UNIVERSITY OF CALGARY
MAIN CAMPUS
LONG RANGE DEVELOPMENT PLAN

JANUARY, 2017

PHOTO: EWAN NICHOLSON
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A university campus is an integral part of the post-secondary education experience; communities are formed, ideas are exchanged, lasting friendships and memories are made here every day. The University of Calgary Main Campus Long Range Development Plan (LRDP) establishes a thirty-year vision that builds upon previous planning efforts and supports the university’s long-term academic and research goals, as well as the Eyes High strategic vision. Approved by the University of Calgary Board of Governors in December 2016, the LRDP guides future campus development and sets a foundation for future planning documents to build upon.

Developed through an extensive consultation process from 2015 to 2016, the LRDP provides a vision, guiding principles and a planning framework for campus development to ensure our university is vibrant, cohesive and welcoming. A memorable campus enhances physical and mental wellness with daylight, vegetation and views. It can also make the campus more intuitive and easy to navigate. Clear and direct pathways will connect our campus to the surrounding communities and guide visitors to their destinations. A remarkable campus environment supports 24/7, year-round use, makes a lasting first impression and further elevates the University of Calgary as a desirable place to be for students, faculty, staff and visitors.

Two supporting documents are included as part of the complete LRDP:

- Consultation Framework: Long Range Development Plan & Substantial Development is a document that sets out the consultation protocol for the LRDP and future substantial developments (Appendix A.3)
- Campus Forward: Main Campus LRDP Consultation Report is a detail report on the consultation process (Appendix A.4)

The LRDP sets a land development outlook for the next 30-40 years, but it does not provide a time frame for development, given the ever-changing nature of post-secondary education. Instead, it puts in place overarching guidelines and parameters to ensure our campus develops in a holistic manner responds to changing needs and engages the communities we both serve and lead.
With roots that date back more than a century, the University of Calgary officially achieved autonomy in 1966. Originally an area of native fescue ranchland at the edge of North West Calgary, the university’s main campus developed as the city grew around it (figure 2.1). The completion of the LRT Red Line and subsequent transit system expansions greatly improved the connection between the university’s main campus and the rest of the city. The population of students living in residence has increased, as have the number of academic and research programs and the breadth of services the university provides. Overall, the main campus has become more pedestrian-oriented and bicycle-friendly, with quality public spaces and less dependence on vehicles.

Today, the University of Calgary’s main campus occupies a landscaped setting with a view of the Rocky Mountains, covering more than 200 hectares, which is an area larger than Calgary’s entire downtown. Surrounded by mature neighbourhoods, major roadways, a LRT station, the University Research Park, the Foothills Athletic Park, the Alberta Children’s Hospital, and the developing University District, the main campus is one of the most extensive and important public spaces in Calgary (figure 2.2).

More than 30,000 students are currently enrolled in undergraduate, graduate and professional degree programs. The University of Calgary is one of the largest employers in Calgary with approximately 1,800 academic staff actively engaged in research, scholarship and teaching in Canada and around the world, and more than 3,200 staff*. As the university continues to grow, a long-term vision is needed to ensure the campus will develop in a holistic manner. The LRDP captures this vision and aspires to create a remarkable campus for everyone.

*2016 figures

FIGURE 2.1: AERIAL IMAGES - MAIN CAMPUS THROUGH THE YEARS

2 INTRODUCTION

2.1 PURPOSE OF LRDP

2.2 PREVIOUS MAIN CAMPUS PLANNING DOCUMENTS

2.3 CONSULTATION PROCESS

2.4 INTRODUCTION

2.5 FIGURE 2.1: AERIAL IMAGES - MAIN CAMPUS THROUGH THE YEARS
21 PURPOSE OF THIS DOCUMENT

A long range development plan (LRDP):
- Describes university land use in graphic form with accompanying text describing the current and any future substantial development proposed for university land.
- Outlines where development is planned and the type of development that is expected on the campus.
- Coordinates and realigns other university plans, including the 2010 Campus Master Plan, Residence Master Plan and others.
- Ensures the campus has a framework that creates an overall community and meets academic and research needs, while enhancing our connections to bordering communities and the city of Calgary.

The LRDP sets a foundation for future planning documents, such as the Landscape Master Plan, which will provide more specific planning and design guidelines.

The LRDP is required by the Post-Secondary Learning Act (PSLA), which is provincial legislation that governs Alberta's publicly funded post-secondary institutions.

2.2 PREVIOUS MAIN CAMPUS PLANNING DOCUMENTS

Past University of Calgary planning documents include:

- 2010 CAMPUS MASTER PLAN
- 2001 CAMPUS COMMUNITY PLAN
- 1987 LONG RANGE DEVELOPMENT PLAN

These documents provide references and baselines for the 2017 main campus LRDP, which was also developed with input and feedback from an extensive consultation process. See 2.3 Consultation Process.

The 2017 LRDP supersedes previous planning documents, and should be updated every 10 years or as deemed necessary by the University of Calgary. Minor updates may occur to reflect future development. See appendix A.3 Consultation Framework for more information.
2.3 CONSULTATION PROCESS

As a foundational goal in The University of Calgary’s Eyes High strategic direction, the university is committed to fully integrating with the community and engaging the communities surrounding the campus. A framework was developed, called the Consultation Framework: Long Range Development Plan and Substantial Development (Appendix A.3), to comply with provincial requirements and fulfill the university’s commitment to engaging its communities. The framework provides a structured approach to the consultation process for the University of Calgary’s long range development plan (LRDP) and substantial developments thereafter.

Throughout the fall of 2015 and spring of 2016 the university conducted community consultation to develop the LRDP for the main campus. The process was led by the University of Calgary’s Facilities portfolio in collaboration with University Relations. The University of Calgary’s desire to build strong relationships with external stakeholders is the foundation for open, cooperative and efficient engagement. For the development of the LRDP, community stakeholders included:

- The campus community: students, faculty and staff
- Community residents surrounding the main campus: Banff Trail, Brentwood, Charleswood, Montgomery, Parkdale, St. Andrews Heights, University Heights and Varsity
- Community partners: Alberta Health Services, City of Calgary, Innovate Calgary and West Campus Development Trust

See section 5: Acknowledgments for a full list of participants.

The approach to developing the LRDP was a multi-faceted process that included an advisory group, stakeholder workshops and open houses. This approach also included a comprehensive communication strategy to ensure community stakeholders were notified and invited to provide feedback on the development of the LRDP.

Overall, the consultation process was well-received and provided invaluable input for the development of the LRDP. In total, there were:

- four stakeholder working group sessions with a total of 42 representatives participating in 1 or more sessions.
- six advisory group meetings with a total of 12 representatives participating in 1 or more meetings.
- four open houses with a total of 399 stakeholders participating in the open houses.

Over 450 stakeholders were engaged, provided input and helped shape the development of the draft LRDP. For the complete consultation report refer to A.4 Campus Forward: Main Campus LRDP Consultation Report.

PHOTO: EWAN NICHOLSON
3 VISION & GUIDING PRINCIPLES

3.1 VISION

To create a remarkable physical environment that supports the university’s long-term academic and research goals.

The University of Calgary is a leading Canadian university located in the nation’s most enterprising city. Although we have evolved over the years to provide a diverse range of services to the Calgary community, our focus remains on teaching and learning. This core value is reflected in the LRDP.

To support our Eyes High strategic direction, as well as the current and future Academic Plan and Research Plan, the university has established five guiding principles.

3.2 GUIDING PRINCIPLES

During the consultation process, a vision and guiding principles were developed to provide high-level guidelines for future development and other planning documents.
3.2 GUIDING PRINCIPLES

PRINCIPLE 1
A vibrant campus with a strong sense of place that speaks to the university’s origins, character and culture.

A fulfilling campus experience is essential in attracting and retaining students, faculty and staff. A well-conceived physical environment can greatly contribute to a unique experience. Not only will visitors feel welcomed on our campus, they will also feel the university’s energetic character and our spirited culture.

A vibrant campus with a strong sense of place will have remarkable public spaces to support events of different types and scales, and it will encourage formal and informal social interactions and learning. Furthermore, it will function as a hub of year-round activities, events and services for the surrounding communities and reflect the university’s origins and character.

PRINCIPLE 2
A pedestrian-oriented campus that encourages both physical and mental wellness with active spaces, as well as spaces for contemplation and connection.

Although the University of Calgary was established as a suburban, commuter-oriented institution, the main campus has evolved to become more pedestrian-oriented as the city grows around it. The LRDP identifies opportunities to enhance the pedestrian experience, which is essential in creating a memorable campus where connections and ideas are formed. A pedestrian-oriented campus also contributes to a healthy, safe, vibrant and sustainable environment.

Visitors arriving at the university via various modes of transportation will use intuitive pathways to reach their destinations. Friends and colleagues will enjoy interactions in public spaces. Students seeking a quiet conversation will find benches away from the crowd. These different facets of an active campus life will make the University of Calgary a desirable place to be.
PRINCIPLE 3
A welcoming campus with distinctive landmarks, edges, and open spaces that integrates with surrounding communities and the city.

While recognizing the University of Calgary is functionally and visually unique in its city context, the LRDP integrates the main campus with surrounding communities and the city through welcoming entrances with a sense of arrival, remarkable landscaped areas, buildings serving community functions and enhanced pedestrian, cycling, transit, and vehicular connections.

Once visitors are welcomed onto our main campus, they will be greeted with a distinctive landscape, open spaces and landmarks, such as public art and architectural elements. These elements will also help visitors navigate the campus.

Our main campus is for everyone, and its physical environment will reflect the wealth of resources and experiences that the University of Calgary provides to our city.

PRINCIPLE 4
A cohesive campus where the built form responds to and reinforces the sense of campus community.

While the LRDP intentionally emphasizes the exterior spaces of the campus, the buildings that frame the open space and pathways also play a critical role in making a cohesive, safe and energetic campus.

Our main campus built form will aim to protect and reinforce entrances, pathways and community connections as well as respond to site and climate conditions. Visual and physical connections between indoor and outdoor spaces will be strengthened.

Buildings with complementary uses will be located in close proximity and they will be designed with appropriate heights and proportions.

The LRDP also aims to provide appropriate site furnishing to encourage social interactions, collaboration and interdisciplinarity. Landmarks and public art will be created at key locations.
PRINCIPLE 5
A resilient and evolving campus that reflects the university’s leadership in environment, economic and social responsibility.

As an entrepreneurial university in Canada’s most enterprising city, the University of Calgary is constantly evolving. While comprehensive in its approach, the LRDP allows future development on the main campus to be adaptable and flexible.

Our main campus will also continue to support the university’s leadership in environment, economic, and social responsibility. It will be a safe, accessible and inclusive environment for students, faculty members, staff and visitors alike. It will respond to environmental best practices and reflect the University of Calgary’s Institutional Sustainability Strategy.
4 PLANNING FRAMEWORKS

4.1 OPEN SPACE SYSTEM
4.2 PATHWAYS SYSTEM
4.3 VEHICLE AND PARKING SYSTEM
4.4 LAND USE SYSTEM
4.5 OTHER CONSIDERATIONS

The making of a remarkable campus relies upon a good planning framework, robust urban design strategies, and sound coordination between different landscape elements. Responding to the goals set by the LRDP vision and guiding principles (see 3: Vision and Guiding Principles), the main campus planning framework provides policies, guidelines and planning diagrams to achieve the vision of a year-round, energetic campus.

Our main campus framework consists of four main systems: open space, pathway, vehicular and parking, and land use. Developed through the stakeholder consultation process, these systems will ensure our campus develops in a holistic and comprehensive manner.

Refer to Appendix A.1 for definitions used within the LRDP for planning elements, land use types and pathways.
4.1 OPEN SPACE SYSTEM

An integrated open space system is essential to a vibrant community. It will feel welcoming to the public and speak to the unique character of our university. The main campus open space system will:

- Create a campus that is easy to navigate with pathways that link larger open spaces. The system will be framed by buildings and include entryways setting up vistas to quads or landmarks that help people orient themselves on campus.
- Offer both active and passive experiences for group or individual use and support pedestrian and cyclist movement, so that the main campus is both safe and supportive of community-building.
- Facilitate a wide range of year-round campus activities and interaction, both during the daytime and evening.
- Be respectful of, and responsive to, neighbouring communities.
- Evolve to reflect responsible environmental, economic and social practices, and make use of adaptive plants and local materials where possible.
- Offer natural light and views to building inhabitants, and allow the indoor space and activities to be seen from the outdoor area.
- Provide well-marked access points to the interior pathway system.
- Provide clear visual and physical connections with the surrounding buildings.
- Respond to the site and climate conditions.

- Support an integrated storm water management system.
- Be animated with remarkable public art, landscape features and furniture.
- Be publicly accessible and support the development of a healthy academic and research community.
- Improve open space near residence buildings and provide opportunities for year-round activities.

See diagram 4.1 for the locations of the designated open spaces. These areas are reserved for soft landscape, paved pathways, quads, plazas, gardens, natural areas, access/service roadways and storm water management systems. They are not available for substantial development. Any building, structure or public roadway located in these spaces would be temporary in nature. Other types of areas that are not available for building developments are landscaped areas, field research lands, and open playing fields.
4.2 PATHWAY SYSTEM

A pedestrian-oriented campus is vital to creating a safe and energetic campus that integrates with the neighboring communities. The pedestrian and bicycle pathway system welcomes pedestrians and cyclists to the main campus, making their journey memorable as they interact with the unique places that speak to the campus origin and culture. A strong pedestrian and bicycle pathway system also encourages walking and the use of public transit, reducing our reliance on vehicles. The main campus pathway system will:

- Provide memorable entry points, welcoming elements at the campus edges and distinctive meeting places.
- Integrate with the surrounding communities and the city-wide pathway system.
- Include both separate and combined pathways for pedestrians and cyclists.
- Widen existing pathways and provide missing pathway connections at key locations.
- Allow safer movement around the campus perimeter, while encouraging slower movement through the middle of campus. Speed restrictions and dismount zones may be introduced at key locations for service vehicles and cyclists.
- Continue to improve the main campus wayfinding program with a consistent design language.
- Allow more direct pathways around the campus. As opportunities arise, we may modify buildings to create better pathways, while aiming to maintain major interior connections.

- Reduce conflict between pedestrians, cyclists and vehicles.
- Incorporate bicycle infrastructures, such as bicycle racks and secured parking at key locations.
- Provide appropriate connections to key transit centres and stops.
- Support a safe environment with clear lines of sight, good lighting, appropriate pathway surface and barrier-free paths.
- Provide shelter from weather conditions where possible.
- Introduce traffic calming measures, such as special surface treatment and elevated crosswalks.
- Support an accessible, equitable and supportive physical environment.

See diagram 4.2 for the proposed pathway system. The pathway system includes primary pathway, secondary pathway and designated bicycle pathway. Primary pathways are typically wider than the traditional sidewalk, and they will support both pedestrian and bicycles. The City of Calgary and University District bicycle pathway systems in diagram 4.2 are subject to change and are shown for reference only. The University of Calgary will continue to coordinate with these systems to create a continuous, coherent network.

See diagram 4.2 for the proposed pathway system. The pathway system includes primary pathway, secondary pathway and designated bicycle pathway. Primary pathways are typically wider than the traditional sidewalk, and they will support both pedestrian and bicycles. The City of Calgary and University District bicycle pathway systems in diagram 4.2 are subject to change and are shown for reference only. The University of Calgary will continue to coordinate with these systems to create a continuous, coherent network.
4.3 VEHICLE AND PARKING SYSTEM

Creating active open spaces and effective pathways will minimize the presence of vehicles on the main campus. The proposed vehicle and parking system will:

- Maintain the same number of parking stalls on main campus at about 8,000.
- Replace surface parking lots with parking structures located near the entry points to allow for additional open spaces and development sites as the main campus develops.
- Reduce the number of roadways that lead to the middle of the main campus.
- Create an environment where vehicles can safely coexist with pedestrians and cyclists.
- Make it easy for visitors arriving by vehicle and public transit to reach their destination using the open space and pathway systems.
- Support our neighbours in requesting city parking regulation changes to limit the numbers of students, faculty and staff parking on neighbourhood streets.
- Designate safe, accessible drop-off/pick up areas in key locations.
- Design appropriately-scaled parking structures with thoughtful architecture elements. The structures may be used for a variety of uses and capable of conversion to support other campus needs if future parking demand decreases.
- Continue to improve the main campus wayfinding program with a consistent design language.

- Consider transportation demand management strategies such as implementing smart parking policies, enhancing carpool and car share programs, and extending transit pass subsidies to faculty members and staff.
- Designate transit and service vehicle roadways, if required.
- Introduce shuttle service linking the University LRT station, University District, Foothills campus, and other important destinations with reliable frequency.
- Develop transit hubs with transit-user facilities and services at the edges of the main campus.
- Improve the LRT entry experience with a strong sense of arrival and a good view of our campus. Opportunities will be identified to connect the LRT station with our interior pathway system through future mixed-use buildings near the station.
- Engage Calgary Transit to improve transit service and supporting infrastructure such as sheltered waiting areas and real-time transit information update systems. Existing and future residences will be well-supported by transit service.

See diagram 4.3 for the proposed vehicle and parking system. The Calgary Transit system in diagram 4.3 is subject to change and is shown for reference only. The University of Calgary will continue to coordinate with the city to create a coherent road and transit network to service our campus appropriately.
The land use system will connect spaces and support adjacent activities to create a vibrant community for everyone on the main campus. The land use system includes consideration for the following uses:

- Academic and research
- Administrative
- Athletic
- Commercial
- Mixed uses
- Operational support
- Residential
- Parking
- Transit centre

Recognizing that academic, research and administrative uses are core to the university, these areas are concentrated around significant open spaces to influence the campus character and ensure there is activity within and around these areas. The proposed land use system will:

- Respond to the pedestrian-focused network of pathway systems that link interior and exterior routes across the main campus.
- Organize land uses that support each other, such as parking with theatre spaces or mixed use with transit use.
- Recognize and expand the established pattern of land use.
- Make the edges of the main campus welcoming, highlighting the uniqueness of the university and supporting functional needs like parking and transit links.
- Intensify development around existing the LRT station and along Crowchild Trail east of Campus Drive.
- Consider locating future residence buildings in different parts of the main campus.
- Support seamless integration of University District and the main campus.
- Locate buildings that are more transparent near primary pathways and major open spaces.
- Provide space for community-related uses, especially near the University LRT station.

See diagram 4.4 for the proposed land use.

See diagram 4.4 for the proposed land use.
4.5 OTHER CONSIDERATIONS

SAFETY
A vibrant, pedestrian-friendly, 24/7, year-round environment contributes to a safer campus. A safe campus also:
- Includes direct exterior pathways and ensures 24/7 building access at key locations.
- Provides transparency at critical areas for additional passive surveillance.
- Reduces dead-ends and vegetation that obstructs views in less populated areas.
- Provides appropriate lighting design.
- Limits service vehicle operation to non-rush hours.

PHASING
Because of the ever-changing nature of post-secondary education, the LRDP does not provide a time frame or phasing for future developments. Nonetheless, the LRDP aims to:
- Place an emphasis on transit-oriented developments near the LRT station.
- Develop parking structures only in response to surface parking areas being reduced and the parking demand increasing.
- Correspond with the timing of University District development and other surrounding developments and planning exercises.
- Explore opportunities to reuse/retro-fit existing buildings before constructing new buildings.

DENSITY
The LRDP is a flexible document and does not specify density for any particular area. Nonetheless, the LRDP will:
- Limit new building heights around major open spaces.
- Consider taller buildings along Crowchild Trail and the University LRT station.
The University of Calgary thanks all the students, faculty, staff and community members for participating in the LRDP consultation process and providing valuable feedback.

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A1 Definitions

Planning Elements
Development areas
General areas where substantial development will take place. A development area can be comprised of more than one building. It can also include elements of open spaces, pedestrian and bicycle pathways, as well as links to public roadways, access roadways, service roadways and service parking.

Substantial development
The planning, design and construction of building infrastructure in support of the university’s operations.

Edges
The boundaries between development areas, or the boundaries between the campus and adjacent communities, businesses or roadways.

Gateways
The major entry points into the main campus for public vehicles, transit and/or pedestrians and cyclists.

Landmarks
Recognizable features that help identify a location as being a unique feature or meeting place. Landmarks could be in the form of public art, landscape features or gathering spaces. Landmarks also assist in wayfinding and orienting people on the main campus.

Wayfinding
Physical elements intended to assist in navigation. Elements include signage, gateways, landmarks, maps and other features that help orient campus users to their location.

Land Use Types
Academic, research and administrative
Development areas that support the university’s teaching, learning, research and administration activities. Areas may include some food service activity such as food kiosks, but not as a primary function.

Athletic fields
Areas that are reserved for academic, research and recreational use as open areas or purpose-built athletic fields.

Athletics
Development areas predominantly used for academic, research and administrative purposes, but may incorporate varsity, recreational and extracurricular campus activities. Development of these lands could be in the form of buildings or purpose-built athletic fields. Other related activities are allowed on a limited basis.

Commercial
Commercial use refers to third parties who provide commercial services on the main campus (such as food services, health services and print services) with the goal of supporting the University of Calgary’s academic and research priorities. In areas where the university land is reserved for primarily commercial activity, the university must follow a municipal process for further planning, zoning and development.

Field research
Areas reserved for field research purposes.

Landscaped Area
Areas reserved for soft landscape, naturalized areas and pedestrian and bicycle movement. These areas are predominately used as a development buffer to adjacent communities, an area to support research or as part of our storm water management system.

Mixed use
Development areas used for more than one type of land use. For example, an integrated development that includes academic, residential and commercial uses.

Open space
Areas that are reserved for soft landscape, paved pathways, quad, plazas, gardens and natural areas and are typically accessible to the public at all times. These spaces are not available for substantial development. Any building, structure or public roadway located in these spaces would be temporary in nature.

Operational support
Development areas predominantly used to support the operations of the university with limited-to-no academic, research or administrative use. Operational support may include heating and cooling plants, cogeneration plants, vehicle pool parking and central distribution and collections activities.
Parking
Development areas primarily used for vehicle and bicycle parking with possible academic, research, administrative athletic and commercial use included. While the university is focused on providing a significant portion of parking in structures along the perimeter of main campus, small surface parking areas will still be maintained to accommodate service vehicles, barrier-free access and program support, as required.

Residential
Development areas primarily used for student and/or faculty housing. Some commercial activity that supports the campus and residents may be incorporated.

Storm water management
Areas used to accommodate and support our storm water management strategy.

Transit centre
Development areas primarily used to support transit service. Transit centres may include some commercial activity, but not as a primary function.

PATHWAYS AND ROADWAYS

Primary pathways
Major routes that support both pedestrians and bicycles. Primary pathways are typically wider than the traditional sidewalk and are located in open spaces. University service vehicles that support the operations and maintenance of the main campus are allowed, but transit and public vehicles are not permitted. Cyclists may be encouraged to dismount through busy pathway areas where safety is a concern.

Secondary pathways
Secondary pathways are designed to support pedestrian and bicycles movement. While pathways are primarily located within the main campus open space, secondary pathways can be maintained through a development zone. In this case, as development occurs buildings will need to be designed to respect the pathways and allow for a clear line-of-sight from one end of a building to the other. University service vehicles that support the operations and maintenance of the campus are allowed on secondary pathways.

Designated university bicycle pathways
Major routes that support bicycles and link the main campus cycling network to the city’s network. These routes consist of separated bicycle lanes, multi-use trails or wider sidewalks. Dismount zones and speed limits might be imposed at high traffic areas.

Public roadways
Roadways that primarily support transit and public vehicular movement around the main campus. In some cases, public and service roadways will be shared with each other and with cyclists. Typically, public roadways will be edged by or proximal to pathways.

Access roadways
Roadways that primarily support vehicle access to parking, loading and drop-off areas. In some cases public and service roadways will be shared with each other and with pedestrians and cyclists. The design and location of these roadways will be adjusted to suit future developments to minimize the interaction of service vehicles with pedestrians and cyclists.

Service roadways
Roadways that primarily support service vehicle movement around and through the main campus. In some cases, the service roadways will be shared with pedestrians and cyclists. The design and location of these roadways are approximate, and will be adjusted to suit future developments to minimize the interaction of service vehicles with pedestrians and cyclists.

A.2 ACRONYMS

LRDP
Long Range Development Plan
LRT
Light Rail Transit
PSLA
Post-Secondary Learning Act