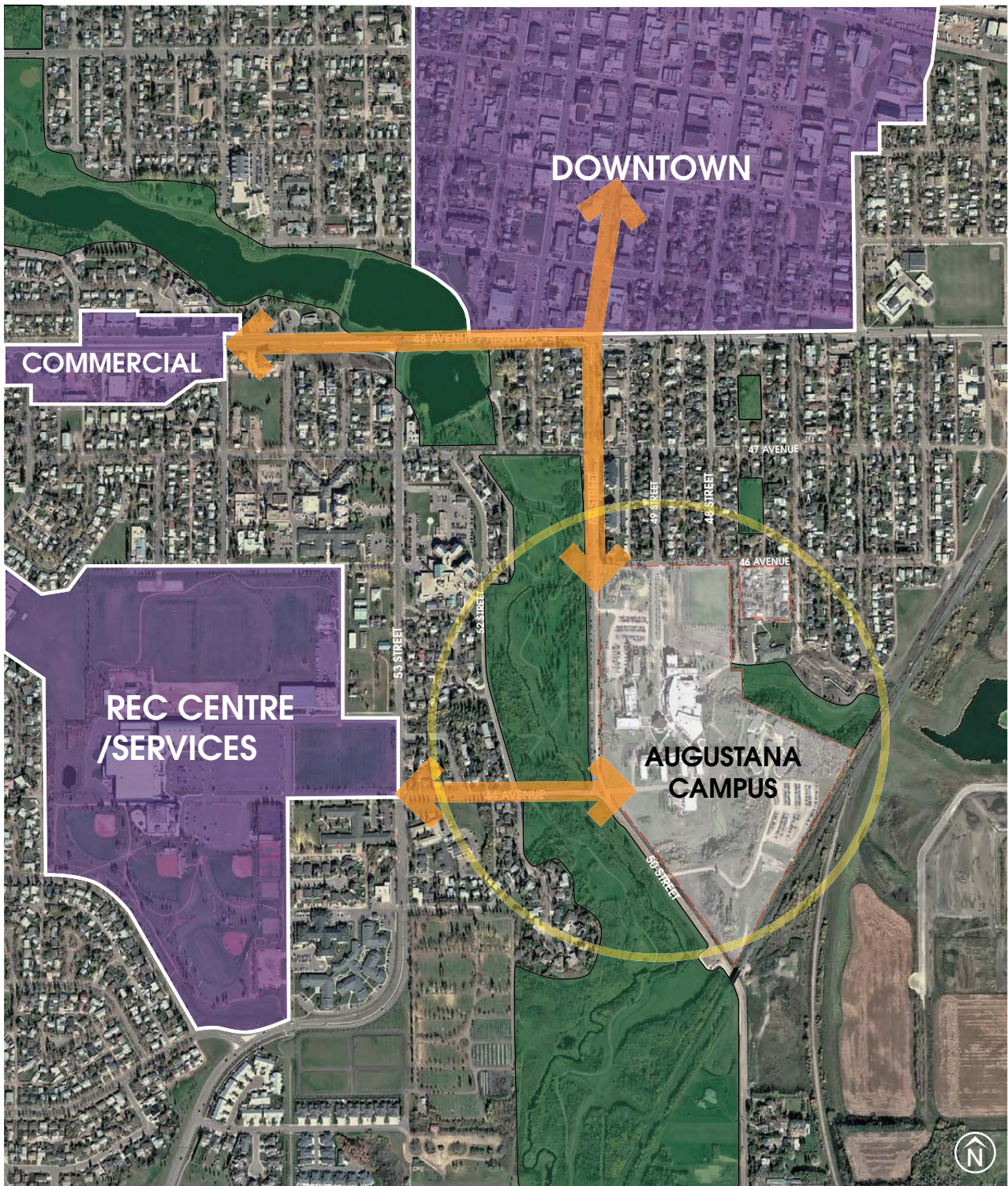
#### 4.1.2 Academic and Academic Support

The majority of academic and academic support space is currently provided in various buildings adjacent to the Campus Quad. Maintaining and expanding this focus of academic activity over time is the preferred approach to support future enrollment growth. Top priorities for academic space are the renovation, expansion, or replacement of the Classroom and Science Extension buildings. There is also a general need for a greater diversity of classroom space to support a wider range of pedagogical methods, plus a need for additional spaces for labs and studios, as described in the *Phase 1 General Space Program* (2012).

Academic support space has recently been bolstered by the 2016 renovation of Founders' Hall, which provides administrative and student support space, and also includes a number of faculty offices and research assistant spaces. The renovation of the lower level of the Forum to create Wahnkohtiw Lodge, an Aboriginal student commons, has also created flexible space for study and small events that is being enthusiastically used by students, and there is demand for more of these sorts of informal study and social spaces. A recent effort toward that end was the conversion of the second floor of the library into a Learning Commons, which includes a comprehensive array of student support services along with programming and group work space.

#### 4.1.3 Student Residences

Current student residences are generally in need of upgrade or replacement, with the First Year Complex being in the poorest condition. Residences also lack adequate social spaces, and do not offer a diversity of student living options, particularly flexible, cohort-based group living and self-catering options that would allow the university to compete with private housing options in Camrose. In addition, there is also a desire to increase the capacity to house students from 50% to 60% of student enrollment, which would create demand for additional student beds, even without enrollment growth.



Section 4

LEGEND

-  Connections
-  Municipal Park Space
-  Campus Boundary
-  5 Minute Walking Distance from Founders Hall

Figure 3: Campus Connections to City Services and Amenities



*Residence and food services are core to the Augustana experience.*



*Open spaces should add to the vibrancy of campus life.*

With the desire to allocate land around the Campus Quad for the expansion of academic uses, and the availability of land east of the ravine and directly east of the athletics and recreation field, these two locations are preferred for future residence development. These locations also offer positive interfaces with adjacent off-campus land uses, though the scale of buildings should be moderate east of the athletics and recreation field to integrate with the adjacent neighbourhood, and the relationship between residences and the rail line should be considered east of the ravine. Preservation of a portion of the tree stand located between the Ravine Residence Complex and the rail corridor should be considered. The lands east of the athletics and recreation field should be considered as a potential location for suite-style options for senior students.

#### 4.1.4 Mixed Use

There is interest in the development of mixed use buildings, which offer greater flexibility for internal programming than those identified for academic/support or residence uses. Mixed use buildings would permit the combination of two or more uses that complement each other, and could provide flexible spaces which may adapt over time to fill changing needs for campus space, such as the Forum Building. Examples of campus needs that could potentially be fulfilled by mixed use facilities include: meeting facilities, athletic facilities, academic teaching or office space, student residence facilities and/or residence facilities to serve visiting faculty, student social space, pharmacy services, and child care facilities to serve the needs of parents. Over the long term, enrollment growth may eventually create demand to incorporate student residences into multi-storey academic buildings, and vice versa.

#### 4.1.5 Joint Use

Currently, the only joint use facility on campus is the Jeanne and Peter Lougheed Performing Arts Centre, jointly developed with the City of Camrose to provide both parties with a venue for performance and large-scale events. Longer term there is a desire to develop a second phase of the performing arts centre to replace the current Theatre Centre and create additional performance as well as teaching and learning space, including a black box theatre, rehearsal space, and scene shop, to complement the large performance hall within the existing building. Ideally, this structure would be co-located with the existing centre in order to allow for connectivity, the sharing of loading dock facilities, and other co-location advantages.

Off-campus, Augustana is also currently in partnership with the City of Camrose for access to the Camrose Recreation Centre, which houses the Augustana Fitness Centre, the Augustana Exercise Physiology Lab, and a hockey rink shared by the Augustana Vikings and Camrose Kodiaks. The university is open to continuing the joint use approach to benefit both the City and the university

in achieving common goals and objectives, although rental costs for the Fitness Centre and Exercise Physiology lab could make relocation to the Campus a preferred option. Other locations for potential future joint use facilities on the Campus have been identified in this document.

#### 4.1.6 Recreation

Recreation should continue to be provided for at the existing athletics and recreation field, as well as the gymnasium. Competition for space, particularly the gymnasium, indicates demand for a second recreational facility to allow concurrent events and activities such as varsity and intramural sports. Fitness facilities are currently available at the City of Camrose Recreation Centre (1 km away, a 15 minute walk), and are used by students and employees. As new residence or mixed use facilities are developed on campus, the incorporation of fitness facilities should be considered.

The multi-use trails within Jubilee Park, directly west of the campus, connect to the citywide trail network and provide opportunities for walking, running, cycling, and cross-country skiing in winter.

#### 4.1.7 Operations

Campus operations require space for the storage of equipment, parking of service vehicles, and offices for staff. As the campus develops, these functions should be incorporated into new buildings wherever possible. Non-vehicular pathways on campus should be designed to allow for operations vehicle access for maintenance and deliveries, as well as emergency access. For operations vehicle parking, access to 50th Street is preferred.

## 4.2. Student Life and Campus Experience

### 4.2.1 Student Housing and Residence Life

A majority of Augustana students move to the campus from home, creating a significant on-campus resident community that needs to be served. Residence life programming includes a range of community-building, wellness, academic and personal growth programs for students, as well as a complement of staff in-service programs. There is a strong “community identity” that develops at Augustana, creating long-term connections and friendships, a characteristic that should be considered and supported as residence offerings change or are updated.

Current residences, which need upgrade or replacement, make for sub-optimal living experiences, and also hinder marketing of the campus to prospective students and their parents. Residence life services are not provided within residence buildings themselves. First Year Residence also lacks a gathering space for student events and activities, and in general, both on-campus and off-campus students tend to meet at off-campus locations to socialize. Additional spaces and opportunities for on-campus socializing should be considered.

While most students leave campus during the summer, residences are often occupied by summer camps, conferences, weddings, and other users. There may be opportunities to allow for more year-round accommodation of students, but overall the use of residence facilities should be increased in the summer, producing not only revenue, but also creating more dynamic campus life during the academic off-season. There is also a demand for short-term accommodations for visiting professors, accommodations which may be attractive to non-academic users in the summer.

### 4.2.2 Placemaking and Built Form

A university campus can and should be more than just an assemblage of learning and research spaces. A high quality learning environment should be supported by high quality buildings and open spaces that allow for student and faculty interaction, create a supportive environment for academic inquiry, and also functions as a home away from home for resident students. A strength of the current campus is a human scale to buildings and open spaces, and this should be continued as the campus continues



*The City of Camrose provides transit service to campus.*



*Pogo Carshare is now operating at Augustana.*

to expand. Pedestrian connectivity, lacking in some locations on the current campus, should be filled in over time, with enhanced wayfinding to help new students and visitors make their way.

Architectural quality is important to the creation of a strong sense of place. Buildings should not be designed alone in the landscape, but should strive to integrate the modern and historic aesthetics of the campus. While new architecture should not attempt to replicate historical styles, consistency of materials should be considered, and the design of buildings and landscape should lend a sense of permanence to the campus.

The current campus consists of predominantly low rise buildings of 1 to 4 storeys in height. There is an interest to moderately intensify the scale of buildings on campus without overbuilding, making more efficient use of the land base while maintaining the established look and feel of campus. Generally, buildings on edges of campus that are adjacent to existing neighbours should provide a reasonable transition in scale (2 to 3 storeys) while taller buildings should be considered elsewhere on campus.

### 4.3. Multi-modal Transportation

#### 4.3.1 Vehicular Access and Parking

As a relatively small campus in a predominantly rural environment, access to the Augustana campus by private vehicle is important to students, faculty and staff, and is likely to remain so for the foreseeable future. For this reason, the full range of stakeholders felt it was important to continue to provide adequate parking on campus to serve demand.

Current parking supply is adequate to serve demand, but there is a modest fee for use, leading some to park for free on adjacent city streets. Current surface parking capacity should remain as the campus develops. Opportunities to optimize existing surface parking lots to provide additional supply without using more land should be pursued as a first step. Additional parking should be provided as campus enrollment expands and new facilities are developed. Existing campus slopes allow integrated parking to be constructed cost effectively, incorporating parking within buildings as part of slope excavations that would be required in any case, and also allowing for the preservation of more on-campus open space as parking demand begins to outstrip supply.

Dedicated bus parking for special events should also be considered to help manage traffic flow at times of peak activity. This relates particularly to the operations of joint use facilities, which pose the greatest strain on existing parking supply during events such as performances at the Lougheed Performing Arts Centre.

Vehicular access into campus should be restricted to the periphery of the site.

### 4.3.2 Active Transportation

Walking is an important mode of transportation for on-campus trips, but could be enhanced for off-campus trips by efforts to complete the pedestrian network, particularly at the edges of campus where gaps in the infrastructure currently exist. Collaboration with the City of Camrose on activities and priorities related to Augustana identified in the Transportation Master Plan may help to push pedestrian improvements forward faster than if the university were to pursue improvements alone.

Cycling is another transportation opportunity that could play a larger role on campus, both for student trips off-campus to destinations such as Downtown or the Recreation Centre, as well as for student and staff commuting to campus. Connecting on-campus networks with the City of Camrose's cycling network priorities identified in the Transportation Master Plan will help support increased cycling activity. New on-campus buildings should also consider the incorporation of end-of-trip facilities (secure bicycle storage, changerooms, etc.) to make cycling a more attractive and feasible option.

### 4.3.3 Other Sustainable Transportation

The City of Camrose's transit pilot, expected to be made permanent, should be welcomed into campus through the provision of bus stop facilities, ideally with transit routing through campus itself, in order to maximize accessibility and convenience for students. If Camrose transit service is enhanced in the future, this may become an increasingly attractive option for trips within the city.

Regional connectivity to locations such as Wetaskiwin or Leduc (the nearest Greyhound stations), and Edmonton should be supported as opportunities to discuss bus or shuttle service arise, as current options to taxi to destinations such as the Edmonton International Airport are expensive.

The current partnership with Pogo Carshare, which provides carshare vehicles for the use of students and staff, not only for local trips within Camrose, but also to and from Edmonton, should be supported and expanded as demand allows. This service may represent a feasible alternative to car ownership, particularly for students residing on campus who might otherwise be reliant on other students for shopping and other in-town trips.

## 4.4. Sustainability

The University of Alberta has recently completed a Sustainability Plan for the 2016-2020 period (Building a Sustainable Future), which is applicable to the Augustana Campus and which sets a number of goals Augustana is a participant in trying to achieve. These goals are:

- Developing a greenhouse gas emissions reduction plan
- Launching the Envision energy management program
- Certifying new and existing buildings for sustainability features and performance
- Increasing the amount of waste diverted from landfills
- Launching the Certificate in Sustainability for undergraduate students
- Initiating the Green Spaces certification program for residences, labs, food vendors, offices and events
- Creating working groups for waste diversion and sustainable purchasing

The unique characteristics of the Augustana campus, in terms of geography, campus culture and existing infrastructure, provide specific areas of interest. As a liberal arts college which emphasizes balance and education of the whole person, the notion of sustainability is at the core of the Augustana program. Augustana has an advantage of small scale and connection with community that opens up opportunities for infusing sustainability into both the educational and operational aspects of the campus, as well as partnerships with the City of Camrose.





*Downtown Camrose provides a range of shops and services.*



*Cultural events are important for community outreach.*

Steering committee discussion about sustainability at Augustana emphasized a number of initiatives that could be pursued in support of sustainability:

- Utilizing buildings and infrastructure as learning sites for sustainability research and education
- Design spaces for year-round use, and expand year-round use of facilities
- Design and develop spaces that discourage automobile travel for off-site amenities and entertainment by providing additional student socializing space on-campus
- Design spaces to “do more with less”, allowing for flexibility and creative use of campus spaces, whether for teaching, studying or socializing
- Pursue energy efficiency improvements, and consider a shift towards energy independence on campus, as opportunities arise

## 4.5. Neighbouring Communities

Maintaining a positive relationship with the surrounding community, both the immediate vicinity and the broader Camrose community, is a priority for the university. This relationship has physical and social aspects, both of which should be considered as the campus continues to develop.

### 4.5.1 Physical Relationships

Neighbours on the edges of campus, particularly those within the adjoining Augustana Neighbourhood, can be directly affected by the character of development on campus, and these physical relationships should be carefully considered. Discussion in both internal and external consultation identified the need to design buildings on the edges of campus to allow for a logical transition of height with adjacent off-campus homes and apartment buildings, and should strive to locate uses on the edges of campus that will not cause disruption for adjacent residents.

Neighbours value the open space currently available on campus, and have a desire to see a significant amount of open space retained even as campus enrollment grows and new buildings are constructed.

Off-campus parking is a concern for neighbours, who sometimes find themselves competing for on-street parking with Augustana staff and students. Augustana should continue to provide an adequate amount of parking on-site to serve demand, should work to enhance driving alternatives so that staff and students will have less need to drive, and continue a dialogue with the City of Camrose to address parking concerns adjacent to campus.

The CN rail corridor which forms the southeastern edge of campus requires special treatment, particularly for future residence development adjacent to it east of the ravine. Landscape and architectural design should include measures to mitigate noise and ensure livability for future residence facilities adjacent to the rail corridor. Fencing adjacent to the rail corridor should also be considered to limit access by students for safety reasons.

#### 4.5.2 Social Relationships

The relationship between Augustana and the community of Camrose is a mutually-supportive one, each party providing multiple benefits to the other. One of the ways in which this occurs is by off-campus businesses and services supporting the needs of students, faculty and staff for shopping and recreation. Likewise, Augustana provides the Camrose community with patrons for businesses, users for recreational offerings, and hosts educational, arts, sports and social events in its various campus facilities and open spaces. As campus develops, the university should be mindful of maintaining and expanding opportunities to bring the broader Camrose community onto campus, while continuing to support the off-campus business and services that bring benefit to both parties.

As new facilities are developed on campus, the university will consult with adjacent communities to ensure awareness of plans and to allow for input into developments that may affect them, in accordance with the university's consultation protocol.

### 4.6. Utilities and Infrastructure

A centralized heating and cooling system, as used at North Campus, is cost prohibitive and not planned for the Augustana Campus. Instead, it will continue to rely on the use of individual building systems as they are planned and constructed.

Future development can be connected to adjacent municipal services (water, sanitary and storm), located on existing City streets (50th Street and 46th Avenue). For stormwater management, the majority of the current campus drains into the ravine and, ultimately, Stoney Creek. However, portions of the campus, particularly in the vicinity of 50th Street and 46th Avenue, do not drain to the ravine and require connections with the City of Camrose's stormwater management system. As of 2018, a small stormwater pond was located at the northwest corner of campus adjacent to the Theatre Centre, and a dry pond was located immediately west of the athletics and recreation field. These two ponds provided retention for stormwater runoff from surface parking lots, with controlled release into the City of Camrose's stormwater management system. As lands in the vicinity of these existing ponds are redeveloped for new buildings on campus, these facilities may require reconfiguration and/or relocation. Any changes to these facilities will be undertaken in consultation with the City of Camrose.

There is a significant utility right-of-way at the west edge of campus, located in the east boulevard of 50th Street. This right-of-way should be noted for any future infrastructure or substantial redevelopment projects in that area of campus.

Contact Augustana Campus Facilities & Operations directly for more detailed information.

### 4.7. Implementation

The scale and timing of new or improved research and teaching facilities at Augustana campus is affected by the reality of government priorities and funding cycles. Therefore, the development of quantifiable business cases that align with priorities for current and future growth of the campus will be essential in influencing how the campus develops over time.

While student housing and parking are self-financing ancillary services, they are also subject to institutional priorities and associated funding limitations and constraints.





# 5 Long Range Development Strategic Planning Principles

Strategic planning principles represent the foundation of the Long Range Development Plan. A set of 11 Planning Principles to guide campus planning was developed by the LRDP Amendment Steering Committee, with representation from Augustana staff, students, alumni and faculty. The first segment of planning and engagement took place between December 2016 and March 2017. The Steering Committee met six times and focused on one of the following themes at each of the meetings:

- Big picture (campus identity and brand)
- The who's and what's on campus (student population, faculty and staff)
- Campus sustainability (open space network)
- Student life (campus life and recreation, residence life)
- Transportation (Transportation Demand Management, joint use, partnership and mixed use)
- Wrap-up summary to distill 11 campus planning principles

## 5.1. Alignment with Guiding Institutional Documents

As part of the Steering Committee's work, pertinent University of Alberta strategic guiding documents were reviewed to ensure the proposed LRDP Amendment is in support and alignment with academic priorities, for example the 2016 Institutional Strategic Plan (ISP) - For the Public Good and 2016-2020 Sustainability Plan - Building a Sustainable Future.

The LRDP Amendment supports the five key priorities outlined within the ISP:

- BUILD a diverse, inclusive community of exceptional students, faculty and staff from Alberta, Canada, and the world.
- EXPERIENCE diverse and rewarding learning opportunities that inspire us, nurture our talents, expand our knowledge and skills, and enable our success.
- EXCEL as individuals, and together, sustain a culture that fosters and champions distinction and distinctiveness in teaching, learning, research and service.
- ENGAGE communities across campuses, city and region, province, nation, and the world to create reciprocal, mutually beneficial learning experiences, research projects, partnerships and collaborations.
- SUSTAIN our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all.



Campus activity is highest during the coldest months, making the consideration of winter important.

The LRDP Amendment is in direct alignment with several objectives and strategies within each ISP priority, but the following statement (Objective 9, Strategy I) is especially pertinent to Augustana:

*“Facilitate and deepen inter-campus connections, communication, and collaborations with Augustana Campus, and ensure that it is strengthened as a leading liberal arts college, and as a living laboratory for teaching and learning innovation, to the benefit of the entire University.”*

In addition, existing City of Camrose planning documents (e.g. Municipal Development Plan, Transportation Master Plan, etc.) and associated planning materials were reviewed to provide alignment with municipal goals and strategies, where possible.

## 5.2. Strategic Planning Principles & Directions

The following 11 strategic planning principles and their supporting strategic directions provide the terrain upon which to make decisions about specific development initiatives and facilities, while best ensuring attractive, functional and efficient campuses that will accommodate the research, teaching and campus life needs of the university.

### STRATEGIC PLANNING PRINCIPLE #1: Quality of Campus Life

Creating a dynamic campus experience is a key priority of the LRDP, one which supports and enhances all facets of the university experience. This means creating a campus environment which is safe and secure, healthy, sustainable, and which allows for a range of academic, recreational, and social activities.

- Strategic Direction 1.1: Create a diversity of gathering spaces with the opportunity for multiple uses throughout the year, with consideration for both campus users and the broader Camrose community.
- Strategic Direction 1.2: Support health and wellness through the campus environment by creating spaces for recreation and considering mental health in the design of facilities.
- Strategic Direction 1.3: Develop the campus with a human scale, consisting of predominantly low rise buildings with positive and active relationships to outdoor space.
- Strategic Direction 1.4: Consider safety and security in the design of campus facilities and outdoor spaces.

- Strategic Direction 1.5: Design faculty/staff office spaces that provide comfortable working environments and allow for natural lighting and temperature control when possible.
- Strategic Direction 1.6: Support the university's Sustainability Plan in the design of buildings and outdoor spaces, reducing energy use through energy-conscious architectural design, materials and technology.

## Strategic Planning Principle #2: Enhanced Transportation Options

A sustainable and engaging campus is one which is not wholly dependent on automobile travel. Although most travel on campus and some travel off campus is undertaken on foot, infrastructure is incomplete. Opportunities exist to enhance pedestrian movement and travel by bicycle, and also to support the City of Camrose's transit service.

- Strategic Direction 2.1: Work with the City of Camrose to enhance off-campus facilities for walking and cycling, and complement with improvements on campus, in particular completing pedestrian connections which are currently missing, and enhancing existing infrastructure where appropriate.
- Strategic Direction 2.2: Support the City of Camrose's transit service by considering access through campus and bus stop facilities on campus where appropriate.
- Strategic Direction 2.3: Manage on-campus parking to maximize existing facilities as enrollment grows, and adding new facilities as needed to ensure adequate parking availability.

## Strategic Planning Principle #3: Diverse Student Housing Options

University housing is an essential element of the Augustana experience, and facilities should offer a greater variety of residence experiences than are currently available, as well as housing more students overall.

- Strategic Direction 3.1: Pursue a greater variety of food dining options on campus.
- Strategic Direction 3.2: Expand capacity to house students on campus, with a long-term goal of 60% of students living on campus.
- Strategic Direction 3.3: Improve the quality of campus residence spaces, improving recruitment and senior student retention.
- Strategic Direction 3.4: Renew or replace the First Year Residence, creating a supportive living environment, as a priority for ancillary operations.

## Strategic Planning Principle #4: Academics

Strong academic and research communities will be fostered at Augustana. The Long Range Development Plan identifies sites that are suitable for placing a range of teaching and research facilities and the support facilities that enable the evolution of campus communities.

- Strategic Direction 4.1: The university should provide a diversity of classroom space to allow for a range of pedagogical approaches to be employed.
- Strategic Direction 4.2: Additional space for labs and studios should be provided on campus.
- Strategic Direction 4.3: Consider the renewal or replacement of the Science Building as a long-term goal.

## Strategic Planning Principle #5: Athletics and Recreation

Athletics and recreation are both key elements of a well-rounded campus experience, and opportunities to enhance or add to facilities that support both should be pursued.

- Strategic Direction 5.1: A greater diversity of athletic and recreational options should be pursued on campus through the enhancement of existing facilities or the addition of new facilities, as funding is available.
- Strategic Direction 5.2: The university should continue to explore new joint use relationships with the City of Camrose to enhance and expand on or off-campus athletic and recreation facilities.



*Green walls at Georgetown University add quality to internal spaces.*

## Strategic Planning Principle #6: Capacity to Accommodate Enrollment

As university enrollment grows, the university must ensure that adequate capacity is available to accommodate it, both in terms of facilities and the land base.

- Strategic Direction 6.1: Carefully consider building placement on the campus to maximize the efficient use of the campus land base, a limited resource.
- Strategic Direction 6.2: Pursue compact building design to minimize the consumption of the campus land base by new buildings, while ensuring a high degree of functionality and quality for new facilities.

## Strategic Planning Principle #7: Sustainability Leadership

The LRDP builds upon the Sustainability Plan, committing to a continuous effort to instill sustainability into the many aspects of university life.

- Strategic Direction 7.1: New facilities and significant renovations should pursue the creation of purposeful, quality campus architecture that lends a sense of permanence to the campus.
- Strategic Direction 7.2: The design and redesign of facilities, as well as campus operations, should seek to find efficiencies and reductions in campus energy use through the pursuit of sustainable design and systems.

## Strategic Planning Principle #8: Informal Study Spaces

A range of study spaces should be considered on campus, and there is a particular shortage of informal study spaces.

- Strategic Direction 8.1: A range of quiet study spaces should be considered on campus, building upon those spaces currently provided in the Chapel and Library.
- Strategic Direction 8.2: A range of social study spaces should be considered on campus, building upon the social study spaces currently available in the Augustana Forum.

## Strategic Planning Principle #9: Quality Open Space

Campus open space is a key component of the identity of campus, and provides essential space for social, recreational and celebratory or ceremonial activities. Campus open space should be treated as an asset and designed to support high quality experiences.

- Strategic Direction 9.1: Campus open space should provide a diversity of gathering spaces with potential for multiple different types of use, for both campus and community users.
- Strategic Direction 9.2: Campus open spaces should provide connected routes for walking via sidewalks, trails and paths.



*Founders' Hall and the Forum Building at night.*

- Strategic Direction 9.3: The design of open space should strive to achieve a strong sense of place, unique to Augustana and the campus experience intended to be provided there.
- Strategic Direction 9.4: The approach to campus open space should strive to achieve the preservation and integration of natural spaces such as the ravine.
- Strategic Direction 9.5: The design of campus open space and campus buildings should strive to preserve and enhance views of significant architecture and open space features on campus, both formal and natural.

### Strategic Planning Principle #10: History, Pride and Culture

The Augustana Campus has a long history as a Liberal Arts College that strives to educate the whole person, and has had over a century to develop its unique campus culture and pride. As the campus continues to develop, this sense of history, pride and culture should be maintained and enhanced.

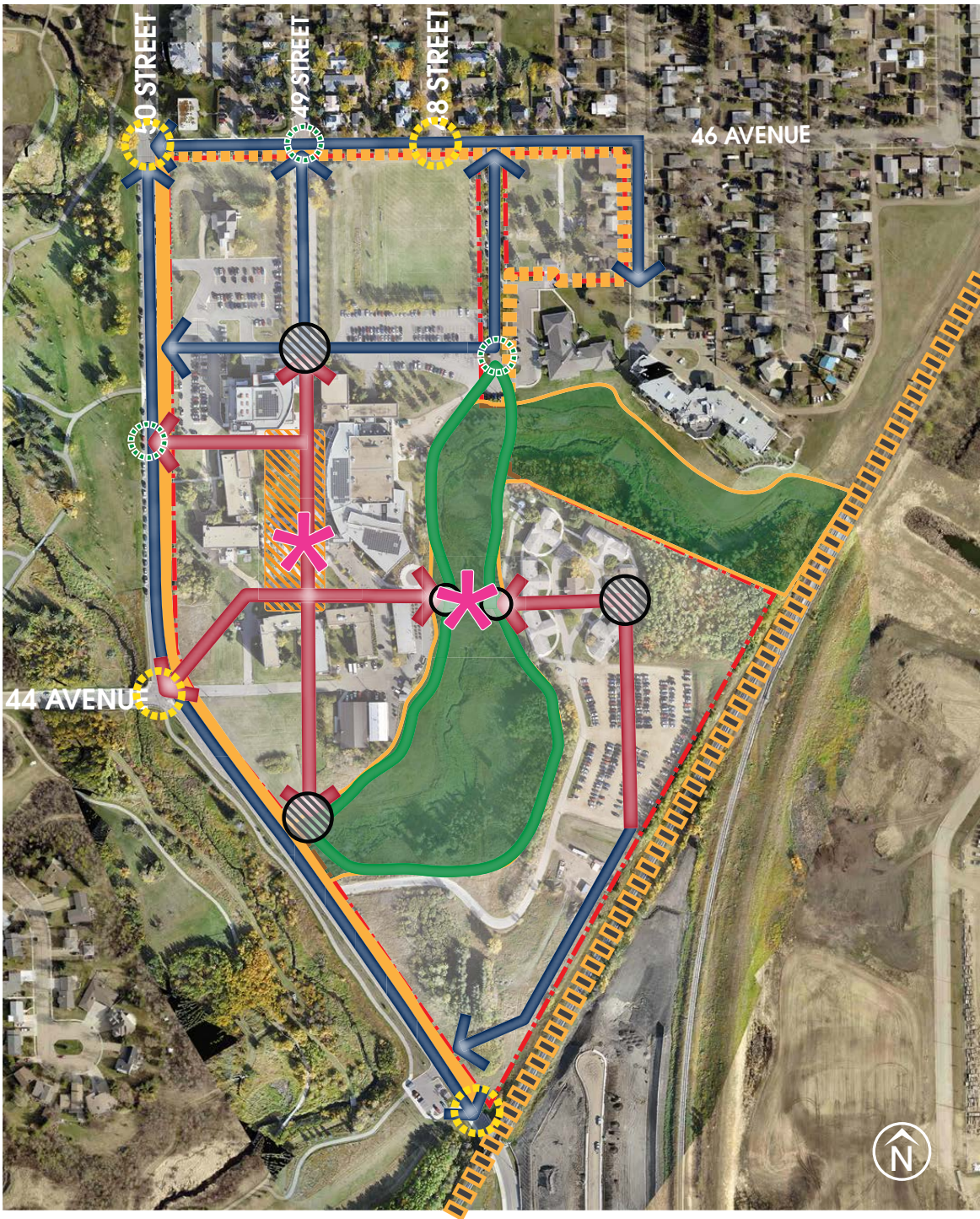
- Strategic Direction 10.1: The development of the campus should support the intent to inspire and develop critical thinkers within the Augustana community (faculty, staff and students) through intentional and thoughtful design of facilities and campus open spaces.
- Strategic Direction 10.2: The university should make use of its facilities to host broader University of Alberta events at the Augustana campus, and incorporate this intent into the design of new facilities, as appropriate.

### Strategic Planning Principle #11: Community Coordination and Engagement

Augustana is deeply connected with the Camrose community and this positive and mutually-supportive relationship should continue. The university will continue to serve surrounding rural and indigenous communities, provide transparency with stakeholders, and support close community relationships through its actions and the design of campus.

- Strategic Direction 11.1: The university should strive to integrate its campus planning activities with those of the City of Camrose to support the achievement of mutual plans, aspirations and needs such as the continued operation of existing joint use facilities, the possible pursuit of new joint use opportunities, and the offering of programs of mutual interest and benefit such as conferences and summer programs.
- Strategic Direction 11.2: The university should develop campus in a manner that not only satisfies the needs of Augustana students, faculty and staff, but also enhances the quality of life of residents of the City of Camrose.
- Strategic Direction 11.3: The university should consider edge conditions and the impacts of on-campus activities, new facilities, or changes to existing facilities on adjacent neighbourhoods, aiming to minimize negative effects.





### LEGEND

- |                         |               |                |
|-------------------------|---------------|----------------|
| Vehicular Path          | Major Node    | Primary Edge   |
| Pedestrian/Bicycle Path | Minor Node    | Secondary Edge |
| Ravine Path             | Major Gateway | Rail           |
| Campus Quad             | Minor Gateway | Ravine         |
| Landmark                |               |                |
| Campus Boundary         |               |                |

Figure 4: Urban Design Framework

# 6 Campus Development Concepts

More than simply a series of undeveloped spaces located between buildings, landscape at Augustana forms a campus fabric for recreation, celebration, education, and movement that is essential to the campus experience and identity. Several key spaces form the anchors of this framework which should be preserved and enhanced, and also interconnected through improvements to on-campus pedestrian networks and building relationships.

The urban design framework (see Figure 4) can be conceived of through key structural elements in the following categories:

- **Nodes** – key locations of campus activity
- **Paths** – routes along which campus users travel
- **Gateways** – locations of entry to the campus
- **Edges** – transitional spaces between areas of different character, not only outside of campus, but also within it
- **Landmarks** – point references that are easily recognized as unique

These five elements will be developed in greater detail through the creation of an implementation plan for campus development, but have informed understanding about the existing and future campus structure.

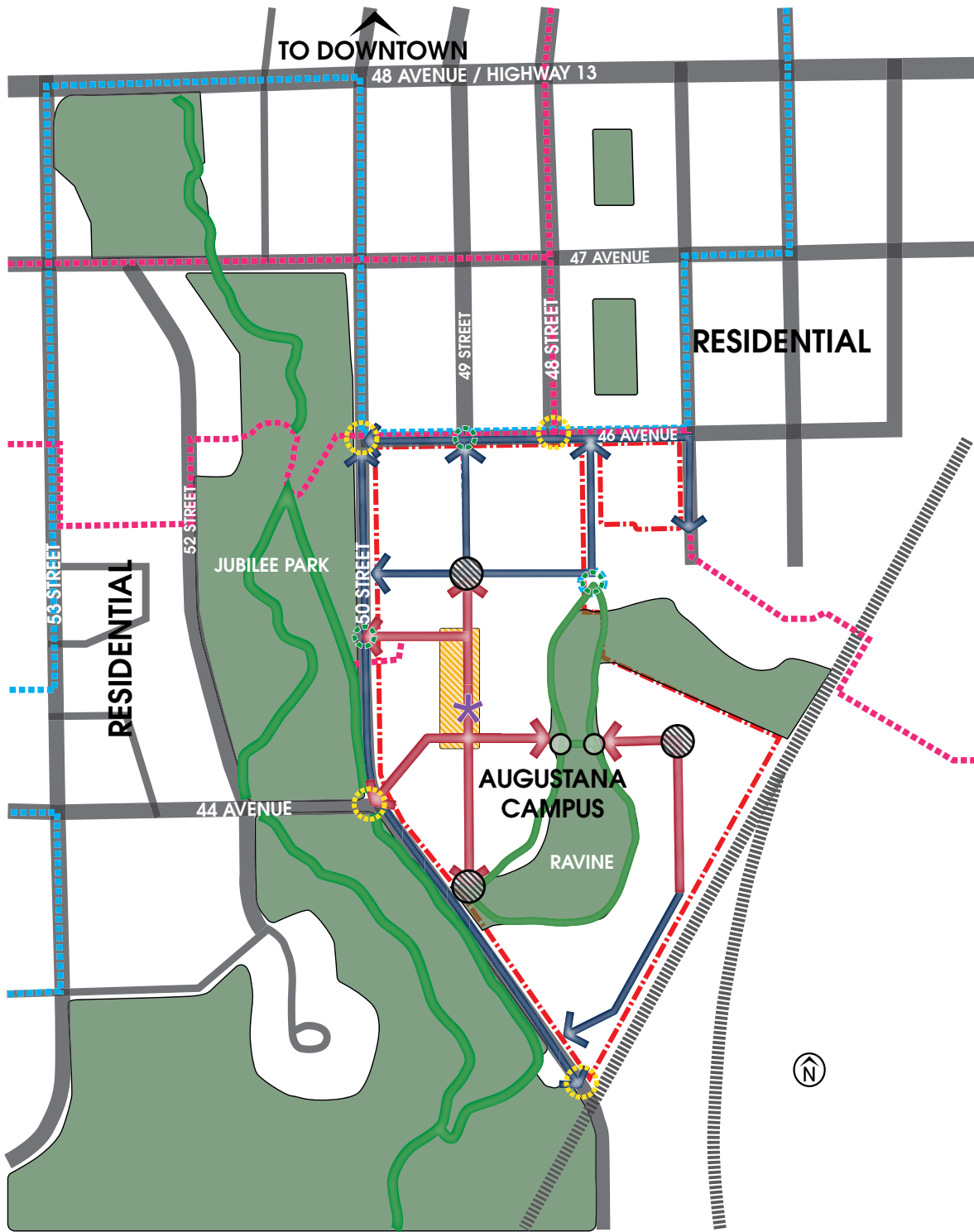
Major nodes include the Campus Quad, as well as the intersection of several paths just north of the Faith and Life Centre and Lougheed Performing Arts Centre, a location in the centre of future residence development east of the ravine, and the location where the north-south pedestrian spine meets 50th Street and the southern edge of the ravine.

Paths are divided into three types: vehicular (which also provide for pedestrian and cyclist access), pedestrian/cycling paths, and ravine path, which would be focused primarily on pedestrian access. Generally, vehicular access is limited to the periphery and access to surface parking lots, while the core areas of campus are pedestrian and cycling-focused, with vehicular access limited to service and emergency vehicles only.

Gateways of varying degrees of importance are identified at important entrances to campus, denoting locations that should offer a clear sense of arrival.

Primary edges are identified along the highly visible 50th Street corridor and the physical barrier of the CN rail line. Secondary edges are identified on the 46th Avenue, 47th Street and Bethany Centre edges of campus. These edges each have different characteristics that will demand different design treatments.





LEGEND

- ⋯ City Transit Route
- ⋯ City Active Transportation Network
- Park Path or Trail
- Pedestrian/Bicycle Path
- Vehicular Path
- ▨ Campus Quad
- ✱ Landmark
- Major Node
- Minor Node
- Major Gateway
- Minor Gateway
- - - Campus Boundary

Figure 5: Framework & City Context



*The Forum Building provides academic space, as well as serving a range of other functions.*

Landmarks are identified as Founders' Hall, the historic and architectural touchstone of the campus, and the ravine crossing, a viewpoint for the defining landscape feature of the campus.

Together, these elements represent a hierarchy for the future development of campus routes and open spaces, supporting connections with the broader urban context (see Figure 5), and providing a physical framework that campus buildings may be developed within over time.

## 6.1. Land Use Patterns

Two concept plans have been developed for the short and long term future of the campus and coincide with undergraduate enrollment projections of 1,200-1,600 students and 1,600-2,000 students, respectively. Facilities for instruction, residence, recreation, administration, and support will be increased as required and research facilities for faculty will be initiated.

Building upon existing land use patterns, the land use concept for Augustana for 1,200-1,600 student enrollment is to strengthen the focus of academic facilities around the Campus Quad, and to expand the residence focus east of the ravine, as well as developing additional residences on the Land Bank to the northeast (see Figure 6). In the vicinity of the current Theatre Centre at the northwest corner of the campus, a future joint use site and mixed use site are identified, and a second mixed use site is identified on the western half of the land bank. Campus open spaces, in the form of the recreation and athletic field, the Campus Quad, and the ravine and southern triangle, are identified.

As the campus reaches 1,600-2,000 student enrollment, a number of additional changes are anticipated (see Figure 7). A small site immediately south of the existing Lougheed Performing Arts Centre is converted from academic use to joint use, allowing for a second phase of the Performing Arts Centre to be developed, and a number of additional mixed use areas are considered, to be pursued if campus growth pressures demand them.

These concepts are explained in more detail below.

### 6.1.1 Academic

Currently clustered to the east and west of the Campus Quad, academic facilities are intended to be strengthened and expanded. As the First Year Complex is eventually replaced with new residence facilities to the east of the ravine, this will create an opportunity to develop new academic facilities



### LEGEND






- |   |   |   |
|---|---|---|
|  Academic                |  Surface Parking |  Campus Boundary |
|  Residence               |  Joint Use       |   |
|  Recreation / Open Space |  Mixed Use       |   |

Figure 6: Land Use Concept 1,200-1,600 Student Enrollment



*Low rise residence buildings at the UBC Okanagan campus in Kelowna.*

to the south of Founders' Hall. The eventual need to replace the Classroom Building will also open up opportunities to expand the Lougheed Performing Arts Centre in the 1,600-2,000 student scenario. If and when demand warrants, the academic parcels to the west of the Campus Quad (Area 1) may also be considered for the incorporation of additional residence facilities, integrated with academic space in shared buildings.

### 6.1.2 Residence

Currently located both east of the ravine and south of Founders' Hall, residences will expand east of the ravine, and also in the Land Bank at the northeast corner of campus. East of the ravine, transition for the eventual replacement of the First Year Complex and/or the Ravine Residence Complex can be accommodated by developing on lands to the east of the Ravine Residence Complex. The existing parking area to the south of the Ravine Residence Complex is expected to shift southwards to accommodate this expansion. The western half of the residence area east of the ravine (Area 2) may be considered for the incorporation of additional academic facilities, if and when demand warrants, integrated with residence facilities in shared buildings. Between the Ravine Residence Complex and the rail corridor, preservation of a portion of the existing tree stand should be considered in conjunction with any residence development, with particular consideration to buffering such as against the railway corridor.

At the northeast corner of campus, low rise residences will interface with the adjacent community. A mixed use area on the western half of the land area east of 48th Street is intended to allow for the flexible combination of residences with other facilities, perhaps serving student recreation or amenity needs. Heights of buildings in this location are expected to be moderate to allow for compatibility with adjacent residential development.


### 6.1.3 Mixed Use

Mixed use facilities are designed to allow for two or more different activities within the same building, primarily focused on university use, but which may also include community access. The designation allows for flexibility for the campus to adapt over time to different needs and demands. Mixed use buildings may include combinations of the following:

- Meeting facilities
- Academic teaching or office space
- Athletic and fitness facilities
- Campus life facilities
- Student residence facilities
- Child care facilities



### LEGEND

- |   |                         |   |                 |  |                 |
|---|-------------------------|---|-----------------|--|-----------------|
|  | Academic                |  | Surface Parking |  | Campus Boundary |
|  | Residence               |  | Joint Use       |  |                 |
|  | Recreation / Open Space |  | Mixed Use       |  |                 |



To Be Considered for Future Transition to Residence/Academic Mixed Use



To Be Considered for Future Transition to Parking/Recreation Mixed Use

Figure 7: Land Use Concept 1,600-2,000 Student Enrollment



*Hillside Hall at the University of Rhode Island takes advantage of a sloped site (image by LLB Architects).*

Two mixed use sites are identified, one at the northwest corner of campus in the vicinity of the existing Theatre Centre, and another at the northeast corner of campus east of the athletics and recreation field. Additional mixed use areas may be considered in the longer term, if demand warrants:

- Area 1: possible addition of mixed academic and residence facilities
- Area 2: possible addition of mixed academic and residence facilities
- Area 3: possible development of a combined recreation and parking facility

#### 6.1.4 Joint Use

Joint use facilities are single-use buildings that assume significant community access and use. Augustana is the southern anchor of an emerging “arts corridor” along 50th Street, as identified in the City of Camrose Arts and Culture Master Plan (2016), and additional theatre space and other shared facilities could be developed on campus in partnership with the City of Camrose. The university intends to continue deepening the strong relationship it has developed through partnerships on joint use projects such as the Jeanne and Peter Lougheed Performing Arts Centre.

Joint use sites identified include the existing Jeanne and Peter Lougheed Performing Arts Centre, a site at the northwest corner of the campus in the vicinity of the current Theatre Centre, and a potential future expansion of the Lougheed Performing Arts Centre as campus enrollment increases to 1,600-2,000 students. However, should funding for an expansion of the Performing Arts Centre emerge prior to enrollment reaching 1,600 students, earlier redevelopment of the expansion site may be considered, assuming prior or concurrent replacement of the Classroom Building occurs.

#### 6.1.5 Recreation/Open Space

Significant outdoor recreation and open spaces are identified, including the recreation and athletic fields at the northern edge of campus, the central Campus Quad, the ravine, and the triangular sloped open space at the southern point of campus.

These spaces are intended for long-term retention as open spaces and/or recreation spaces. The recreation and athletic field is intended to be retained long term for varsity and intramural sports, as well as celebrations and ceremonies. Campus Quad, currently a mix of hard surfaced and landscaped space, is intended to be strengthened as the core campus open space, to be used for both informal and formal social activities. The ravine is intended to be retained as the campus’ most significant natural feature, with enhancements in the form of a perimeter trail to allow for increase use and enjoyment of the ravine as an amenity. The southerly sloped open space is intended to be retained in its natural state, with the possible future redevelopment of a portion of the area for additional sports fields and possible structured parking, if demand exists. Indoor facilities for varsity, staff and student fitness may also be developed in future to complement outdoor spaces.





*The Augustana Ravine could be better utilized with a trail system around its periphery.*

Smaller open spaces should also be provided on each campus development site in conjunction with new campus development. Design parameters for these smaller open spaces will be developed as part of the sector plan process.

### 6.1.6 Surface Parking

Surface parking lots are intended to be retained more or less in their current locations and sizes, with the exception of the southern lot serving the Ravine Residence Complex (Figure 6). This surface lot will be retained, but shifted southwards on the site to accommodate the expansion of residence facilities south and southeast of the Ravine Residence Complex.

## 6.2. Transportation Systems

Complementing and connecting the open spaces of campus, the internal circulation routes of campus are intended to be of high quality and pedestrian-focused, with access for bicycles also permitted, limiting vehicular access in the centre of campus to service and emergency vehicles only. Private vehicle access and parking will be limited to the periphery of the site. The identified network of vehicular and non-vehicular routes throughout campus is more comprehensive than that of the current campus, with routes not currently existing intended to be developed over time in conjunction with campus development (Figure 6).

### 6.2.1 Pedestrian/Bicycle Routes

A north-south pedestrian and cycling spine is identified along the axis of 49th Street, visually connecting with Founders' Hall and terminating where the ravine meets 50th Street. Other pedestrianized connections to 50th Street filter through campus buildings, and head east across the ravine to the residence area. In addition, all vehicular routes will also provide for pedestrian movement.

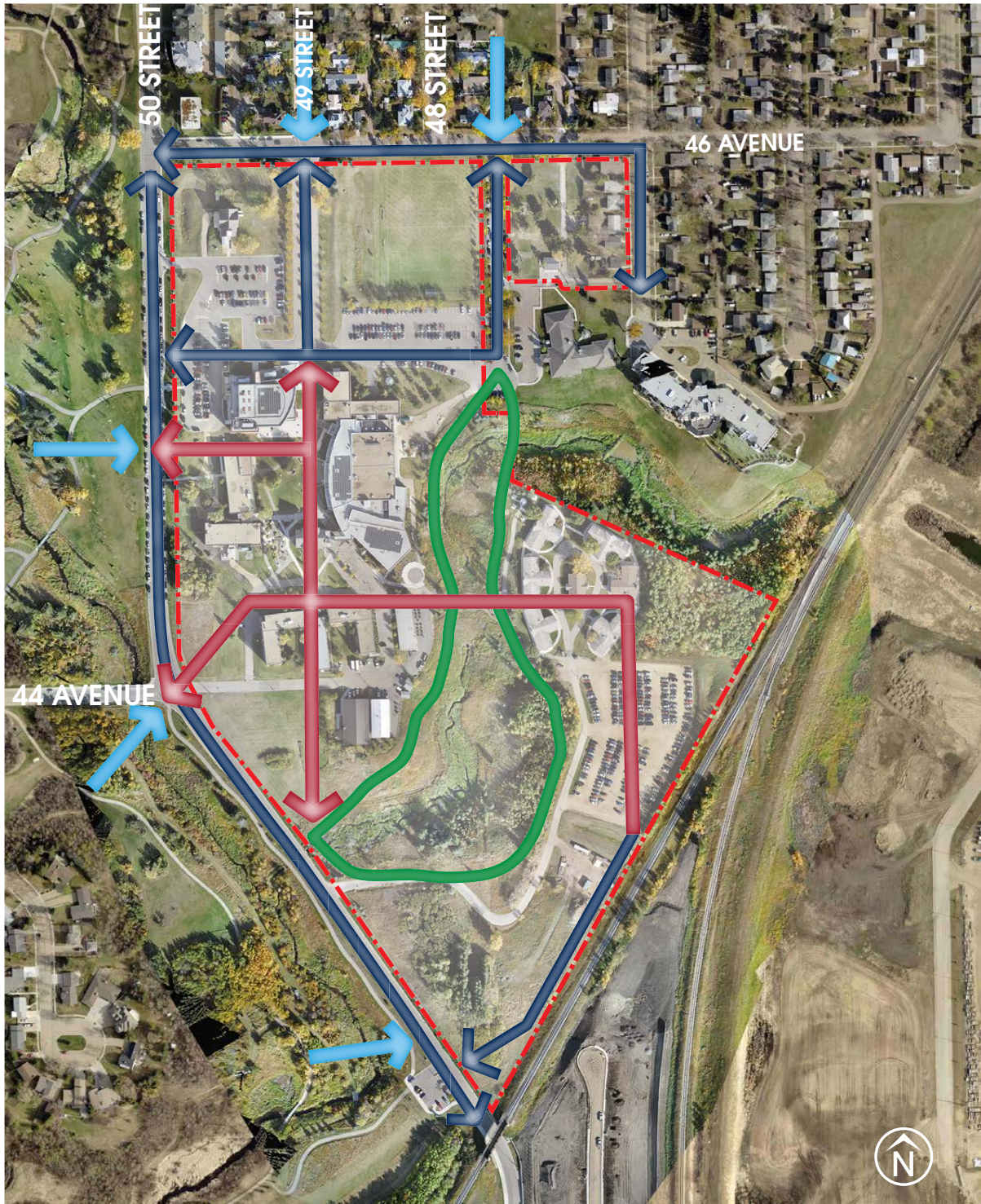
### 6.2.2 Ravine Trail

Providing a recreational route to take advantage of the natural asset of the ravine, this trail follows the edge of the ravine. Although intended to be primarily recreational, this trail may also function to provide useful pedestrian connections to 50th Street and between the two residence areas east of the ravine and in the Land Bank.

### 6.2.3 Vehicular Routes

Vehicular routes are identified on peripheral public roadways, and within the campus are limited to routes to access surface parking lots.

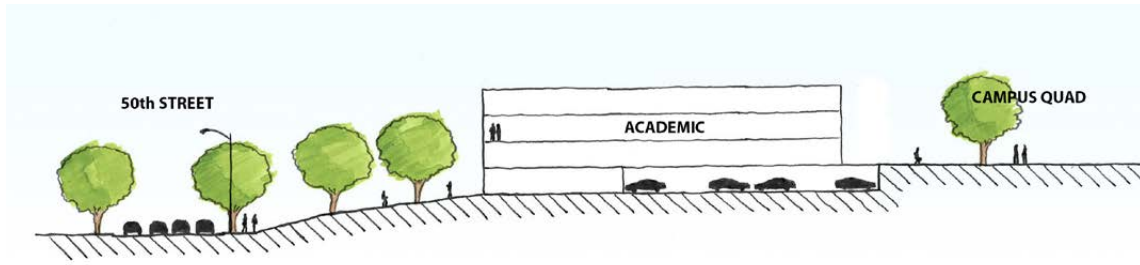
The southern roadway connecting to the Ravine Complex Residences from 50th Street is identified for realignment in parallel with the CN Rail line, and terminating at the southern surface parking lot.



## LEGEND

- Pedestrian/Bicycle Path
- Vehicular Path
- Ravine Path
- Campus Entry Points
- - - Campus Boundary

Figure 8: Transportation Network and Internal Circulation



*Concept of how parking could be integrated with buildings along the 50th Street slope of the Augustana Campus.*

### 6.2.4 Campus Entry Points

Vehicular entry points to campus are limited to three points along 50th Street, and from the north on 48th Street and 49th Street. Where structured parking is integrated with campus buildings, additional driveways may be provided with access to public roadways, or internal vehicular routes.

The 49th Street entry point is a key visual entrance to campus, aligned with Founders' Hall, and should be considered for special treatment.

The northernmost campus entry point from 50th Street is a shift southwards from the existing campus entry point, identified to create a more direct and less circuitous vehicular route to access the Loughheed Performing Arts Centre and between 50th Street and 48th Street.

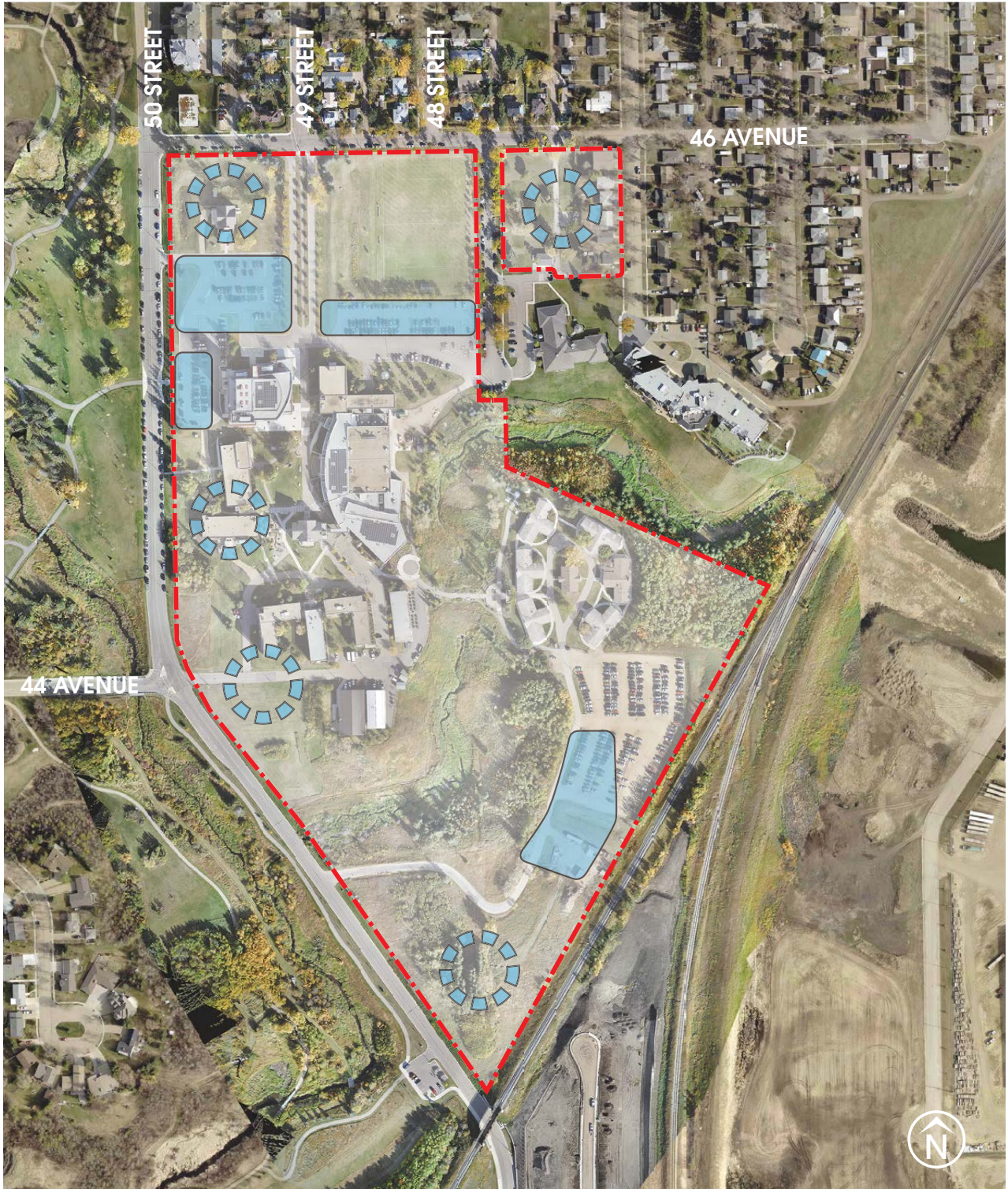
## 6.3. Parking

As of 2018, the existing Augustana parking ratio was established at about 0.44 spaces per person (total student and staff population) based on 2017/2018 enrollment of 1,019 students, 287 full and part-time staff and the provision of 577 surface parking spaces. This parking ratio is equivalent to 0.56 spaces per student. Although every effort should be made to encourage alternatives to driving the location of the campus, and transportation behaviour in Camrose and surrounding rural areas mean that driving will continue to be a primary method of travel to and from Augustana for the foreseeable future. Parking, therefore, will continue to be in demand.

A range of Transportation Demand Management strategies is recommended to mitigate the demand for additional parking stalls as campus enrollment grows. Recommended measures include support for the City of Camrose's transit service, continued support for carshare services on campus, preferential parking for high occupant vehicles, the expansion of campus residences to reduce the need for student commuting, among others. The details of an Augustana Transportation Demand Management Strategy will be developed in conjunction with the creation of a set of Augustana Campus Design Guidelines and substantial development.

Notwithstanding the above, it is anticipated that additional parking beyond that currently existing on campus will be required in conjunction with enrollment growth. Parking efficiency reconfigurations should be pursued to maximize the capacity of existing surface parking lots. Once surface parking lots have been maximized, new parking should be developed, integrated where possible with new campus buildings (see Figure 9). Parking should be incorporated into residence and mixed use buildings developed east of the athletics and recreation field, located behind buildings to screen them from view of adjacent residences. New buildings developed along the 50th Street edge of campus should take advantage of the site topography, integrating parking in the lower levels of new buildings constructed into the slope. When lined with offices facing 50th Street, this concept represents an opportunity to develop relatively low cost structured parking within new buildings that is largely invisible (see concept drawing above). Over the longer term, should demand exist, a parking facility integrated with a recreation facility should be considered within Area 3.

Adequate outdoor storage for bicycle parking should be provided on site, and indoor storage should be considered as renewals of existing facilities or new construction occurs.



## LEGEND




-  Surface Parking Lots
-  Potential Site for Future Integrated Parking
-  Campus Boundary

Figure 9: Parking



*A well-used open space at the University of Cincinnati.*



*Augustana's built heritage.*

## 6.4. Community Linkages

The existing Augustana linkages to community park, pedestrian and bicycle systems will be enhanced by strengthening access corridors through the site.

## 6.5. Gateways

A strong gateway feature should be incorporated from 46th Avenue to enhance the sense of entry to the campus and make one entry the “main gate” that will be obvious to visitors who may not be familiar with the campus. Other campus access points, identified in Figure 8, should be considered for additional gateway markers.

## 6.6. Open Space

In future, development will be oriented to face and integrate with campus circulation routes and major campus open spaces. The north-south pedestrian circulation route will create the broad green-space connection from the entrance boulevard, to the Campus Quad around Founders’ Hall, which will be enhanced as the focal point and major landmark of the campus. It should include formal and informal landscape elements and provide opportunities for formal, casual or leisure activities in a vibrant setting designed to support interaction. Pedestrian connections and views radiate from Founders’ Hall to the Residence sector, the 46th Avenue entrance, the green space to the south and the city park and river to the west.

Open space at courtyards created by multiple residence buildings should allow for casual but structured activity spaces like basketball, but also for spontaneous activities like study, frisbee, and picnics.

The existing recreation and athletic field will remain in its current location.

## 6.7. Heritage

### 6.7.1 Built Heritage

Founders’ Hall is an important heritage resource for the Augustana campus, and the adaptive re-use of its structure represented by the 2016 renovation is an excellent example of the value of retaining and renewing built resources while adapting them to new uses. New buildings should be designed in consideration of enhancing the significance of this historical landmark and icon of Augustana.

### 6.7.2 Natural Heritage

The ravine which bisects campus is a significant piece of natural heritage within the campus. While enhancements to the ravine will be pursued to improve access and enjoyment of this natural amenity, including the addition of walking trails around the ravine edge, the ravine will otherwise be left in its naturalized state.

## 6.8 Accommodating Future Growth

As part of the LRDP amendment process, and following the finalization of the campus development framework and land use concepts, a range of development assumptions and parameters were reviewed to ascertain whether the campus land base would be sufficient to accommodate eventual enrollment growth to 2,000 students (the unofficial target set at the time of Augustana joining the University of Alberta, and the upper end of the enrollment range considered optimal for residential liberal arts institutions). This additional analysis confirmed that the existing 19 hectare (47 acre) campus is sufficient to accommodate growth to 2,000 students, while maintaining adequate campus open space and pursuing a contextually-appropriate scale of development.

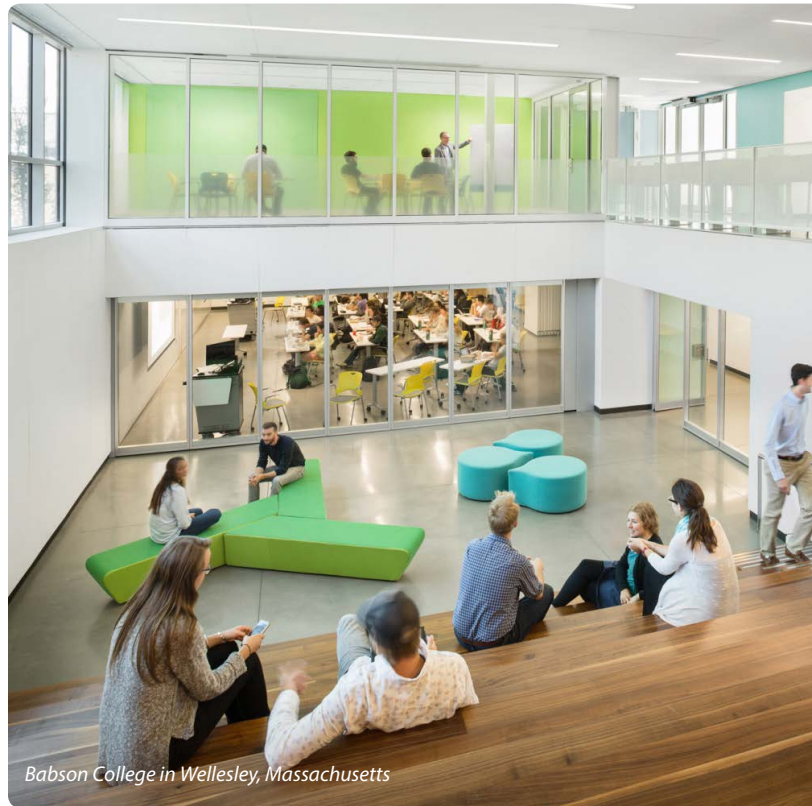
The assumptions which framed this analysis included the following:

- Preservation of a significant proportion of the campus as open space, including:
  - Campus Quad
  - The ravine that weaves through the centre of the site
  - The natural, sloped landscape area at the south end of the site, adjacent to 50th Street and the rail line (note that this area may be considered for mixed use recreation/parking facilities in the longer term)
  - The recreation and athletic field adjacent to 46th Avenue
  - Pedestrian/bicycle and service vehicular movement corridors
  - Smaller on-site open spaces in the vicinity of existing buildings, with assumptions made for similar open spaces in the vicinity of future facilities
- A human scale built form for future buildings across the site, ranging from 2-3 storeys in areas adjacent to the Augustana neighbourhood, and 2-4 storeys in other areas of campus (note that the heights of individual buildings in other areas of campus may exceed 4 storeys in some cases)
- Long-term capacity to house 60% of students in residence (compared to ~50% in 2018), as well as an increase in gross floor space per student housed
- Adequate provision of parking to address future demand, provided as a combination of surface parking lots and parking facilities integrated with new buildings constructed over time
- Estimated increases in faculty and staff complements to support enrollment growth

Currently, detailed floor space demand analysis has only been undertaken for enrollment growth to 1,200 students through the General Space Program Phase One (2012) and Phase Two (2015). As enrollment growth moves beyond the 1,200 student threshold, additional General Space Program exercises will be needed to review and confirm floor area demands for longer-term thresholds of growth. As those future exercises are undertaken, they should be checked against campus development patterns to reconfirm the original assumptions and estimates regarding the campus' capacity to accommodate longer term enrollment growth to 2,000 students.



*"March 2003" by Camrose artist and Augustana faculty member Keith Harder.*



Babson College in Wellesley, Massachusetts

# 7 Long Range Development Plan Elements, Initiatives, & Guidelines

## 7.1. Implementation, Administration & Monitoring the Plan

The Long Range Development Plan (LRDP) is a general framework to assist the Board of Governors in decision-making related to the development of university lands and facilities. The responsibility for the LRDP sits with the President of the university, who delegates the administration and monitoring of the Plan to the Office of the Vice President, Facilities and Operations. To respond effectively to changes in the academic and research strategies of the university, the LRDP may need to be amended from time to time.

### 7.1.1. LRDP as Guiding Document

The Board of Governors should adopt the LRDP as the guiding document for physical planning and development at the university and approve amendments as they are required.

**Initiatives:** The Office of the Vice President, Facilities and Operations should monitor the performance of the LRDP against the university's strategic initiatives and make recommendations for amendment as required. The Board should receive a regular report on the performance of the LRDP and on the conformance of the LRDP to academic, research and business strategies.

**Guidelines:** An update report should be provided regularly.

### 7.1.2. Access to LRDP

The LRDP should be accessible to all members of the university, adjacent communities, the City of Camrose and the general public.

**Initiatives:** The approved LRDP should be posted on the university website as a guiding document for planning. City and Provincial Departments with an interest in the university's development plans should be provided with access to a current LRDP.

**Guidelines:** Not applicable.

### 7.1.3. Planning Within LRDP Framework

Any planning and development of land, facilities or infrastructure at the university should be carried out within the LRDP framework.





- Initiatives:** The LRDP principles, concepts, initiatives and guidelines should apply at each campus site, and for all joint ventures and third party developments. The proponents of development projects should, as part of their submissions, identify how the proposal complies with the LRDP. Where there is non-compliance, the proposal should be modified. Over time, should consistent areas of non-compliance re-occur, the university should consider amendment of the LRDP.
- Guidelines:** The university may prepare implementation plans as administrative guidelines to assist proponents in complying with the LRDP and integrating their projects with the campus, however these plans and guidelines should not need to be approved by the Board. No project proposal should proceed beyond the planning stage if it does not comply with the LRDP.

#### 7.1.4. Amending the Plan

The LRDP should be regularly reviewed and updated. The amendment of the LRDP should include a consultative process.

- Initiatives:** A process for review and amendment should be proposed by university administration and be accepted by the Board.
- Guidelines:** The LRDP should be reviewed and updated every five years with an extensive review every ten years. The consultation process should be undertaken in accordance with the protocol included in Appendix 18 of the University of Alberta's Long Range Development Plan, along with the requirements outlined within the Land Use Regulation of the Province of Alberta's Post-Secondary Learning Act (PSLA).

#### 7.1.5. Implementation Priorities & Strategies

The implementation priorities and strategies of the Long Range Development Plan framework should be detailed through implementation plans and design guidelines.

- Initiatives:** Implementation priorities and strategies should be developed with the active participation of senior administration and key stakeholders. These priorities and strategies should be incorporated in campus implementation and design guidelines, which are the mechanisms to direct and to manage detailed planning and development activities.
- Guidelines:** Campus implementation and design guidelines should include:
- Capacity of the campus for additional development
  - Potential development sites
  - Acceptable uses
  - Open space elements
  - Transportation system linkages including pedestrian, bicycle, external and internal (service) roads
  - Urban design
  - Wayfinding
  - Building heights, massing, setbacks and other development considerations
  - Transition provisions

# 8 Acknowledgements and Consultation

The preparation of the 2018 LRDP Amendment involved the enthusiastic and knowledgeable participation of many individuals who require acknowledgement for their contributions. The consultation process was far reaching both within the university and in the external Camrose community. While we tried to be inclusive, we apologize to any individuals or groups that may have been inadvertently omitted.

## 8.1. Acknowledgements

The 2018 LRDP amendment process was led jointly by the Office of the University Architect (OUA), within Facilities and Operations, along with Government and Community Relations, within University Relations at the University of Alberta. Valuable input was regularly provided by the LRDP Amendment Steering Committee since the initiation of the amendment process in December 2016, including the following committee members:

- Emily Ball, Government & Community Relations
- Dean Allen Berger
- Ben Curry, President – Student Association
- Steven Hansen, Alumnus
- Keith Harder, Faculty and Building Committee
- Taylor Johnson, Student Association (2017-18)
- Andrea Korda, Faculty
- Ben Louie, University Architect (OUA)
- Kim Misfeldt, Vice Dean and Chair – Building Committee (2016-17)
- Randal Nickel, Executive Director – Student Life
- Ivy Njoroge, Student Association (2016-17)
- Sandra Rein, Acting Vice Dean (2017-18)
- Phil Rinn, Manager, Campus Planning & Development (OUA)
- James Smith, Assistant Dean - Finance & Administration

The LRDP Amendment report and associated plans, figures and presentation materials were prepared by Stantec Consulting Ltd. and Bunt & Associates, including the following key team members:

- Léo Lejeune (Planner, Stantec)
- Nancy MacDonald (Principal Planner, Stantec)
- Tom Young (Planner, Stantec)
- Mark Huberman (Transportation Planner, Bunt)



In addition, the project team gratefully acknowledges the support of the following University of Alberta staff, who contributed their time and expertise in the development of various aspects of the LRDP amendment:

- Lorna Baker Perri, Director – Space Management
- Chris Blades, Manager – Facilities & Operations (Augustana campus)
- Ray Dumouchel, Associate Director – Buildings and Grounds
- Rob Ford, Supervisor – Residence & Conference Services (Augustana campus)
- Tim Hanson, Assistant Dean – External Relations (Augustana campus)
- Trina Innes, Chief Sustainability Officer
- Pat Jansen, Associate Vice President – Planning & Project Delivery
- Janice Johnson, Assistant Dean of Students - Residence
- Randa Kachkar, Associate Director - Parking Services
- Tia Lalani, Communications Coordinator (Augustana campus)
- Anastasia Lim, Executive Director - University Relations
- Karsten Mundel, Associate Dean – Academic (Augustana campus)
- Geoff Rode, Director of Operations, Ancillary Services
- Jo-Anna Wohlgemuth, Student & Residence Services (Augustana campus)

Finally, the following groups are gratefully acknowledged for their enthusiastic input, participation and support in the various consultation sessions and presentations that took place throughout the LRDP Amendment process. Thank you!

- Faculty, staff and students of Augustana Campus
- City of Camrose Planning & Development Services and Engineering Services
- Residents of the Augustana neighbourhood and the larger City of Camrose community

## 8.2. Consultation

The University of Alberta (U of A) follows the Post-Secondary Learning Act (PSLA), which outlines the consultation process required for an amendment to the Long Range Development Plan (LRDP). The university also follows a consultation protocol outlined in Appendix 18 of the LRDP, which was submitted to the Minister in 2004. An outline of community engagement and how the U of A fulfilled the consultation requirements outlined in Appendix 18 is demonstrated below.

### 8.2.1. Chronology of the Consultations

- Community wide open house – September 28, 2017: Presentation of draft amendment information.
- Community wide open house – November 29, 2017: Presentation of amendment information.

A full summary of commentary received at these open houses is contained within the *Appendix: Consultation Summary: Open Houses #1 and #2*, which can be found following this section.

### 8.2.2 Appendix 18 Processes and U of A Actions

Appendix 18 states:

#### **Long Range Development Planning and Amendments**

a) When the university undertakes a new Long Range Development Plan, or amends its existing LRDP, owners of land within 60 metres of the university's property and the host municipality will be notified. Such notification will include date, time and location for an information session to present the conceptual plans, or substantive changes, and an invitation to review and comment on the planning, in writing, 21 days following the presentation.

I. U of A action - The U of A mailed letters of notification which contained the date, time and location for an information session (Open House) to present substantive changes of the Augustana LRDP Amendment Open House, September 28, 2017 and November 29, 2017 to land owners within 60 metres of the university's land. The university also mailed letters of notification for both open houses to the host municipality, the City of Camrose. The mailing list was identified by the City of Camrose, Planning and Development Services, according to homeowner title information. The letters to land owners within 60 metres of the University of Alberta land and the City of Camrose were mailed to allow two weeks advanced notification period prior to the open house.

b) Notification will take the form of a directed letter to each identified stakeholder in a). The planning document will be available through the communications website of the university.

I. U of A action – The notification in a) indicated where information related to the amendment planning document could be found on the U of A website. Please note additional communication tools were used to advertise the September 28, 2017 and November 29, 2017 open houses:

- i. Portable road signs were placed in two locations two weeks prior to the open houses advertising the open houses.
- ii. Portable road signs were placed in two locations after the open houses for 21 days inviting the public to view and comment on materials presented at the open houses.
- iii. The City of Camrose advertised the open houses on their electronic sign located on 53 Street and 48 Avenue.
- iv. Ads were placed in the *Camrose Canadian* newspaper on September 14, 2017 and November 16, 2017 advertising the open houses.
- v. Information about the open houses was placed on the U of A website on the Community Relations website and the main U of A homepage under Events.
- vi. E-mails providing information about the September 28, 2017 and November 29, 2017 open houses were circulated to a targeted stakeholder list developed by the City of Camrose, Planning and Development Services staff:

Key Community Stakeholder Groups:

- Augustana Neighbourhood Association
- The Bethany Group
- Camrose Green Action Committee
- Arts and Culture Council
- Jeanne & Peter Lougheed Performing Arts Centre (CPAC)
- Community Transit Advisory Committee
- Municipal Planning Advisory Committee
- Social Development Committee
- Walkable Camrose

Senior Municipal Leaders:

- City Manager
- Director of Planning
- General Manager of Community Services
- Director of Engineering
- Director of Infrastructure Services
- Director of Community Innovation

- General Manager of Finance
- Director of Arts and Culture
- Communications Facilitator
- Senior Development Officer
- Long Range Planner

City of Camrose City Council:

- Mayor, Norm Mayer
  - Councillor, Greg Wood
  - Councillor, David Ofrim
  - Councillor, Wayne Thronson
  - Councillor, Kevin Hycha
  - Councillor, PJ Stasko
  - Councillor, Bill Sears (September 28, 2017)
  - Councillor, Cathie Johnson (November 29, 2017)
  - Councillor, Agnes Hoveland
  - Councillor, Max Lindstrand
- 
- Member of the Legislative Assembly of Alberta for Wetaskiwin-Camrose: Bruce Hinkley
  - Member of Parliament for Battle River - Crowfoot: The Honourable Kevin Sorenson

vii. E-mails providing information about the September 28, 2017 and November 29, 2017 open houses were circulated to Augustana staff, faculty and students on numerous occasions.

c) Following this presentation an invitation to direct stakeholders, the university shall publish, within a newspaper, newsletter or publication circulating in the areas in which the university's lands are located, notification of the public of its opportunity to review the proposed LRDP, or amendments, and comment upon it (them). The proposed plan/amendments will be available upon the university's communications website. Comments will be received in writing up to 21 days of the notice.

I. U of A action - An ad was placed in the *Camrose Canadian* newspaper following the November 29, 2017 open house (which presented the amendment), inviting the public to review the proposed amendment and provide comments, indicating comments would be received in writing up to 21 days following the publication of the notice/ad.

d) University administration will prepare a summary document that they believe accurately reflects the major concerns and comment expressed. This document will be reviewed by the stakeholders identified in a), and will be modified until agreement is reached on accuracy. During the planning stage, these concerns will be considered.

I. U of A action – A document that summarizes all comments received from the September 28, 2017 and November 29, 2017 open houses is attached. The summary document from the November 29, 2017 open house (which presented the amendment) was mailed to stakeholders identified in a).

e) Recommendations to the Board of Governors with respect to the LRDP and/or its amendments will include the consultation summary document(s), as well as a document highlighting how administration has used these comments to develop the Plan and recommendations.

I. U of A action – Attached please find the summary document and information highlighting how administration has used comments from the September 28, 2017 and November 29, 2017 open houses to develop the Plan and recommendations.



"July 2003" by Camrose artist and Augustana faculty member Keith Harder.

f) Upon Board of Governors approval, the LRDP and/or amendments will be sent to the Minister for review and confirmation that the contents of the amendment/LRDP comply with the Regulations of the Post-Secondary Learning Act.

I. U of A action – Once the LRDP Amendment is approved by the Board of Governors, the amendment will be sent to the Minister of Advanced Education for confirmation that the consultation processes have been followed.

## 8.3. Reference Material

### 8.3.1 Augustana Campus

- Long Range Development Plan (January 2005)
- General Space Program - *Phase 1 Academic* (August 2012)
- General Space Program - *Phase 2 Non-academic* (April 2015)

### 8.3.2 U of A Guiding Documents

- Institutional Strategic Plan - *For the Public Good* (2016)
- Sustainability Plan – *Building a Sustainable Future* (2016-2020)
- Strategy for Residences (2015-2040)

### 8.3.3 City of Camrose Municipal Documents

- Municipal Development Plan (2011)
- Municipal Sustainability Plan (2010)
- Green Space Master Plan (2014)
- Arts and Culture Master Plan (2016)
- Augustana Neighbourhood Area Redevelopment Plan (2012)
- Transportation Master Plan (ongoing; anticipated completion in 2018)

### 8.3.4 Additional Reference Material

- Alberta Health Services. *Walkable Alberta: Camrose Community Report* (2012)
- National Association of College and University Business (NACUBO). *Communities of Opportunity: Smart Growth Strategies for Colleges and Universities* (2007)
- Province of Alberta. *Firesmart Guidebook for Community Protection* (2013)



# Appendix: Consultation Summary

## Open Houses #1 and #2







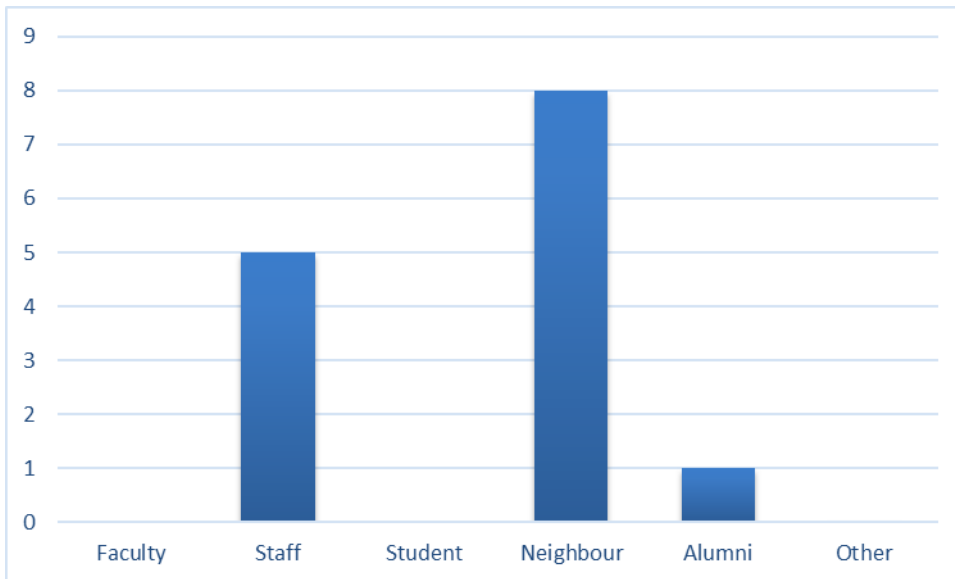
**University of Alberta - Augustana Campus  
Long Range Development Plan Amendment  
Open House #1**

**Thursday, September 28, 2017  
Augustana Campus, Forum Building  
4901 - 46 Avenue  
Camrose, Alberta**

**EVALUATION SUMMARY**

- Approximately 73 evaluation forms distributed
- 15 responses received

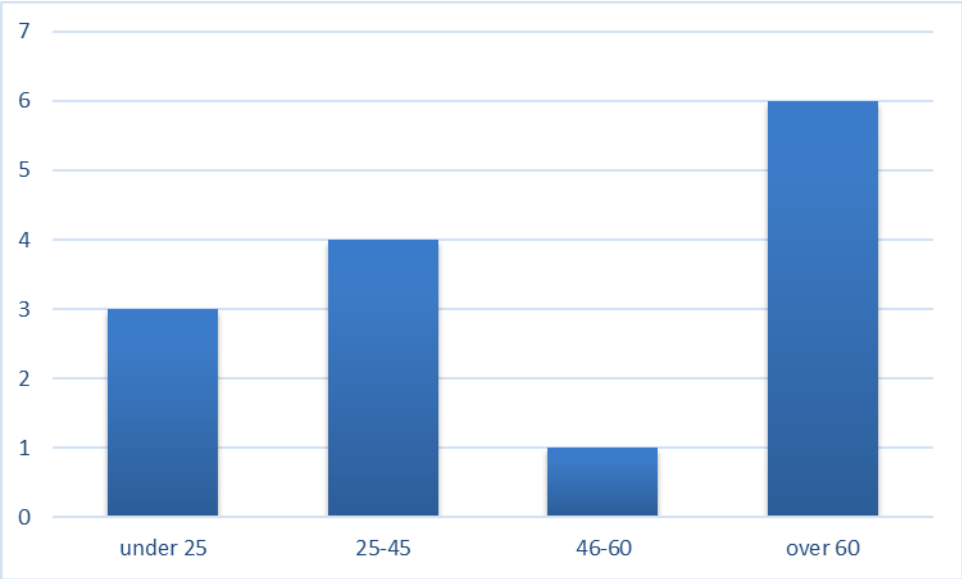
**1. Please identify (circle) which of the descriptions below best portrays you:**



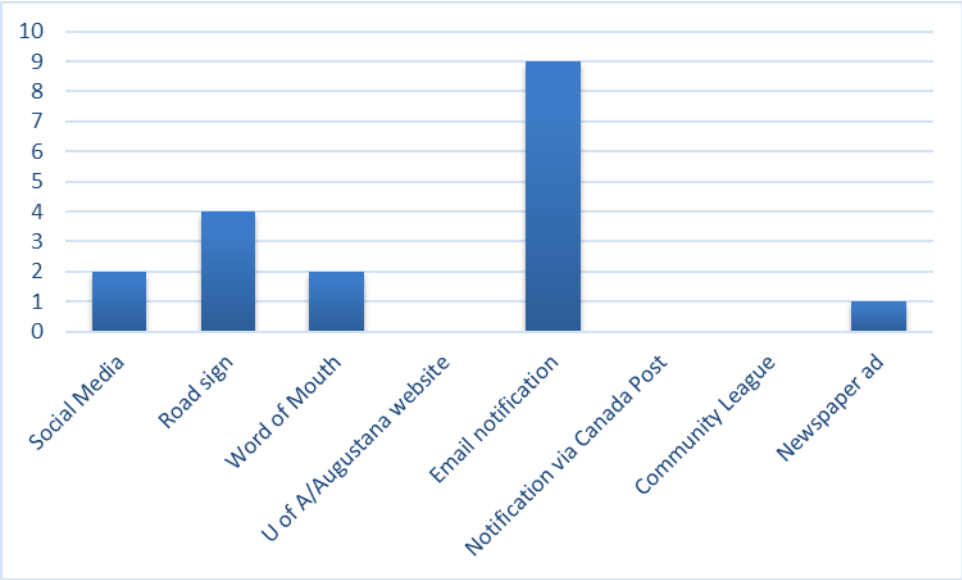
**2. If you chose “Other” above, please tell us about yourself.**

No responses

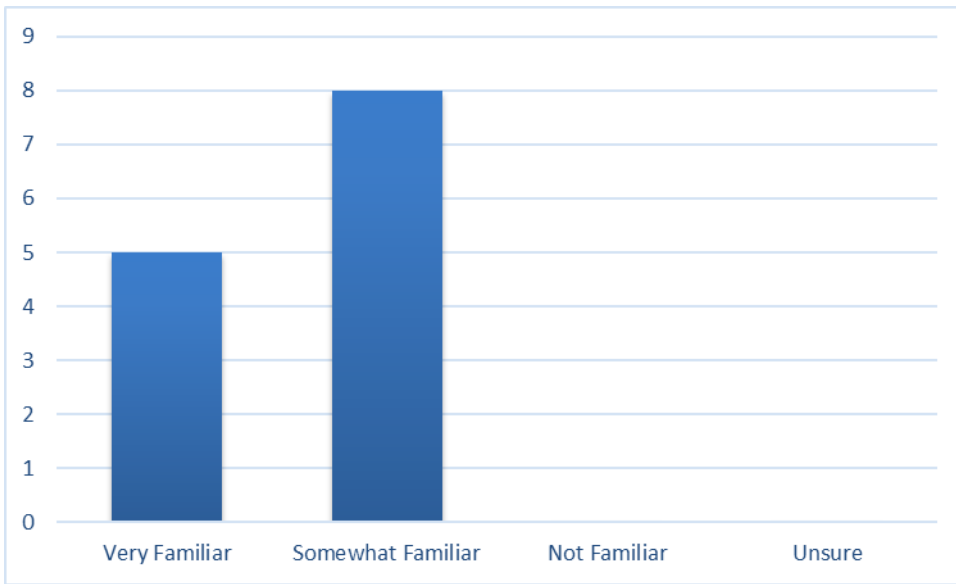
**3. Please check the age category that you are in.**



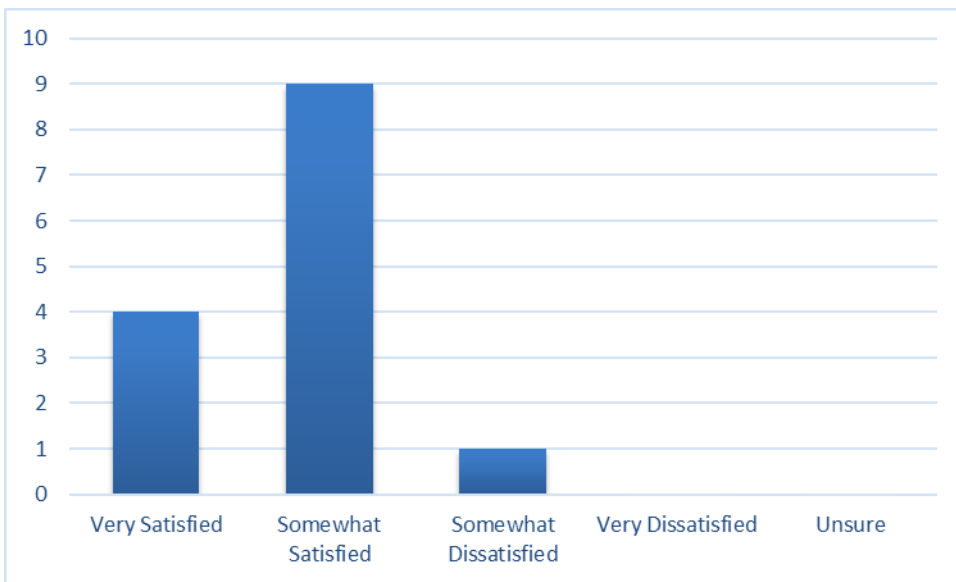
**4. How did you hear about this open house?**



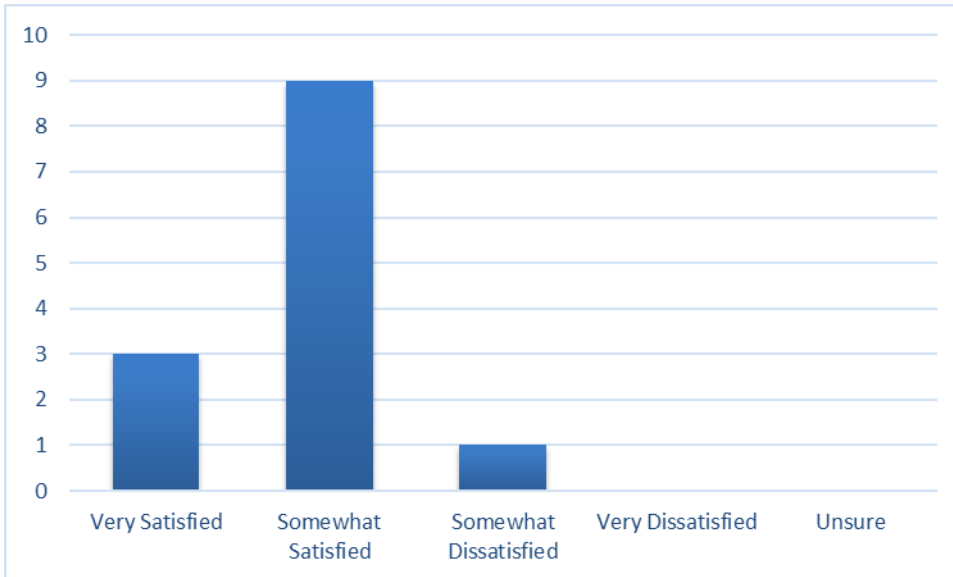
**5. Are you familiar with the purpose of the Long Range Development Plan?**



**6. Did the material that was presented explain the purpose of the Long Range Development Plan?**



**7. Did the material that was presented explain the proposed Augustana Campus Long Range Development Plan Amendment?**



**8. If you were unsure in questions 6 and/or 7, please elaborate further why you felt unsure.**

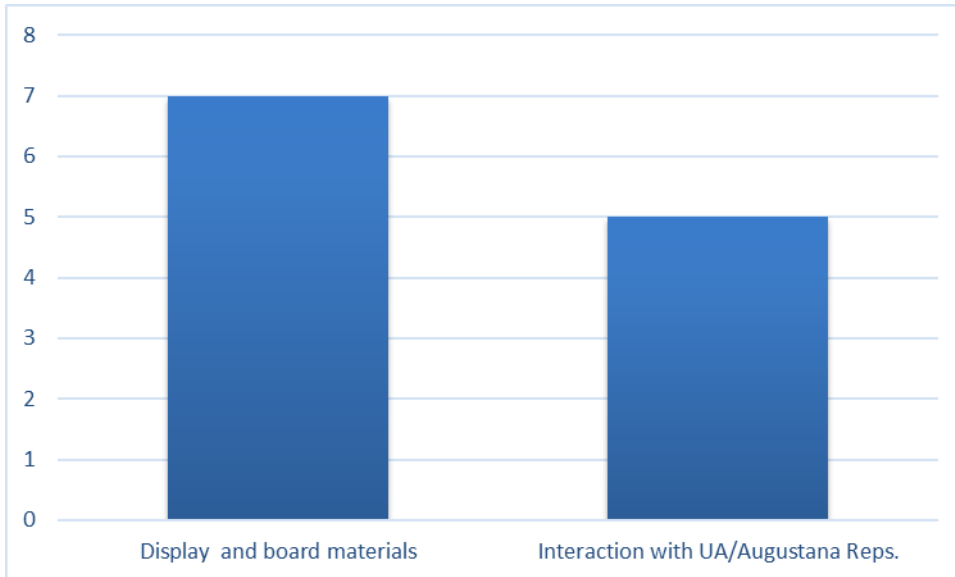
**Stakeholder Comments**

- I am unsure of why we do not want students to go off campus. The campus and the greater Camrose community have a very good relationship and many businesses in Camrose need students.
- A little confused about posters but explanation by officials I understood better.

**University Response**

- Noted. Comment clarified in Open House #2 materials and addressed in *Section 4.5.2 – Social Relationships* of final LRDP Amendment report.
- General comment.

**9. In terms of providing information, I found the following aspects of the open house most valuable:**



**Stakeholder Comments**

- The displays presented the material that created questions for the Representatives. Without either one, the other would have been much less valuable.
- I found both helpful.

**University Response**

- Positive general comment.
- Positive general comment.

**10. Please provide comments regarding Board 2.**

**Stakeholder Comments**

- During the Open House, it was sometimes difficult to find someone to answer questions.
- I agree with the presented statements, and would add another as to 'why amend' - Augustana could well serve additional students with regards to education, but the facilities to support student enrollment growth do not currently exist.
- It missed the fact that the campus has

**University Response**

- Noted; there were many attendees. Additional staff were present for Open House #2.
- Noted. Enrollment growth and associated facility needs are considered and balanced by 'Augustana Faculty' and 'Facilities & Operations' and prioritized based on anticipated enrolment, business cases and available funding.
- Noted. Comment addressed in final

moved beyond one faculty to include space for programs offered by 2 other faculties in Camrose.

- Good overview of LRDP
- Good overview and summary

LRDP Amendment report.

- Positive general comment.
- Positive general comment.

## 11. Please provide comments on the campus planning principles (Board 4 – 6):

### Stakeholder Comments

- The principles represented on these boards seem appropriate.
- Note: First Year Student move-in via O-Team is an important part of campus culture that I would like to see maintained - vehicle flow (only one direction necessary) would have to be maintained, even if only available for a few days a year, immediately in front of the first year residences.
- For the most part, they are reasonable. I have a concern with "compact building design" in number 6. That suggest multiple storied buildings, which have the potential to dwarf the neighborhood.
- I think you hit all of main planning principles that our campus would like
- Definitely, work on "Joint" use with community facilities, 1200 students can't support the variety and quality of facilities that 1200 + 20,000 can. Increase and expand community "extension" from (I think) the current two sessions.

### University Response

- Positive general comment.
- Noted. Programming criteria will be considered in design of future substantial development projects.
- Noted. Comment addressed in *Section 6.8 - Accommodating Future Growth* of final LRDP Amendment report.
- Positive general comment.
- Positive comment RE: joint use and partnership with the City of Camrose.

## 12. Please provide comments on the context of the Augustana campus (Board 7):

### Stakeholder Comments

- Accurate information regarding the current setting.
- I think it's important to note that you can walk from anywhere on campus to downtown (groceries, shopping, dining, services, activities, etc.) in 10-15 minutes. This is significantly less than

### University Response

- Positive general comment.
- Noted. Comment addressed in Open House #2 materials. Refer to *Figure 3 – Campus Connections to City Services and Amenities* within the final LRDP Amendment report.

walking across North Campus, where you would not run across those kinds of opportunities at nearly the same scale.

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|--|--|
| <ul style="list-style-type: none"> <li>• Nothing to say</li> <li>• I think this info would have helped contextualize boards 4-6 if it had come first - the context helps situate the principles employed.</li> <li>• The map is good. It does show the limits to the land base - as well as how close the campus is to downtown. Duplicating "services" on campus would require on-going support by the U of A as 1200 potential consumers is not viable.</li> <li>• It is actually the "CN" line that runs along the southwest corner.</li> </ul> | <ul style="list-style-type: none"> <li>• Noted.</li> <li>• Noted. Comment addressed in Open House #2 materials.</li> <li>• Noted for future consideration. Positive general comment.</li> <li>• Noted and corrected for future materials.</li> </ul> |
|--|--|

**13. Please provide comments regarding campus design challenges and opportunities (Boards 8 – 10):**

**Stakeholder Comments**

**University Response**

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• I am troubled by the prospect of isolating the students on campus by removing the need for them to integrate with the downtown community and the surrounding neighbourhood. A strong "community" is essential by a mingling of the students with businesses and neighbours.</li> <li>• With regards to slide 8: As campus is so close to other amenities, and as one of the integral approaches to education on campus is community integration, the solutions of "Expand services on campus to reduce the need for students to travel off-campus" and "Look for opportunities to offer more shops and services on campus to support the creation of a more complete and walkable campus community" seem like taking a step in the wrong direction. We should be making it easier for students to get off-</li> </ul> | <ul style="list-style-type: none"> <li>• Noted. Comment clarified in Open House #2 materials and addressed in <i>Section 4.5.2 – Social Relationships</i> of final LRDP Amendment report.</li> <li>• Noted. Comment clarified in Open House #2 materials and addressed in <i>Section 4.5.2 – Social Relationships</i> of final LRDP Amendment report.</li> </ul> |
|--|--|

campus and interacting with the community, not pulling students out of the community and restricting them to campus.

- With regards to board 10: Increasing the price of parking passes may encourage people to consider their vehicle habits more closely, including considering carpools/carshare programs, using public transit, and walking/cycling. These could be more enticing with: a) a more efficient public transit system, perhaps having the bus stop at residence instead of the soccer field, or making a bus pass mandatory for students and funding the city bus to allow for a second bus and/or expanded/altered routes; b) increasing the amount of, easy access to, and upkeep of walking/cycling routes; c) more familiarity with carshare programs; etc.
- **Board 8** - To use a colorful expression, you can't suck and blow at the same time. If a goal of the campus is to strengthen the relationship with the community, you won't accomplish that by providing more services on campus and decreasing the interaction between the business community and the campus community. There should be emphasis on planning that encourages interaction not allows for greater isolation.
- **Board 9** - Relationship with neighbors seems to be ignored with the suggestion that residences will be developed in green spaces - particularly on the NW corner of the campus.
- 'Lack of shops and services on campus means students must leave campus regularly' - YES!!! I view this as a positive opportunity to get students engaged and invested in their community. Instead of leaving when they graduate, they will stay in Camrose, open up businesses, and contribute to a vibrant and desirable
- Suggestions noted and addressed in final LRDP Amendment report. Transportation Demand Management study is being prepared to examine viable options.
- Noted. Comment clarified in Open House #2 materials and addressed in *Section 4.5.2 – Social Relationships* of final LRDP Amendment report.
- Noted. Comment clarified in Open House #2 materials and addressed in *Section 4.5 – Neighbouring Communities* and *Section 6.1.2 – Residence* within the final LRDP Amendment report.
- Noted. Comment clarified in Open House #2 materials and addressed in *Section 4.5.2 – Social Relationships* of final LRDP Amendment report.



community. Of course, this is a two-way street (downtown must also commit to engaging the students), but what a wonderful economic development opportunity. I would prefer this bullet point to read something along the lines of: 'Strengthen relationship with Downtown Camrose and look for more opportunities to extend shops and services and break down campus/downtown barriers to support the creation of a more complete and vibrant community.

- Community coordination and engagement was one of the principles but Board 8 seemed to contradict that. I agree with Board 10 that parking is a challenge on our campus and excited to see the unique ideas to address this.
- Why do you want to reduce student movement off campus - should they not be part of the Camrose community?
- I would agree with working to address the volume of vehicles parking alongside streets close to the campus.
- Noted. Comment clarified in Open House #2 materials. Positive general comment.
- Noted. Comment clarified in Open House #2 materials.
- Noted. Positive general comment.

**14. Please provide comments regarding the proposed preliminary concept campus plan:**

**Transportation and internal circulation (Board 11):**

<b>Stakeholder Comments</b>	<b>University Response</b>
<ul style="list-style-type: none"> <li>• Moving the south 50th street access to parallel the railroad is a questionable idea. To turn in at this point just before or after the curve in the road and under the trestle is a very dangerous prospect. Southbound drivers will be unable to see oncoming traffic coming around the curve and northbound will be unable to see those making a left-hand turn.</li> <li>• As long as the First Year residences remain where they are, student vehicle access to that section of campus is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• Suggestion noted and incorporated into Open House #2 materials and <i>Section 6.2.3 - Vehicular Routes</i> within final LRDP Amendment report.</li> <li>• Noted. Programming criteria will be considered in design of future substantial development projects.</li> </ul>

- I like the intention.
- Transportation; I really like the idea of the car sharing for students who don't own a car and for those who chose not to have one.
- I like the focus on increasing pedestrian use of areas.
- Positive general comment.
- Noted. Pogo CarShare program has now been initiated on-campus, including special rates for commuting to/from Edmonton.
- Positive comment RE: focus on improvement of pedestrian infrastructure.

## Parking (Board 12):

<b>Stakeholder Comments</b>	<b>University Response</b>
<ul style="list-style-type: none"> <li>• Underground parking and multi-level parkades make sense in this compact campus.</li> <li>• Would parking on 48 St south (the campus portion) be permit parking? If it's owned by Augustana?</li> <li>• They seem to ignore the challenge that not only do commuters (students and staff) drive to campus, students from outside Camrose often have vehicles because they have no other way to get home. Until there is public inter-community transportation (and that is decreasing), the solutions to vehicle pressure don't offer realistic solutions. As an example, you can't take a POGO vehicle home or to another city for the weekend. While underground and facility based parking options are indicated as possible solutions, they offer a big city solution that will be difficult in Camrose. Here, the university is one of very few places that has paid parking. It is already difficult to ensure faculty, staff and students park on campus and not in the neighborhood (check any adjacent street on a weekday between 9 and 4). Since parking is a cost recovery "service", and people already balk at paying the very low term charges to park on campus, underground and parkade parking is not the solution in the 5 to 10 year term. Whatever the parking solution might be, there needs</li> </ul>	<ul style="list-style-type: none"> <li>• Positive comment RE: integrated parking.</li> <li>• N/A. 48 Street owned and managed by the City of Camrose.</li> <li>• Issues noted and addressed in final LRDP Amendment report. Transportation Demand Management study is being prepared to inform future strategies. Ongoing dialogue with the City of Camrose is underway to address parking issues of common concern.</li> </ul>

to be a way to discourage parking in the adjacent residential community and along 50th street.

- Oh my gosh, parking. One of the representatives (or was he and Augustana rep?) said that one reason students don't park on campus is that they don't want to pay for it. So I'm not sure what you do with that because I wish they wouldn't use my street as their parking lot.
- Like it
- I appreciate the intention to explore underground parking to maintain campus aesthetics.
- Land parking ties up valuable land that is a limit to population growth. Underground parking is horrifically costly. Car & bike sharing with changing stations on campus, downtown and in the west end could be an option - or a pilot project.
- Is there a need for a parkade?
- Issues noted and addressed in final LRDP Amendment report. Transportation Demand Management study is being prepared to inform future strategies. Ongoing dialogue with the City of Camrose is underway to address parking issues of common concern.
- Positive general comment.
- Positive comment RE: integrated parking.
- Noted for future consideration. Pogo CarShare program has now been initiated on-campus, including special rates for commuting to/from Edmonton.
- Not at this time. Transportation Demand Management study is being prepared to inform future strategies. Additional parking anticipated to be integrated with future substantial development projects.

### **Campus land uses for current enrollment to 1200 students (Board 13):**

#### **Stakeholder Comments**

- The north-west corner of the campus is an inappropriate place to build a residence. This is the "welcome" corner of the campus and should be green space and space for public art and trees. Residences will devalue this space and should be to the east in the current "land bank block" and across the ravine or south as currently operating.
- Student enrollment can't go up until the facilities (additional housing, additional academic facilities, etc.) are in place to support them.

#### **University Response**

- Noted for future consideration. Residences are only envisioned within mixed use buildings at this location. Maintaining views through site-sensitive, human scale building design is Principle #9 of the LRDP Amendment. Campus design guidelines will ensure the provision of open space for each new substantial development project.
- Noted. Enrolment growth and associated facility needs are considered and balanced between 'Augustana Faculty' and 'Facilities &

Doesn't this create a problem if new facility builds are based on student enrollment?

- The suggestion that there be a residence/academic/mixed use building on the NW corner of campus would take what is a welcoming open main access to the Campus and replacing it with a barrier between the campus and the community. Combine that with the location of a storm water control pond in the area and this seems like an inappropriate welcome to the campus. It would also be located on land that currently houses the theatre building without providing for a replacement until the campus grows beyond 1200 students. I do not see any space for campus facility services which are a necessary part of being remote from central services.
- I was dismayed to see the green space being allotted to academic space in the south-west corner by 44 Ave. The openness of that area and the view provided really makes the campus seem more open and accessible. Cutting that off would make the center of campus seem much more like just a square in the midst of towering buildings, rather than an open quad. You'd be turning a quad with the feeling of the Main Quad, into an enclosed, almost sterile space like the Arts and Business Quad.
- The open space at the very southern tip is a bit of a farce. Yes, it will be open space, but it will be so far outside common usage areas, that it won't have any effect. In my mind, the purpose of an open space is to provide relief from bustle & buildings. In order to do that, the open space needs to be in the midst of the bustle and buildings, not shoved off in a corner. I'd

Operations' and prioritized based on available funding.

- Noted for future consideration. Maintaining views through site-sensitive, human scale building design is Principle #9 of the LRDP Amendment. Campus design guidelines will ensure the provision of open space for each new substantial development project. Clarification RE: Open space strategy provided at Open House #2. Programs housed within the existing Theatre Centre could be housed within the future 'joint use' area on the Land Use Concept Plans; 'facility services' would fall within the 'academic' and 'mixed use' areas.
- Noted for future consideration. Maintaining views through site-sensitive, human scale building design is Principle #9 of the LRDP Amendment. Campus design guidelines will ensure the provision of open space for each new substantial development project.
- Comment and suggestions noted for future consideration. Clarification RE: Open space strategy provided at Open House #2.

much rather see some of the academic space by 44 Ave moved south to the southern tip of campus. That way the green/open space will be more traveled, providing the relaxing, calming effect it's supposed to.

- Would like to see gradual student growth to +2000
- Positive comment RE: enrolment growth

### Campus land uses enrollment growth to 1600+ students (Board 14):

#### Stakeholder Comments

#### University Response

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Utilizing part of the current soccer field for some building makes no sense and will squeeze the "active areas" of the campus. We have already minimized the "quad" area of the campus to almost nothing and making the field (which serves as a physical education class space as well as a competitive soccer field) is VERY problematic.</li> <li>• Although planning principle 5 indicated there should be increased diversity of athletics and recreation opportunities including potential joint use facilities, and principle 11 also recognizes the potential for joint use development, the only joint use space recognized is phase 2 of the Lougheed Performing Arts Centre (which was initially intended to be constructed to address the University's needs as the existing theatre centre becomes unusable. There doesn't seem to be any planning recognition that there might be other facilities that have the potential for joint use (maybe area 4?) The potential mixed use/residence/academic development in areas 1, 2 and 3 is interesting (subject to avoiding development on the soccer field).</li> <li>• The potential for development on the Area 2 land would take out the existing soccer field without suggesting replacement space. Area 4 is not flat enough.</li> </ul> | <ul style="list-style-type: none"> <li>• Noted. Comment clarified in Open House #2 materials and addressed in <i>Section 6.1.5 – Recreation / Open Space</i> of final LRDP Amendment report.</li> <li>• Suggestions noted and incorporated into Open House #2 materials. Refer to <i>Section 4.1.5 – Joint Use</i> and <i>Section 6.1.4 – Joint Use</i> within final LRDP Amendment report.</li> <li>• Noted. Comment clarified in Open House #2 materials and addressed in <i>Section 6.1.5 – Recreation / Open Space</i> of final LRDP Amendment report.</li> </ul> |
|---|---|

- Concerned about losing our natural grass areas on campus as well as if the buildings would need to be multi-story (we will lose our beautiful view). And I know "view" is not as important as some things, but our campuses beauty is actually very important to staff, faculty and students.
- I worry that moving residences completely to the periphery of campus will change the community feeling of campus as a whole.
- Disagree with using the NW corner of campus for residences. I live across 46 Ave on the corner of 49 St and run a B&B. This plan may increase the noise level and make my business less acceptable.
- Noted. Maintaining views through site-sensitive, human scale building design is Principle #9. Addressed in Open House #2 materials and final LRDP Amendment report.
- Noted for future consideration.
- Noted. Comment addressed in Open House #2 materials and final LRDP Amendment report.

**Please provide comments regarding the campus concept comparison (Board 15):**

<b>Stakeholder Comments</b>	<b>University Response</b>
<ul style="list-style-type: none"> <li>• Built environments MUST consider how physical activity is encouraged or discouraged. These plans diminish the availability of activity space on the campus. Green spaces make a big difference in everyday wellness. I encourage the planners to keep that in mind...not as a "nice-to-have", but a "must-have".</li> <li>• Subject to comments above, the plan shows a reasonable progression for an increased campus population. I would suggest there might be consideration of some kind of space allocation for a barrier (maybe berms?) along the railway line as a safety measure. There may not be a place for that in the University's space allocation matrix but it is worth considering.</li> <li>• I saw no space on the map "To be</li> </ul>	<ul style="list-style-type: none"> <li>• Noted. 'Quality open space' is Principle #9 of the LRDP Amendment. Comment addressed in Open House #2 materials.</li> <li>• Suggestion noted and incorporated into final LRDP Amendment report. Programming criteria will be considered in design of future substantial development projects.</li> <li>• Noted. The space was included on the</li> </ul>

considered for future transition...". The markings were in the legend, but I didn't see them on the map anywhere.

- Overall the concepts are clearly explained/justified and make sense from a growth perspective. From perspective of a specific interest group on campus, Indigenous peoples, having a plan for space for outside ceremony (sweat lodge) would be great.
- This survey is too long and long answer responses are so difficult to evaluate and use. For an open house, a single sheet of check box responses might have gotten more responses.
- If more services provided on campus would not like to see it at detriment to local businesses.
- Land uses for further alternate energies i.e. Geothermal

map and included in Open House #2 materials as well as the LRDP Amendment report.

- Positive general comment. Suggestion noted for future consideration.
- Noted and addressed in Open House #2 materials. Detailed comments are helpful to the Planning team in ensuring that specific concerns are voiced for consideration and incorporation into the plan.
- Suggestion noted and incorporated into Open House #2 materials and final LRDP Amendment report.
- Suggestion noted for future consideration.

**Please provide any further general comments you may have:**

#### **Stakeholder Comments**

- Thanks for the excellent notice regarding the Open House and planning process. This level of communication is very helpful.
- If we can plan ahead to build underground parking under every new building, we could almost eliminate surface parking and free up all of that space for other uses.
- The plan seems to be written from a large city perspective (see parking) without enough understanding of the small community realities. I recognize that the advisory committee provides some small community perspective but it is also heavily composed of academic representatives who may not be entirely practical.

#### **University Response**

- Positive comment RE: consultation process.
- Suggestion noted and incorporated into Open House #2 and materials final LRDP Amendment report.
- Noted. Transportation Demand Management study is being prepared to inform future strategies.

- It is my hope that some the proposed mixed use buildings and planning can accommodate a Daycare/Preschool at Augustana. As the campus grows, and new faculty/staff with young families are recruited, (in addition to childcare needs of students with families) the shortage of daycare/preschool facilities in Camrose will be an issue (it already is).
- The survey & PDF should have been online the day of the open house. I left the open house to fill in the survey online, only to find it wasn't available anywhere. I do greatly appreciate the effort that is being done to inform the Augustana and public communities about future plans. Openness is always welcome.
- Suggestion noted for future consideration.
- Suggestion noted for future consideration. The online survey is posted the day after the Open House to encourage in-person attendance and the opportunity to speak with University representatives.





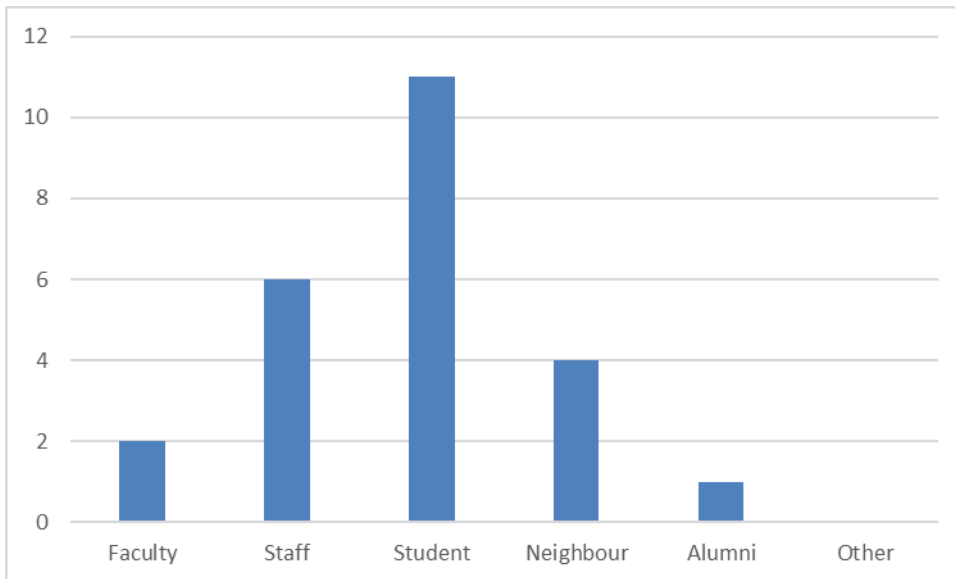
**University of Alberta - Augustana Campus  
Long Range Development Plan Amendment  
Open House #2**

**Wednesday, November 29, 2017  
Augustana Campus, Forum Building  
4901 - 46 Avenue  
Camrose, Alberta**

**EVALUATION SUMMARY**

- Approximately 94 evaluation forms distributed
- 23 responses received

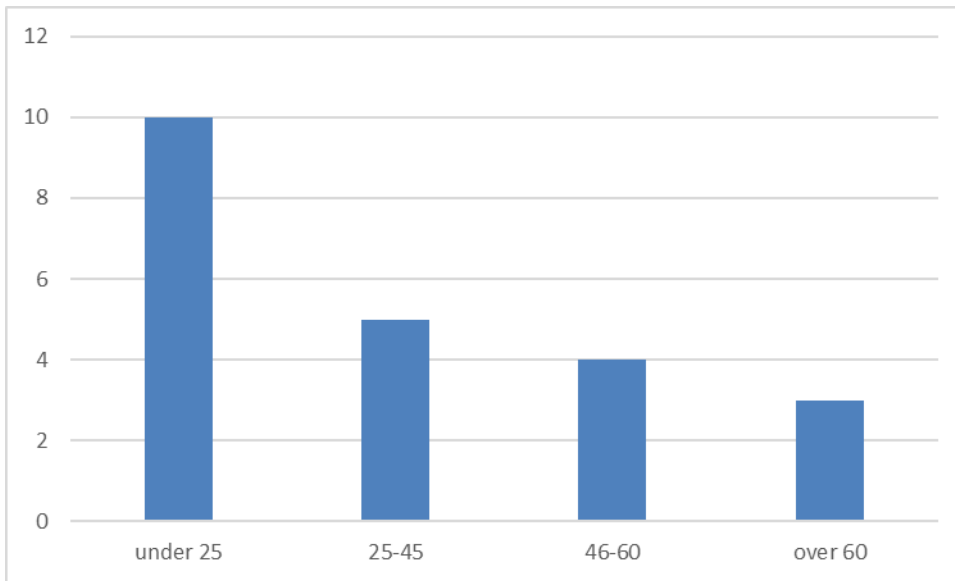
**1. Please identify (circle) which of the descriptions below best portrays you:**



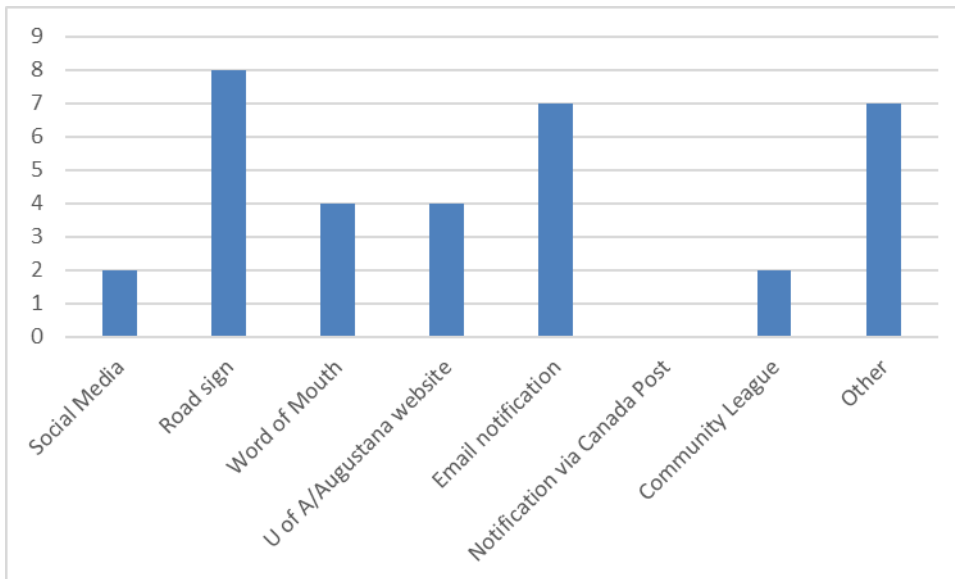
**2. If you chose "Other" above, please tell us about yourself:**

N/A

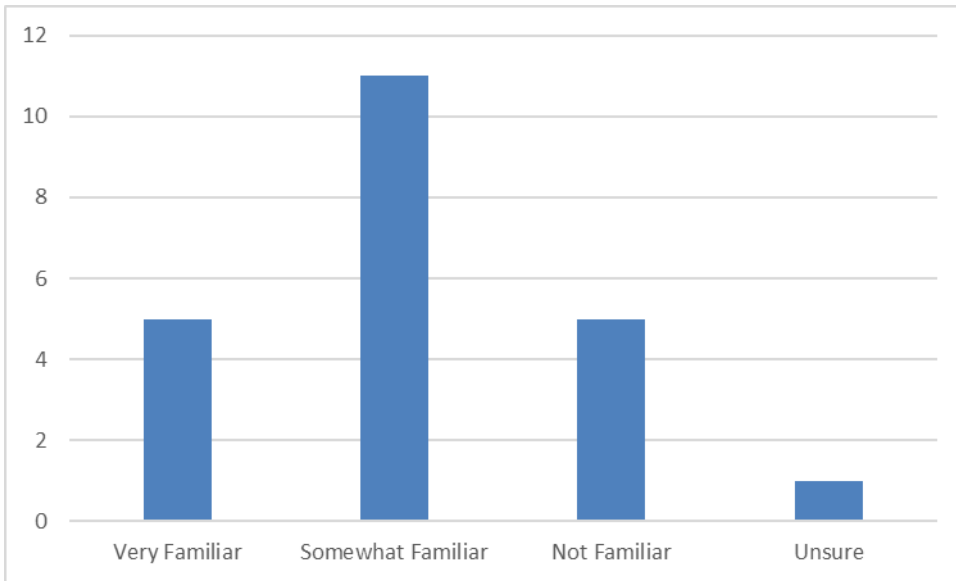
**3. Please check the age category that you are in:**



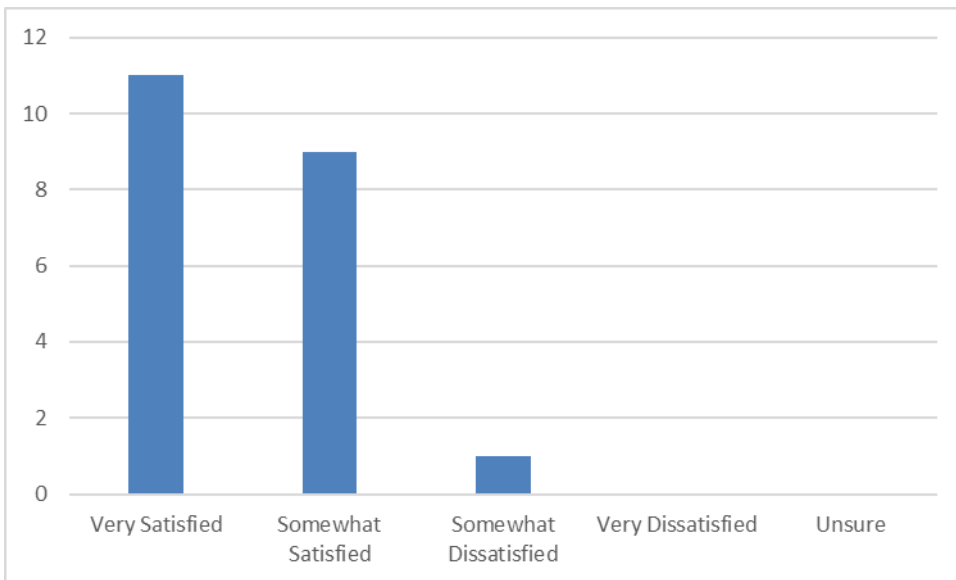
**4. How did you hear about this open house?**



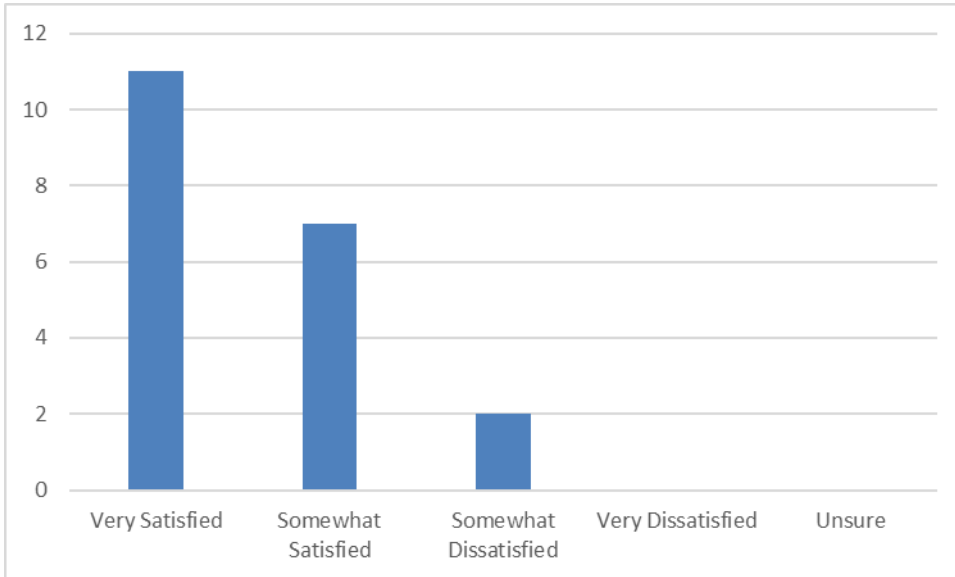
**5. Are you familiar with the purpose of the Long Range Development Plan?**



**6. Did the material that was presented explain the purpose of the Long Range Development Plan?**



**7. Did the material that was presented explain the proposed Augustana Campus Long Range Development Plan Amendment?**



**8. If you were unsure in questions 6 and/or 7, please elaborate further, why you felt unsure.**

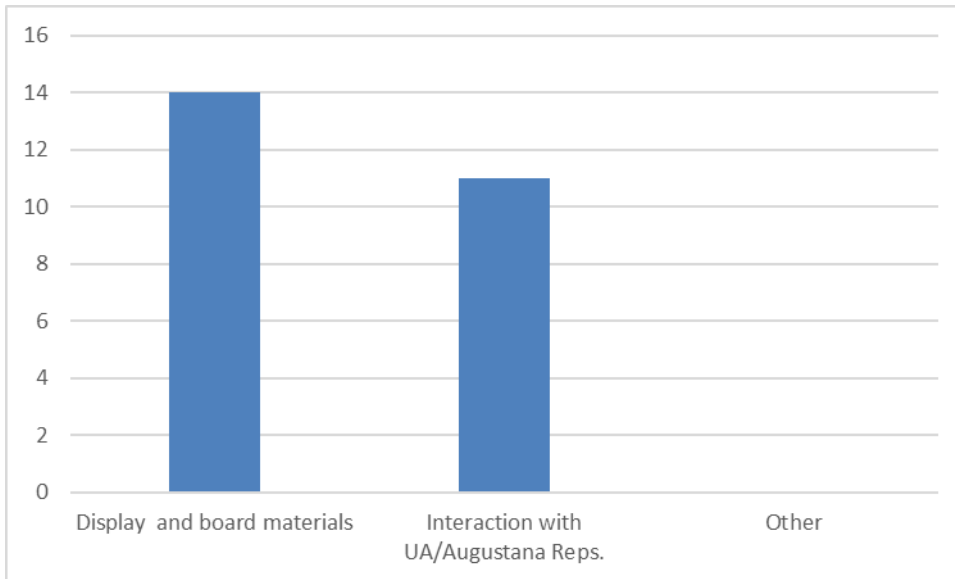
**Stakeholder Comments**

- Visually well done. But puzzled about "joint use" term - for some areas (Lougheed Centre as well as soccer field).
- To catch student's attention, the plan should start with a completed map of the proposed changes and then describe them to create clarity and context.

**University Response**

- Noted. 'Joint use' term defined in Open House #2 materials and within LRDP Amendment report.
- Noted for future consideration.

**9. In terms of providing information, I found the following aspects of the open house most valuable:**



**10. Please provide comments on the campus planning principles (Board 4 – 6):**

**Stakeholder Comments**

- Need more transportation, love the green spaces inside; also agree with the expansion of study spaces.
- I think mixed use areas are interesting.
- Looks good
- Well done. Very clear.
- I like the idea of new residences, as the current ones are very outdated.
- I agree with the information provided and the goals we have for Augustana.
- While more classroom space is good, please keep traditional lecture hall style at least in a few rooms. I do not feel that more quiet study space nor social places are a priority.
- I think they are well thought out and try to encompass what Augustana is all about and try to enhance the Augustana feeling.
- PLEASE no more student commons spaces, lounges, gathering areas, etc. until there are actually density issues

**University Response**

- Noted for future consideration.
- Positive comment RE: Mixed use areas.
- Positive general comment.
- Positive general comment.
- Positive comment RE: New residence facilities.
- Positive general comment.
- Noted for future consideration.
- Positive general comment.
- Concerns noted for future consideration. Ongoing dialogue with the City of Camrose is underway to

with the current over-allotment of campus to these uses. Lessen the focus on non-academic areas; consider the current contact point with the city and how effective that role is right now. Consider how top-down the planning is, and how little it currently reflects the actual users (vs someone's vision from high places). PLEASE consider where infrastructure funding is being directed, and whether there is any practical use to this spending, or whether it's a smoke and mirrors game that is missing the core issues on campus. A campus the size of Augustana cannot build as though it is an architect's dream, and needs to stay focused on the role, not the curb appeal.

- I feel as though all areas are being considered.

address issues of common concern such as improved public transit, parking, joint use, etc. Facility needs are considered and balanced by 'Augustana Faculty' and 'Facilities & Operations' and prioritized based on anticipated enrollment, business cases and available funding.

- Positive general comment.

**11. Please provide comments regarding University connectivity to downtown and city amenities (Board 7):**

<b>Stakeholder Comments</b>	<b>University Response</b>
<ul style="list-style-type: none"> <li>• Need direct routes especially for international students.</li> </ul>	<ul style="list-style-type: none"> <li>• Suggestion noted and incorporated into final LRDP Amendment report. Ongoing dialogue with the City of Camrose is underway to support improved public transit between campus and key off-campus service areas.</li> </ul>
<ul style="list-style-type: none"> <li>• I think as campus expands it will be a good idea.</li> </ul>	<ul style="list-style-type: none"> <li>• Positive general comment.</li> </ul>
<ul style="list-style-type: none"> <li>• Looks good.</li> </ul>	<ul style="list-style-type: none"> <li>• Positive general comment.</li> </ul>
<ul style="list-style-type: none"> <li>• Well, having transportation for students without vehicles that choose not to walk in the winters, having a connection with the city and school is great.</li> </ul>	<ul style="list-style-type: none"> <li>• Positive comments RE: increased transportation options and off-campus connections.</li> </ul>
<ul style="list-style-type: none"> <li>• Transit would be a massive improvement. As a student who does not drive or have any friends who drive I feel very "trapped" here with only on irregular bus.</li> </ul>	<ul style="list-style-type: none"> <li>• Noted. Ongoing dialogue with the City of Camrose is underway to support improved public transit between campus and key off-campus service areas.</li> </ul>
<ul style="list-style-type: none"> <li>• Sounds good. People also forget about</li> </ul>	<ul style="list-style-type: none"> <li>• Noted. Ongoing dialogue with the City</li> </ul>

pedestrian access up college lane (47 street) to downtown as well - and you don't even need to go uphill that way if you have a bike.

- Having a pharmacy would be highly beneficial. There is currently no place to get cold medicine or other medicines on campus. So, traveling when sick increases contamination and illness.
- No concerns - looks great
- This is an absolute necessity. Camrose has much to offer downtown and connection to campus is essential for both to thrive.

of Camrose is underway to strengthen and improve pedestrian and cycling connections between the Augustana campus and downtown.

- Suggestion noted for future consideration.
- Positive general comment.
- Positive general comment. Ongoing dialogue with the City of Camrose is underway to strengthen and improve pedestrian and cycling connections between the Augustana campus and downtown.

## 12. Please provide comments regarding parking responses (Board 8):

### Stakeholder Comments

- As elderly persons, we need parking spaces at times of large public events. It is good to have signs that indicate we may use a number after 5 pm. More lights needed near parking area and for traffic direction.
- Parking always a concern - would appreciate equal focus on introducing transit to Camrose.
- The only place in Camrose you have to pay for parking. The comment is "such a minimal amount compared to N Campus". We are not N Campus - we are Camrose - so don't use that excuse for an answer.
- Please provide enough parking for students but not in the front instead of the church.
- Love the idea of covered parking, are plug-ins an option? Also, need more visitor parking.

### University Response

- Concerns RE: joint use event parking, lighting and traffic signage shared with campus 'Parking Services' and 'Facilities and Operations' for future consideration.
- Noted. Ongoing dialogue with the City of Camrose is underway to support improved public transit between campus and key off-campus service areas.
- Noted. Transportation Demand Management study is being prepared to inform future parking strategies.
- Noted. Transportation Demand Management study is being prepared to inform future parking strategies.
- Suggestion noted and shared with campus 'Facilities and Operations' for future consideration.

- Parking will be essential.
  - Looks good.
  - Well, parking is a necessity for students living off campus with more parking spots available happier students.
  - I don't drive.
  - We need to discuss with the city the DANCE MOMS. It is unrealistic to have dance events on a weekday in the school year. They have all summer.
  - I like the idea of building parking into the slope on 50 Street with a building on top.
  - I am concerned with how much forest will be destroyed for parking.
- 
- I would like to see a joint effort to also encourage off campus students and staff to use active trans/bus/carpool.
- 
- Better public transit sounds like a great idea! Also, the road to the reach parking is very dangerous and should be an area of concern.
  - I like the integrated parking concepts. Creating more opportunities for parking around LPAC would be beneficial on nights with a popular LPAC performance,
- 
- Transportation Demand Management study is being prepared to inform future parking strategies.
- Noted.
  - Positive general comment.
  - Noted. Transportation Demand Management study is being prepared to inform future parking strategies.
  - Noted.
  - Concerns RE: joint use event parking shared with campus 'Parking Services' for future consideration.
- 
- Positive comment RE: integrated parking.
  - Concern noted for future consideration. Future development will be influenced by 'Campus Design Guidelines' and substantial development projects will include a public consultation process with opportunity for additional feedback.
  - Noted. Ongoing dialogue with the City of Camrose is underway to strengthen and improve pedestrian and cycling connections to and from campus. A Transportation Demand Management study is being prepared to inform future strategies for increasing share of active modes, transit and ridesharing in regards to campus commuter behaviour. Pogo CarShare program has now been initiated on-campus, including special rates for commuting to/from Edmonton.
  - Noted. Ongoing dialogue with the City of Camrose is underway to support improved public transit between campus and key off-campus service areas.
  - Positive comment RE: integrated parking. Concerns RE: joint use event parking shared with campus 'Parking Services' for future consideration.



athletic event/games in the gym.  
The current infrastructure gets a bit overwhelmed. As LPAC continues to develop this will likely become a greater problem.

- While they are addressing students parking on the street, there are still concerns in parking being shared with the Performing Arts Centre and increased traffic that occurs during dance recitals.
- Parking is not a large need currently but if expansion occurs, it will definitely need to be constructed.
- It is nice to see the parking situation is a consideration. Are parking fees included with campus residences? Maybe it should be?
- I agree with underground parking. Keep the greenspace, get people off the street, keep parking affordable.
- Noted. Concerns RE: joint use event parking shared with campus 'Parking Services' for future consideration. Ongoing dialogue with the City of Camrose is underway to support improved public transit between campus and key off-campus service areas.
- Noted. Transportation Demand Management study is being prepared to inform future parking strategies.
- Suggestion noted and passed along to 'Parking Services' for future consideration.
- Positive comment RE: integrated parking.

### 13. Please provide comments regarding joint use and mixed use (Board 9):

<b>Stakeholder Comments</b>	<b>University Response</b>
<ul style="list-style-type: none"> <li>• Good idea.</li> <li>• I am worried about the theatre building, but agree with everything else.</li> </ul>	<ul style="list-style-type: none"> <li>• Positive general comment.</li> <li>• Noted. Programs housed within the existing Theatre Centre could be housed within the future 'joint use' area on the Land Use Concept Plans.</li> </ul>
<ul style="list-style-type: none"> <li>• Commercial spaces are interesting</li> </ul>	<ul style="list-style-type: none"> <li>• Positive comment RE: mixed use / joint use areas</li> </ul>
<ul style="list-style-type: none"> <li>• Looks really good.</li> <li>• Good.</li> <li>• I am wondering exactly how these will be used and what for.</li> </ul>	<ul style="list-style-type: none"> <li>• Positive general comment.</li> <li>• Positive general comment.</li> <li>• Examples provided with Open House #1 material and within LRDP Amendment report. Program to be considered through substantial development process.</li> </ul>
<ul style="list-style-type: none"> <li>• Joint/mixed use is great to integrate with Camrose BUT we can disrespect</li> </ul>	<ul style="list-style-type: none"> <li>• Concerns RE: joint use event parking shared with campus</li> </ul>

student's use of the space. Students pay a lot of money and the dance season at the Lougheed is unrealistic during the academic year. They have all summer and weekends. Mixed use to me means fair use where it doesn't completely overwhelm car parking. I would like to see them pay a small fee on weekdays in the academic year.

- The more joint and mixed use buildings the better.
- Joint use initiatives are a great idea. I wonder if enough space is reserved/allotted for mixed use. Greater access to athletic/physical activity spaces on campus (as opposed to over at the Rec Centre) would be a real plus. Is there a vision for the long range gym space? Same place? New site? More than just one gym?
- Provide fitness options on campus where there is not a need to go to the fitness center at the rec center as it provides a barrier to activity.
- No concerns
- Athletics - such as a workout gym ON campus should be a priority.
- The Augustana Neighborhood Area Redevelopment Plan (ARP) drafted in 2012 shows the land between 47 and 48 Street south of 46 Avenue as being considered for academic and educational purposes. I would think this was a consideration in the plan for the neighborhood at the time they did the study. Because it is a piece of land with road on three sides, its parking is beneficial for students and visitors to this set of office and academic buildings.

'Parking Services' for future consideration.

- Positive comment RE: mixed use / joint use areas.
- Suggestion noted and incorporated into final LRDP Amendment report. Facility needs are considered and balanced by 'Augustana Faculty' and 'Facilities & Operations' and prioritized based on anticipated enrollment, business cases and available funding.
- Suggestion noted and incorporated into final LRDP Amendment report. Facility needs are considered and balanced by 'Augustana Faculty' and 'Facilities & Operations' and prioritized based on anticipated enrollment, business cases and available funding.
- Positive general comment.
- Suggestion noted and incorporated into final LRDP Amendment report. Facility needs are considered and balanced by 'Augustana Faculty' and 'Facilities & Operations' and prioritized based on anticipated enrollment, business cases and available funding.
- Noted. The University of Alberta purchased and consolidated the land parcel in question since the completion of the Augustana Neighbourhood ARP in 2012. The university is an alternate jurisdiction and follows its own development approval process, separate from the City of Camrose. Future development will be influenced by 'Campus Design Guidelines' and substantial development projects will include a public consultation

- Too vague.
- Took a second to understand the difference. Again, I think this is essential in bringing Camrose and Augustana closer together. The relationship is already great and the more opportunities only benefit both parties.
- process with opportunity for additional public feedback.
- Noted. Future development will be influenced by 'Campus Design Guidelines' and substantial development projects will include a public consultation process with opportunity for additional public feedback.
- Positive comment RE: mixed use / joint use areas.

#### 14. Please provide comments regarding residence locations (Board 10):

<b>Stakeholder Comments</b>	<b>University Response</b>
<ul style="list-style-type: none"> <li>• Please place the residences on the east side of the university NOT in the front (by the church).</li> <li>• I think we need updated residences and a move to the ravine would allow for enough separation from campus.</li> <li>• The residence buildings are small.</li> <li>• Looks good.</li> <li>• No comment.</li> <li>• I can't support cutting down the trees behind ravine. I think they should be integrated into a learning space.</li> <li>• I agree with the locations. With some mixed use but a residence focus on the ravine side. However, I am very</li> </ul>	<ul style="list-style-type: none"> <li>• Noted for future consideration. Residences are only envisioned within mixed use buildings at this location. Maintaining views through site-sensitive, human scale building design is Principle #9 of the LRDP Amendment.</li> <li>• Noted. Updated Facility Condition Assessments underway and will inform strategy for future renovation or replacement of residence buildings.</li> <li>• Noted. Future residence building design will reflect current space allocation best practices.</li> <li>• Positive general comment.</li> <li>• Noted.</li> <li>• Noted for future consideration. Future development will be influenced by 'Campus Design Guidelines' and substantial development projects will include a public consultation process with opportunity for additional public feedback.</li> <li>• Concern noted for future consideration. Future development will be influenced by 'Campus Design Guidelines' and</li> </ul>

concerned with just bulldozing the forest and would like to see a creative integrative approach. Although I am happy the ravine itself will be protected.

- Different types of residence would be a huge asset! Flat style, dorm rooms, apartments etc.
- Looks very nice and appealing rather than looking for off campus accommodation.
- Moving 1st residents out of the center and making NE/East of ravine as primarily residence focus is a positive vision.
- Makes sense to have residence in one place.
- I support the new buildings, as the old are outdated.
- I like the location of residences. East of campus would be great to help connect with the neighborhood but primarily southeast is best.

substantial development projects will include a public consultation process with opportunity for additional public feedback.

- Noted. A variety of residence building styles and associated cohorts will be considered in the programming of future substantial development projects.
- Positive comment RE: expansion of residence facilities.
- Positive comment RE: Proposed residence location.
- Positive comment RE: Proposed residence location.
- Noted. Updates to Facility Condition Assessments are underway and will inform strategy for future renovation or replacement of residence buildings.
- Positive comment RE: expansion of residence facilities.

**15. Please provide comments regarding campus open space and development areas (Board 11):**

**Stakeholder Comments**

- Generally good.
- Glad to hear soccer field is staying in place! Focus on green space very important for us.
- Founders Hall has been already squished in. Please don't take away any more green spaces.
- Students NEED space.
- Good.
- Looks good.
- My class has hopes for a food forest, so a place to develop that is exciting. We don't want to see anything go to waste!
- I am very excited to see these areas

**University Response**

- Positive general comment.
- Noted. 'Quality open space' is Principle #9 of the LRDP Amendment.
- Noted. 'Quality open space' is Principle #9 of the LRDP Amendment
- Noted.
- Positive general comment.
- Positive general comment.
- Suggestion noted for future consideration.
- Suggestion noted for future

protected and keeping the Founders' Hall view. I only want to see limited paths in the ravine. Preferably, gravel not too much paved. It's a beautiful space with wildlife and I want to see this maintained.

- Consider adding trees, vegetation and places to sit near the water for more authentic open spaces.
- Love the idea of a "Ravine Trail"!
- Definitely very happy that green spaces are being preserved and considered in the long-range development plan.
- Again, residence space has been moved to the front of the property where accessibility by the off campus students and public could benefit more from if it was academic, mixed use, or office space. Again, on street parking is an asset to this location.
- Like the desire to keep and enhance open spaces.

consideration.

- Suggestion noted for future consideration.
- Positive comment RE: addition of ravine trails.
- Positive general comment.
- Concern noted. Residences only envisioned within mixed use buildings at 'front' of campus along 50 Street and 46 Avenue. Ongoing dialogue with the City of Camrose is underway to address parking issues of common concern.
- Positive general comment.

**16. Please provide comments regarding the preliminary concept campus plans:**

**Transportation and internal circulation:**

<b>Stakeholder Comments</b>	<b>University Response</b>
<ul style="list-style-type: none"> <li>• The new road along the railway will require provision for safe entry and exit, probably with traffic lights.</li> <li>• Can we not use the community bus service? Why create another transportation system?</li> <li>• Golf carts.</li> </ul>	<ul style="list-style-type: none"> <li>• Noted for future consideration and shared with campus 'Facilities &amp; Operations'. Any future change to the road access location will be undertaken in consultation with the City of Camrose.</li> <li>• Comment addressed within the LRDP Amendment report. Our understanding is that the City of Camrose will make the current community bus service pilot project permanent in 2018. Ongoing dialogue with the City of Camrose is underway to support improved public transit between campus and key off-campus service areas.</li> <li>• Suggestion noted for future consideration and shared with campus</li> </ul>

## 'Facilities & Operations'

- Well done, having transportation for students without vehicles and choose not to walk in winter is very helpful.
- Looks great.
- It seems reasonable. I don't think we have a problem here really.
- Lessening/removing vehicular traffic from the middle/heart of campus is a good step.
- Like the idea of adding more internal circulations routes.
- The proposed path through ravine is essential if you are not building more parking areas.
- Positive
- Too vague to really know if it will be ok.
- Positive comments RE: increased transportation options and off-campus connections.
- Positive general comment.
- Positive general comment.
- Positive general comment.
- Positive general comment.
- Positive comment RE: addition of ravine trails.
- Positive general comment.
- Noted. Future development will be influenced by 'Campus Design Guidelines' and substantial development projects will include a public consultation process with opportunity for additional public feedback.
- Positive general comment.
- Like the changes proposed.

## Parking

### Stakeholder Comments

- Also good to get parking removed from 50th Street itself.
- Parking during the day should not be free for the public when there are events at the performing arts center. Two words - dance Moms.
- A simple logical solution would be to build a parkade on the existing parking lot north of the Lougheed Centre.

### University Response

- Issues noted and addressed in final LRDP Amendment report. Transportation Demand Management study is being prepared to inform future strategies. Ongoing dialogue with the City of Camrose is underway to address parking issues of common concern.
- Concerns RE: joint use event parking shared with campus 'Parking Services' for future consideration.
- Based on a recent parking demand study, a parkade not needed at this time. A Transportation Demand Management study is being prepared to inform future strategies.

- Need parking but NOT in the front (where the old church is).
- May need more underground.
- Positive
- Make more.
- More spots, more happy students.
- I loved the sloped hill 50 street integrative parking with a building on top. I would like to see parts of the trees protected or form an integrative parking lot with spaces for bikes, e-cars and plants between stalls. Also some electric stalls would be nice. Also, don't waste money paving the ravine lot - the gravel is fine.
- I have never driven on campus so I cannot say.
- Accommodating community parking on weekdays that interfere with student parking is an issue.
- Expanding parking is definitely a need and the suggested locations/plans seems well thought out.
- Poorly thought out. Campus has terrible pedestrian lines from parking to the center of campus and nothing on the plan seems to address or improve that.
- Good plan for parking. Integrated use seems to be most beneficial.
- Noted. Additional surface parking not anticipated for that area, but instead to be integrated with future substantial development projects.
- Positive comment RE: integrated parking.
- Positive general comment.
- Noted. Transportation Demand Management study is being prepared to inform future strategies. Additional parking to be integrated with future substantial development projects.
- Noted. Transportation Demand Management study is being prepared to inform future strategies. Additional parking to be integrated with future substantial development projects.
- Positive comment RE: integrated parking. Suggestions shared with campus 'Parking Services' for future consideration.
- Noted
- Noted. Suggestions shared with campus 'Parking Services' for future consideration.
- Positive general comment.
- Noted. Improving the pedestrian environment and connections is part of Principle #2 – Enhanced Transportation Options. Suggestion shared with 'Facilities and Operations' for future consideration.
- Positive comment RE: integrated parking.

## Campus land uses for current enrollment to 1200 students:

### Stakeholder Comments

- The proposed new academic buildings south of Founders' Hall will be on an area of steep slope.
- Like it.
- It is a good plan.
- Looks great.
- Looks good
- The classrooms currently are sufficient but could use renovations - they are outdated.
- Upcoming growth considered on board 14 shows academic space in the far back corner, which will be inconvenient for students who live off campus. Moving this academic space to the parcel of land from 47 to 46 street south of 46 Avenue will free up residence space closer to the present student residences or provide additional student parking for those in residences.
- I don't think parking or pedestrian uses have been addressed in enough detail, or how those will be coordinated with the city (bylaw re parking on 50th set, etc.)
- Strong proposal, but I feel focus should be on 1600, as we know buildings will take time.

### University Response

- Noted. This is seen as a potential opportunity. Future development will be influenced by 'Campus Design Guidelines' and substantial development projects will include a public consultation process with opportunity for additional public feedback.
- Positive general comment.
- Positive general comment.
- Positive general comment.
- Positive general comment.
- Noted. Updates to Facility Condition Assessments are underway and will inform strategy for future renovation or replacement of residence buildings.
- Noted for future consideration. The campus is quite walkable and can be crossed on foot in 10 minutes or less. Over the long term, residences and associated parking requirements are not planned to be located within the 'central academic core' of the campus.
- Noted. 'Campus Design Guidelines' will inform the development of future parking areas and pedestrian facilities. Ongoing dialogue with the City of Camrose is underway to strengthen and improve pedestrian and cycling connections to and from campus. A Transportation Demand Management study is being prepared to inform future strategies and ongoing dialogue with the City of Camrose is underway to address parking issues of common concern.
- Noted. Enrollment growth and associated facility needs are considered and balanced between 'Augustana Faculty' and 'Facilities & Operations' and prioritized based on



anticipated enrollment, business cases and available funding.

### Campus land uses for current enrollment to 1600+ students:

Stakeholder Comments	University Response
<ul style="list-style-type: none"><li>• Love it!</li><li>• Love it!</li><li>• It's a really good plan.</li><li>• Good</li><li>• I prefer ravine being just residences or non-academic. I do not want to see "3" just be bulldozed into a parking lot until other options are looked at first.</li><li>• More residences would be nice even if they are individuals houses a little further from campus. Renting from the University is very convenient.</li><li>• I don't think 1600+ is feasible, and that has little to do with infrastructure or land use.</li><li>• I want to see this happen in my life!</li></ul>	<ul style="list-style-type: none"><li>• Positive general comment.</li><li>• Positive general comment.</li><li>• Positive general comment.</li><li>• Positive general comment.</li><li>• Concern noted for future consideration. Future development will be influenced by 'Campus Design Guidelines' and substantial development projects will include a public consultation process with opportunity for additional public feedback.</li><li>• Positive comment RE: enhanced residence options.</li><li>• Noted. Facility needs are considered and balanced by 'Augustana Faculty' and 'Facilities &amp; Operations' and prioritized based on anticipated enrollment, business cases and available funding.</li><li>• Positive general comment.</li></ul>

### 17. Please provide any further general comments you may have:

Stakeholder Comments	University Response
<ul style="list-style-type: none"><li>• We live about two blocks east of the campus. Noise from campus activities has been less in the last year than a few years back. The displays were very well done and the planning staff very good!</li><li>• General comments - Would appreciate rec/gym facilities for community as well i.e. open gym times, squash court etc. Athletic diversity is lacking in Camrose - sadly, only focus is hockey.</li><li>• Great job. Thanks so much for</li></ul>	<ul style="list-style-type: none"><li>• Positive general comment.</li><li>• Suggestion noted and incorporated into final LRDP Amendment report. Facility needs are considered and balanced by 'Augustana Faculty' and 'Facilities &amp; Operations' and prioritized based on anticipated enrollment, business cases and available funding.</li><li>• Positive comment RE: focus on</li></ul>

including the neighborhood. Use lots of walk ways and open spaces as well. Thanks again.

- This was really awesome, thank you. I'm excited.
- Ben informed me.
- I don't know if I will still be here to see any of this, but I am still excited.
- I am excited for the growth, love integrating parking with buildings on top on the 50 Street slope, happy to see Founders Hall view unobstructed. I like the ravine residence focus. I like that the ravine will be protected. I am concerned about forested areas being bulldozed and at least would like to see small pockets protected. Other than that, I approve. Thank you for your consultation.
- Not specific enough about possible transitions.
- The student population is very happy if you make our residences comfortable and nice as well as our classrooms professional and respectable. Those are our main priorities. Facilities on campus - coffee shop, pharmacy and pub would also make the students happy.
- Addition of an on-campus workout facility for athletes?
- Interesting ideas and am intrigued to see the 10-year development of the campus. Workout facility should be a major part of the plan, as this is a major drawback in comparison to other universities.
- A workout facility on campus would be a great addition to campus and is an area that is severely lacking.
- A workout facility really is necessary and should be part of the development plan. This campus is majorly lacking in the aspect.
- The campus badly needs a new gymnasium. The rest of this is not very

improvement of pedestrian infrastructure and open spaces.

- Positive general comment.
- Noted.
- Positive general comment.
- Positive comments RE: enrollment growth, integrated parking, maintenance of key view corridors and location of residences. Concern RE: existing forest noted for future consideration. Future development will be influenced by 'Campus Design Guidelines' and substantial development projects will include a public consultation process with opportunity for additional public feedback.
- Noted. Refer to Section 4.7 – Implementation and Section 6.8 – Accommodating Future Growth within final LRDP Amendment report.
- Comments noted and incorporated into final LRDP Amendment report.
- Suggestion noted and incorporated into final LRDP Amendment report.
- Suggestion noted and incorporated into final LRDP Amendment report.
- Suggestion noted and incorporated into final LRDP Amendment report.
- Suggestion noted and incorporated into final LRDP Amendment report.
- Suggestion noted and incorporated into final LRDP Amendment report.

relevant.

- Be truly willing to listen to feedback, and be very sure it represents a real cross section, and not just an elite few, and that it truly serves the mandate of the campus.
- Unsure of need to move parking access on 50th street, but sure there is a valid reason. Great work. Look forward to the possibilities. Now make it happen!
- Noted. A summary of the comprehensive consultation process undertaken is available within the LRDP Amendment report.
- Noted for future consideration. Positive general comment.

**OUTLINE OF ISSUE**  
**Action Item**

**Agenda Title: Lister Centre Classic Towers Deferred Maintenance and Functional Renewal: Project Finance (Borrowing Resolution) and Order in Council**

**Motion:** THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee:

- a) execute a Borrowing Resolution requesting approval of mortgage financing for the construction and design related to the functional renewal of the Lister Centre Classic Towers for a total borrowing amount not to exceed seventy-five million, five hundred thousand dollars (\$75,500,000) in Canadian funds for a term of not more than thirty (30) years at an interest rate of not more than 4.5%.
- b) make an application to the Minister of Infrastructure for the required approval of the Lieutenant Governor in Council.

**Item**

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation
Proposed by	Andrew Sharman, Vice-President, Facilities and Operations
Presenter	Andrew Sharman, Vice-President, Facilities and Operations

**Details**

Responsibility	Facilities and Operations
The Purpose of the Proposal is (please be specific)	To obtain the Lieutenant Governor's Order approval required for financing from the Alberta Capital Finance Authority for the construction and design related to the functional renewal of the Lister Centre Classic Towers.
The Impact of the Proposal is	Address the deferred maintenance, life safety/code and functional renewal issues in the classic Lister towers.
Replaces/Revises	N/A
Timeline/Implementation Date	Typically borrowing resolutions are accompanied by a Capital Expenditure Authorization Request (CEAR), but in this case we are presenting the borrowing resolution only. This is out of an abundance of caution as securing government approval can take considerable time. However, before any decision is made related to this project proceeding, detailed financial models are being scrutinized to ensure its financial viability and, before construction begins, we will return to the committee with a CEAR.  The project is anticipated to commence construction in late 2018 targeted to reach substantial completion in July 2022.
Estimated Cost and funding source	\$85,500,000: <ul style="list-style-type: none"> <li>• \$75,500,000 borrowed from Alberta Capital Finance Authority on a 30-year term</li> <li>• \$10,000,000 equity funding (Ancillary Services)</li> </ul>
Next Steps (ie.: Communications Plan, Implementation plans)	Initial design work has commenced. The Lister Hall Students' Association has been informed and there will be a representative from the Lister Hall Students' Association (LHSA) and from the Lister Residence Assistants on the design team.  A communications plan will be developed to engage with Lister students and Ancillary staff as the project proceeds.

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Supplementary Notes / context	The actual borrowing resolution has been added as Attachment 2, but did not go to the April 18, 2018 BFPC meeting.
<b>Engagement and Routing</b> (Include meeting dates)	
Participation: (parties who have seen the proposal and in what capacity)  <For further information see the link posted on the <a href="#">Governance Toolkit section Student Participation Protocol</a> >	<b><u>Those who have been informed:</u></b> <ul style="list-style-type: none"> <li>President’s Executive Committee – Operational (PEC-O) – March 22, 2018 – Approval to proceed.</li> </ul>
	<b><u>Those who have been consulted:</u></b> <ul style="list-style-type: none"> <li>Residence Budget Advisory Committee (March 1, 2018)</li> <li>Joint Residence Oversight Committee (March 14, 2018)</li> <li>Presentation to Residence Assistants (March 25, 2018)</li> <li>Presentation to LHSA Executive and Floor Coordinators (March 25, 2018)</li> </ul>
	<b><u>Those who are actively participating:</u></b> <ul style="list-style-type: none"> <li>Facility &amp; Operations (Project Planning and Delivery)</li> <li>Ancillary Services</li> <li>LHSA</li> </ul>
Approval Route (Governance) (including meeting dates)	Board Finance and Property Committee – April 18, 2018 (for recommendation to Board of Governors) Board of Governors – May 11, 2018 (for approval)
Final Approver	Board of Governors

**Alignment/Compliance**

Alignment with Guiding Documents	Institutional Strategic Plan – <i>For the Public Good</i> , Comprehensive Institutional Plan, Ancillary Services 5 Year Capital Plan
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please <u>quote</u> legislation and include identifying section numbers)	<p><b><u>Post-Secondary Learning Act</u></b> The Post-secondary Learning Act, Section 73(1) Subject to the approval of the Lieutenant Governor in Council, a board, for the purposes of the public post-secondary institution, may from time to time borrow any sums of money the board requires and may from time to time issue notes, bonds, debentures or other securities that (a) bear interest at a rate or rates determined by the board,(b) are in a denomination or denominations determined by the board,(c) are payable as to principal and interest(i) in the currency or currencies of any country or countries,(ii) at any place or places,(iii) at any time or times, and(iv) in any manner, determined by the board,(d) may be made redeemable in whole or in part in advance of maturity (i) at any time or times,(ii) on any terms, and(iii) at any price or prices, either with or without premium, determined by the board, and (e) may be issued in amounts that will realize the net sum required by the board for the purposes of the public post-secondary institution.</p> <p><b><u>BFPC Terms of Reference – Sections 3 and 4 state:</u></b></p> <p><b>3. <u>MANDATE OF THE COMMITTEE</u></b></p> <p>Except as provided in paragraph 4 and in the Board’s General Committee Terms of Reference, the Committee shall monitor, evaluate, advise and make decisions on behalf of the Board with respect to all strategic and significant financial and property matters and policies of the University(...)</p>

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	<p>Without limiting the generality of the foregoing, the Committee shall:</p> <p>f) review and recommend to the Board original Capital Expenditure Authorization Requests or individual Supplemental CEARs greater than \$7 million or aggregate total CEAR and Supplemental CEARs up to, but not exceeding \$14 million.</p> <p>4. <u>LIMITATIONS ON DELEGATION BY THE BOARD</u></p> <p>The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee set out in paragraph 3, the Board shall:</p> <p>(c) approve capital expenditures of more than \$7 million or more or expenditures which, when combined with other expenditures for the same period, would equal more than \$7 million.</p> <p>Lister Community Plan (2014)</p>
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Attachments:

1. Lister Towers Renewal Briefing Note (3 pages)
2. Borrowing Resolution (2 pages)

*Prepared by:*

Katherine Husing, Associate Vice President, Ancillary Services  
Facilities and Operations  
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## Background

The University of Alberta's Institutional Strategic Plan 2016-2021, *For the Public Good* recognizes the benefits of students living in on-campus accommodation and, thus, provides a guarantee of housing for first-year students among its strategic directives.<sup>1</sup>

Students residing on campus - and the institution in which those students are enrolled - derive numerous benefits from their living-learning communities. Students' academic experience is enriched by linking learning with other aspects of their lives and many institutional goals are met as they relate to student recruitment, retention, and achievement.

Guaranteed housing for first-year students is an important tool in recruiting, retaining, and driving student achievement. However, downstream benefits (student engagement and satisfaction) are diminished if the housing is not supportive and attractive to students when they arrive.

UAlberta's primary first-year residence, Lister, consists of three 'classic' towers, built in the 1960s and a fourth, Mary Schaeffer Hall, built in 2003. Lister Centre in which dining facilities, conference facilities, a gymnasium, and administrative offices reside supports the four towers. For over 50 years and tens of thousands of students, Lister has been their first 'home away from home'.

The University's largest single residence facility, Lister currently houses approximately 1,760 students, 78% of whom are in their first year of study. A fifth tower, scheduled to open in August 2018, will increase the total capacity of the Lister complex to over 2,200 students.

## Issue

With the emphasis on keeping residence rates as low as possible, Ancillary Services has been unable to invest adequately in the long-term sustainability of the asset. Since construction, neither the classic towers nor Lister Centre has ever undergone any substantial building retrofit or renewal.

Today, many of the original building systems, including lighting, sprinklers, fire alarm, voice communication, and window systems, do not meet current code and life safety standards. Additionally, the building interiors, including the dormitory rooms, study rooms, laundry facilities, amenity and social areas that provide living and support spaces crucial to academic achievement, student engagement, and community building, are outdated and in poor condition. Finally, deferred maintenance liabilities continue to accrue. These issues are well known to past and current residents and are consistent with the satisfaction levels reported in annual surveys.

UAlberta is at risk of significant failure of major building systems, resulting in the inability to operate the classic towers as a student residence.

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<sup>1</sup> University of Alberta, Institutional Strategic Plan 2016-2021, For the Public Good, Objective 8, Strategy 6.

## **The Solution**

An investment in addressing deferred maintenance and functional renewal in Lister will capitalize on the utilization of existing, but old and functionally inadequate, infrastructure.

Consistent with UAlberta's focus on addressing deferred maintenance through functional renewal of existing physical assets, Ancillary Services has identified renewal of the classic towers as a priority in its 5-year capital plan. In two phases, deferred maintenance, life safety/code, and functional renewal issues will be addressed.

Phase 1, which addresses the towers and the critical buildings systems that support the towers, is the most immediate concern. Phase 2 considers redesign and renewal of Lister Centre to optimize student supports, community and amenity spaces, and administrative spaces. The current project is limited to Phase 1.

## **The Project**

A project of this magnitude requires closing each tower for a minimum of one year. The duality of phasing the project over four years combined with the opening of 460 new first-year beds in Lister 5 in September 2018 allows for a comparatively reduced impact to occupancy capacity and resulting rental income. The current inventory available to first-year students throughout the course of the project will be negligibly impacted.

At present, the two project phases are estimated at \$117 million. Phase 1, focusing on the classic towers, has been costed at \$85.5 million; the majority of which will address critical building and life safety systems, code issues, and deferred maintenance. Phase 1 is projected to be funded through a combination of equity (\$10 million) and debt financing (\$75.5 million). Phase 2 will be considered at a later date.

While Ancillary Services is endeavouring to produce the most accurate projections of revenue and cost, this project will inevitably require debt financing from the Alberta Capital Finance Authority. As this work unfolds, there is a concern the window in which to secure an Order in Council is closing considering a provincial general election is only one year away. Prudence suggests the Board of Governors proceeding now to secure approval from the Lieutenant Governor in Council for borrowing would be in the strategic best interests of the university. In the event the financial projections prove the project to be economically unviable, a mortgage need not be drawn. However, securing an Order in Council permits the institution to proceed if the conditions are favourable.

## **Recommendation**

The Board Property and Finance Committee recommend the Board of Governors request the Lieutenant Governor in Council to approval borrowing in the amount of \$75.5 million from the Alberta Capital Finance Authority.





Prepared by:  
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**RESOLUTION OF  
THE GOVERNORS OF THE UNIVERSITY OF ALBERTA  
("Board of Governors")**

Whereas:

- A. The Board of Governors, to carry out the purposes of the University of Alberta, deems it appropriate and necessary to proceed with the renovation of the Lister Centre Classic Towers at a currently budgeted cost of seventy-five million five hundred thousand dollars in Canadian funds (\$75,500,000.00);

And

- B. The Board of Governors considers it appropriate and necessary that the University of Alberta, in accordance with this Resolution, fund the renovation by borrowing an amount not to exceed seventy-five million five hundred thousand dollars in Canadian funds (\$75,500,000.00) from the Lender defined herein.

IT IS HEREBY RESOLVED THAT:

1. Pursuant to Section 73 of the *Post-secondary Learning Act* and subject to the prior approval of the Lieutenant Governor in Council, the Board of Governors, for the purposes of the University of Alberta, authorizes and approves the borrowing of an amount to fund the renovation not to exceed seventy-five million five hundred thousand dollars in Canadian funds (\$75,500,000.00) (the "Loan").
2. The Loan be:
  - (a) from a Lender (the "Lender") which is the Alberta Capital Finance Authority in an amount not to exceed seventy-five million five hundred thousand dollars in Canadian funds (\$75,500,000.00);
  - (b) for a term not to exceed thirty (30) years;
  - (c) at an interest rate not to exceed four percent (4.5%) per annum;

and that within the foregoing parameters, the establishment of the amount, term and interest rate be made by the Vice-President (Finance and Administration).

3. To secure the repayment of the Loan, the University of Alberta grants to the Lender such security as may be required by the Lender and agreed to by the Vice-President (Finance and Administration).

4. The Vice-President (Finance and Administration) be and is hereby authorized for and on behalf of the University of Alberta:
  - a) to negotiate, execute and deliver to the Lender such notes, bonds, debentures or other securities in such form, with or without seal, and containing such terms and conditions related to the Loan including amount, denomination, time and place of payment, principal and interest and redemption as agreed with such Lender;
  - b) to include in the security agreed with such Lender in conjunction with the Loan all such securities, debentures, charges, pledges, mortgages, conveyances, assignments and transfers to or in favour of the Lender of all or any property, real or personal, moveable or immovable, owned by the University of Alberta or in which it may have an interest as may be agreed with such Lender;
  - c) to give to the Lender any other documents or contracts necessary to give or furnish to the Lender the security or securities required by the Lender including without limiting the generality of the foregoing, all or any receivables, book debts due or growing due, stocks, bonds, insurance policies, promissory notes, bills of exchange and securities of all kinds.
5. All agreements, securities, documents and instruments purporting to be signed, made, drawn, accepted, executed or endorsed as hereinbefore provided shall be valid and binding upon the University of Alberta.
6. The Lender shall be furnished with a certified copy of this Resolution.

I hereby certify that this Resolution has full force and effect on the 11 day of  
May 2018.

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Chair  
The Board of Governors of the University of Alberta

**OUTLINE OF ISSUE**  
**Action Item**

Agenda Title: **Saville Community Sports Centre: Disposition via Lease**

**Motion:** THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee:

- a) approve the disposition, of up to 15,000 square feet (1,394 square metres) of space within the Saville Community Sports Centre, on land legally described as Plan 1225150, Block 1, Lot 2 in the City of Edmonton, Alberta, via leases with terms not to exceed 15 years (including renewal options), on terms and conditions acceptable to the Vice-President (Facilities and Operations).
- b) make an application to the Minister of Infrastructure for the required approval of the Lieutenant Governor in Council for the granting of the disposition, via lease, as set forth in Attachment 1.

**Item**

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation
Proposed by	Vice President (Facilities and Operations)
Presenter	Andrew Sharman, Vice-President (Facilities and Operations)

**Details**

Responsibility	Vice President (Facilities and Operations)
The Purpose of the Proposal is (please be specific)	To provide the Board of Governors with the flexibility necessary to manage designated retail space in the Saville Community Sport Centre, the institution is seeking approval of the Lieutenant Governor for the ability to lease space within the Saville Centre for terms exceeding five years. This would be an exception to the <i>Post-Secondary Learning Act</i> , which currently limits the Board of Governors to approving leases of less than five years.
The Impact of the Proposal is	The ability to offer longer-term lease agreements would be beneficial in attracting users and maintaining long-lasting working relationships.
Replaces/Revises	N/A
Timeline/Implementation Date	2018
Estimated Cost /funding source	N/A
Next Steps (ie.: Communications Plan, Implementation plans)	Upon approval, we will have the flexibility to extend existing leases or negotiate new leases with terms not to exceed 15 years (including renewal options).
Supplementary Notes /context	N/A

**Engagement and Routing** (Include meeting dates)

Participation: (parties who have seen the proposal and in what capacity)  <For further information see the link posted on the <a href="#">Governance Toolkit section</a> <a href="#">Student Participation Protocol</a> >	<b><u>Those who have been informed:</u></b>
	<ul style="list-style-type: none"> <li>• None</li> </ul>
	<b><u>Those who have been consulted:</u></b>
	<ul style="list-style-type: none"> <li>• President's Executive Committee – Operational (PEC-O) – March 22, 2018</li> </ul>
	<b><u>Those who are actively participating:</u></b>
	<ul style="list-style-type: none"> <li>• Craig Moore, Director, Real Estate Service</li> <li>• Mike Helm, Associate Director, Real Estate Services</li> </ul>
Approval Route (Governance) (including meeting dates)	Board Finance & Property Committee (recommendation) – April 18, 2018 Board of Governors (approval) – May 11, 2018
Final Approver	Board of Governors

**Alignment/Compliance**

<p>Alignment with Guiding Documents</p>	<p><b><u>Institutional Strategic Plan - For the Public Good</u></b> <i>SUSTAIN... Our commitment extends to administration and governance...and infrastructure</i></p> <p>23. <b>OBJECTIVE:</b> <i>Ensure that the University of Alberta’s campuses, facilities, utility, and information technology infrastructure can continue to meet the needs and strategic goals of the university.</i></p> <p>i. <i>Strategy: Secure and sustain funding to plan, operate, expand, renew, and optimize the use of campus infrastructure to meet evolving teaching and research priorities.</i></p>
<p>Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please <u>quote</u> legislation and include identifying section numbers)</p>	<p><b><u>Post-secondary Learning Act (PSLA)</u></b></p> <p><b>Section 60(1)</b> <i>The Board of a public post-secondary institution shall</i></p> <p>(a) <i>manage and operate the public post-secondary institution in accordance with its mandate.</i></p> <p><b><u>Acquisition of land</u></b></p> <p><b>Section 66 (1)</b> <i>A Board may acquire any interest in land for the purposes of the board in conducting the affairs of the public post-secondary institution.</i></p> <p><b><u>Disposition of land</u></b></p> <p><b>Section 67 (1.1)</b> <i>A board shall not, without the prior approval of the Lieutenant Governor in Council,</i></p> <p>(a) <i>sell or exchange any interest in land, other than donated land, that is held by and being used for the purposes of the board, or</i></p> <p>(b) <i>lease for a term that exceeds 5 years any land held by the board unless the lease is to a person that will use the land for the purpose of providing support services to the students, faculty or staff of the public post-secondary institution.</i></p> <p><b><u>BFPC Terms of Reference – Sections 3 and 4:</u></b></p> <p><b>3. <u>MANDATE OF THE COMMITTEE</u></b></p> <p>Except as provided in paragraph 4 and the Board’s General Committee Terms of Reference, the Committee shall monitor, evaluate, advise and make decisions on behalf of the Board with respect to all strategic and significant financial and property matters and policies of the University. The Committee shall also consider any other matter delegated to the Committee by the Board.</p> <p>Without limiting the generality of the foregoing, the Committee shall:</p> <p>g) review and recommend to the Board the acquisition or disposition of real property as determined by the Board-approved Real Property Compliance Policy;</p> <p><b>4. <u>LIMITATIONS ON DELEGATION BY THE BOARD</u></b></p> <p>The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee set out in paragraph 3, the Board shall:</p> <p>g) approve the acquisition or disposition of real property as determined by the Board-approved Real Property Compliance Policy</p>

Attachments:

1. Board Resolution (1 page)

**RESOLUTION OF The Governors of The University of Alberta**  
**("Board of Governors")**

**IT IS HEREBY RESOLVED:**

THAT, subject to the prior approval of the Lieutenant Governor in Council under section 67 of the Post-secondary Learning Act, The Governors of The University of Alberta authorize and approve the disposition of up to 15,000 square feet of space within the Saville Community Sports Centre, via leases with terms not to exceed 15 years (including renewal options), on terms and conditions acceptable to the Vice-President (Facilities and Operations). The Saville Community Sports Centre is on the land legally described as Plan 1225150, Block 1, Lot 2 in the City of Edmonton, Alberta.

I hereby certify that this resolution has full force and effect on the 11h day of May, 2018.

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Chair, The Governors of The University of Alberta

**Governance Executive Summary**  
**Action Item**

Agenda Title: **Board Committee Appointments**

**Motion:** THAT the Board of Governors, on the recommendation of the Board Chair, Mr Michael Phair, approve Board Committee appointments, as set forth in Attachment 1 to the agenda documentation.

**Item**

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation
Proposed by	Mr Michael Phair, Chair, Board of Governors
Presenter(s)	Michael Phair, Board Chair

**Details**

Responsibility	Chair of the Board of Governors
The Purpose of the Proposal is ( <i>please be specific</i> )	To make adjustments to the current Board Committee membership roster to reflect recent Board membership changes.
Executive Summary ( <i>outline the specific item– and remember your audience</i> )	<p>The Board of Governors annually reviews the recommendations of the Board Chair for appointments to Board Standing and other committees at its June meeting. Other appointments are made as required.</p> <p>These appointments reflect the change in graduate and undergraduate student representation on the Board as a result of recent student elections.</p> <p>Sasha van der Klein, President of the Graduate Students' Association (GSA), has requested that Fahed Elian, GSA Vice-President (Student Services), be appointed as her delegate on the Board Safety, Health and Environment Committee</p>
Supplementary Notes / context	Replaces the 2017-2018 Committee Membership List approved by the Board on March 17, 2018.

**Engagement and Routing** (Include meeting dates)

Consultation and Stakeholder Participation (parties who have seen the proposal and in what capacity)	<p><b><u>Those who are actively participating:</u></b></p> <ul style="list-style-type: none"> <li>• Board Chair</li> <li>• Student representatives</li> <li>• University Governance</li> </ul>
<For information on the protocol see the <a href="#">Governance Toolkit section Student Participation Protocol</a> >	<b><u>Those who have been consulted:</u></b>
	<b><u>Those who have been informed:</u></b>
Approval Route (Governance)	Board of Governors – for approval – May 11, 2018

**Strategic Alignment**

Alignment with <i>For the Public Good</i>	<p><b><u>Institutional Strategic Plan - For the Public Good</u></b> <i>SUSTAIN our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all.</i></p> <p>21. Objective: Encourage continuous improvement in administrative, governance, planning, and stewardship systems, procedures, and policies that enable students, faculty, staff, and the institution as a whole</p>
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Item No. 5ci

	<i>to achieve shared strategic goals.</i>
Alignment with Institutional Risk Indicator	Leadership and Change
Legislative Compliance and jurisdiction	<ul style="list-style-type: none"><li>• Board of Governors General Terms of Reference for Board Standing Committees – Sections 3 and 4</li><li>• Board Safety, Health and Environment Committee Terms of Reference – Section 2a4</li></ul>

Attachments:

1. Proposed 2017-2018 Board of Governors Committee Membership (1 page) – for approval

Prepared by: Juli Zinken, Board Secretary and Manager of Board Services, [juli.zinken@ualberta.ca](mailto:juli.zinken@ualberta.ca), 780-492-4715



**AUDIT COMMITTEE**

Chair: Dominique Grégoire  
Vice-Chair: Charlene Butler  
\*Jon Chia (June 30, 2018)  
\*Shenaz Jeraj (June 30, 2018)  
\*Barry Kaiser (June 30, 2019)  
\*Stuart Lee (August 30, 2019)  
Owen Tobert

**FINANCE & PROPERTY COMMITTEE**

Chair: Owen Tobert  
Vice-Chair: David Cooper  
~~Marina Banister~~ Reed Larsen  
Matthew Barnett  
~~Babak Soltannia~~ Sasha van der Klein  
Glenn Stowkowy  
Claudette Tardif  
\*<vacant>

**HUMAN RESOURCES & COMPENSATION COMMITTEE**

Chair: Ray Muzyka  
Vice-Chair: Lynn Parish  
Zahra Somani  
\*Robert Teskey (June 30, 2019)

**INVESTMENT COMMITTEE**

Chair: \*Dave Lawson (June 30, 2020)  
Vice-Chair: \*Jim Drinkwater (June 30, 2019)  
\*Derek Brodersen (June 30, 2019)  
Charlene Butler  
\*John Butler (June 30, 2019)  
\*Gordon Clanachan (June 30, 2019)  
\*Allister McPherson (June 30, 2018)  
\*Sandy McPherson (June 30, 2018)  
\*Peter Pontikes (June 30, 2019)  
<vacant>

\* Denotes External Member on a Board Committee

**LEARNING AND DISCOVERY COMMITTEE**

Chair: Lynne Paradis  
Vice-Chair: Mary Pat Barry  
~~Marina Banister~~ Reed Larsen  
David Cooper  
Kirk MacLeod  
Ray Muzyka  
~~Babak Soltannia~~ Sasha van der Klein

**SAFETY, HEALTH & ENVIRONMENT COMMITTEE**

Chair: Zahra Somani  
Vice-Chair: \*Gordon Winkel (June 30, 2019)  
Matthew Barnett  
Katherine Binhammer  
\*David Rust (June 30, 2020)  
~~Mike Sandare~~ Levi Flaman  
Sheri Somerville  
Glenn Stowkowy  
~~\*Sasha van der Klein~~ \*Fahed Elian  
\*<vacant>

**UNIVERSITY RELATIONS COMMITTEE**

Chair: Mary Pat Barry  
Vice-Chair: Sheri Somerville  
Matthew Barnett  
Katherine Binhammer  
\*Catrin Owen (June 30, 2020)  
Lynne Paradis  
~~Mike Sandare~~ Levi Flaman  
~~Babak Soltannia~~ Sasha van der Klein  
\*<vacant>

***Ex Officio Members on all Board Committees:***

Michael Phair, Board Chair  
Douglas Stollery, Chancellor  
David Turpin, President

**BOARD REPRESENTATION ON UNIVERSITY COMMITTEES**

Senate: Lynne Paradis, Sherri Somerville  
Edmonton Community Foundation Nominating Committee: Mary Pat Barry  
University Properties Trust Board of Directors: Glenn Stowkowy, <vacant>