UNIVERSITY OF CALGARY
2500 UNIVERSITY DRIVE NW
CALGARY, AB
T2N 1N4

APPROVED BY THE BOARD OF GOVERNORS
OF THE UNIVERSITY OF CALGARY

CONFIRMED BY ALBERTA ADVANCED EDUCATION
IN JULY 2020.
# TABLE OF CONTENTS

## 1 EXECUTIVE SUMMARY  

### 2 INTRODUCTION  

2.1 BACKGROUND  
2.2 PURPOSE OF THIS DOCUMENT  
2.3 CONSULTATION PROCESS  

## 3 VISION & GUIDING PRINCIPLES  

3.1 VISION  
3.2 GUIDING PRINCIPLES  

## 4 PLANNING FRAMEWORKS  

4.1 DEVELOPED AREAS & LAND USE TYPES  
4.2 MAP A  
4.3 MAP B  
4.4 MAP C & D  
4.5 OTHER CONSIDERATIONS  

## A APPENDICES  

A.1 DEFINITIONS  
A.2 CONSULTATION FRAMEWORK  
A.3 CONSULTATION REPORT
1 EXECUTIVE SUMMARY
The W.A. Ranches at the University of Calgary Long Range Development Plan (LRDP) establishes a thirty-year vision that 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 June 2020, the LRDP guides future development and sets a foundation for future planning documents to build upon.

Developed through a planning and community consultation process beginning in April 2019, the LRDP provides a vision, guiding principles and a planning framework for development to ensure W.A. Ranches continues to be both a working ranch, and a centre of research, education, and community outreach for the University of Calgary.

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

- *University of Calgary Consultation Framework: Long Range Development Plan and Substantial Development* is a document that sets out the consultation protocol for the LRDP and future substantial developments (Appendix A.2)

- *Consultation Report: W.A. Ranches Long Range Development Plan Consultation Report* is a detailed report on the consultation process (Appendix A.3)

The LRDP sets a land development outlook for the next 30 years, but it does not provide a time frame for development. Instead, it puts in place overarching guidelines and parameters to ensure W.A. Ranches develops in a holistic manner, responds to changing needs and engages the communities we both serve and lead.
2 INTRODUCTION

2.1 BACKGROUND
2.2 PURPOSE OF THIS DOCUMENT
2.3 CONSULTATION PROCESS
2.1 BACKGROUND

With roots that date back more than a century, the University of Calgary officially achieved autonomy in 1966. 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.

In September 2018, J.C. (Jack) Anderson and Wynne Chisholm announced their gift of W.A. Ranches — their 19,000-acre, 1,000-head cattle ranch operation north of Cochrane, AB — to the University of Calgary. Their gift will fundamentally transform the university’s Faculty of Veterinary Medicine (UCVM) by creating a world-class teaching, learning and research facility on a working cattle ranch.

W.A. Ranches will allow the university to create a centre of excellence for beef cattle research, including having and maintaining its own research herd. It will be a dedicated facility for research, teaching and learning, community engagement and outreach through integrated and interdisciplinary cattle research programs, including continued support of the Anderson-Chisholm Chair in Animal Care and Welfare, the Alberta 4-H and other programs that support youth in agriculture.

The ranch will be an interdisciplinary hub, helping to fulfill UCVM’s vision to be a national leader through the development of educational, evidence-based and community programs to solve complex problems in animal-human-environmental health and public policy. Among its dedicated programs, the ranch will
foster and promote campus-wide and community-based collaborations that will be interdisciplinary in nature, enabling students, faculty members and those from the broader community to experience research and appreciate the relationship between cattle, the environment and human health.

The W.A. Ranches will serve as a platform for local, national and international outreach for knowledge generation and translation and will promote sustainable and integrated beef production systems. The ranch will also be a cornerstone to develop and launch teaching and learning programs, with a primary focus on beef and cattle research and driven by integrative concepts such as One Health, in order to educate the next generation of veterinary, human and environmental health leaders.

2.2 PURPOSE OF THIS DOCUMENT

A long range development plan (LRDP):

- Describes land use in graphic form with accompanying text describing the current and any future substantial development proposed for W.A. Ranches.

- Outlines where potential development is planned and the type of development that is expected.

- Coordinates and aligns with other university plans, like the academic and research plan for W.A. Ranches.

- Ensures that W.A. Ranches has a framework that creates an overall community and meets academic and research needs, while enhancing our connections to bordering land owners and communities.

The LRDP sets a foundation for future planning documents, 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.
2.3 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 W.A. Ranches. A framework for consultation, Campus Forward, was approved by the Board of Governors of the University of Calgary that guided our consultation process for the development of the W.A. Ranches Long Range Development Plan (see Appendix A.2 for current, Board approved University of Calgary Consultation Framework: Long Range Development Plan & Substantial Development).

The university conducted community consultations between the fall of 2018 and spring of 2020 to develop the LRDP for W.A. Ranches. This process was led by the university’s Facilities department in collaboration with Government Relations and the Faculty of Veterinary Medicine. 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:

- Ranch neighbours, including residents, property owners, the Stoney Nakoda First Nation, and local community associations;
- Rocky View County, Mountain View County and MD of Big Horn No. 8;
- Government of Alberta partners;
- Nature Conservancy of Canada; and
- The W.A. Ranches community.

The approach to developing the LRDP included a comprehensive communication strategy to ensure community stakeholders were notified and invited to provide feedback on the development of the LRDP. Neighbours and stakeholders were invited to provide feedback at various stages beginning shortly after the University of Calgary first acquired W.A. Ranches in fall 2018. Over 150 neighbours and stakeholders were engaged, provided input and helped shape the development of the draft LRDP.

Overall, the consultation process was well-received and provided invaluable input for the development of the LRDP. In 2018 and 2019, UCVM worked with faculties across campus and the university’s Facilities department to develop an academic and research plan for W.A. Ranches that identifies immediate, short, medium- and long-term facility needs to support research, teaching and operations at W.A. Ranches.

Several events and activities were held to engage neighbours and stakeholders in this process including two neighbour Meet & Greets in February and October of 2019, a public open house in March 2020, and online consultation.

For the complete Consultation Report refer to the appendix.
CONSULTATION PROCESS DELIVERABLES AND TIMELINE

**FEB 4, 2019**
NEIGHBOUR MEET & GREET

**OCT 26, 2019**
NEIGHBOUR MEET & GREET

**MARCH 2-13, 2020**
ONLINE ENGAGEMENT ON DRAFT LRDP

**APR 2020**
CONSULTATION REPORT POSTED ON THE CAMPUS FORWARD WEBSITE

**JUNE 2020**
BOARD OF GOVERNORS REVIEW AND APPROVAL

**JAN – AUG 2019**
W.A. RANCHES STRATEGIC PLAN CONSULTATION AND DEVELOPMENT

**SEPT 2019**
W.A. RANCHES STRATEGIC PLAN APPROVED

**FEB 2020**
INTERNAL REVIEW OF DRAFT LRDP

**APR 2020**
INTERNAL REVIEW OF REVISED DRAFT

**PUBLIC OPEN HOUSE**
MAR 2, 2020
3.1 VISION

The vision and principles for W.A. Ranches at the University of Calgary are the lens through which we examine our future land use development opportunities. They will guide the development of this Long Range Development Plan.

The vision and principles have evolved from discussions with university staff, academic stakeholders, and senior leadership.

Vision
A working cow-calf ranch, W.A. Ranches will become an internationally recognized research centre of excellence for sustainable and regenerative beef cattle agriculture that uses One Health approaches to guide research and education.
3.2 GUIDING PRINCIPLES

**Principle 1**

*The university is committed to the maintenance of the W.A. Ranches as a fully operational ranch and to doing this in a manner that reflects our commitment to sustainability.*

The university is committed to the maintenance of W.A. Ranches as a fully operation ranch. It is precisely because of the on-going ranch operations that a unique and exciting research opportunity exists.

Maintaining daily operations of the ranch not only fulfills a commitment made to the benefactors, staff, and wider community, it also allows the university to further support the economic health of the Province of Alberta, while benefiting from real world experience.
**Principle 2**

*Conduct transdisciplinary research with multiple faculties using a One Health integrative approach.*

The many interactions involved in a ranch ecosystem, necessitate research that is reflective of that complexity. A transdisciplinary approach allows the various related and interested fields to collaborate effectively. Creating collaborative hubs, in which transdisciplinary research can occur, is increasingly vital to meet the world’s future sustainability challenges including food production, the environmental impact of ranching, and maintaining animal health.

W.A. Ranches provides a platform for collaborative research in an inspiring landscape that reinforces the need to explore ways to preserve the natural world, while providing for society’s basic needs.
**Principle 3**
*Serve the needs of the cattle industry through research and teaching in animal health and welfare.*

W.A. Ranches will seek to serve the needs of the cattle industry through research and teaching in animal health and welfare unlike anywhere else in North America. Research will be specifically focused on animal health and welfare, within an agricultural context, adding to the growing body of knowledge that assists in the creation and maintenance of successful and healthy ranch practices.

Students, faculty and those from the broader community will be able to pioneer advancements that could significantly impact the ranching industry.
Principle 4
Provide opportunities for youth education and community outreach.

The University is in the business of educating the young, and the not so young, as they pursue their life goals in whatever field they choose. W.A. Ranches provides an opportunity to develop an educational centre for youth communities resulting in a deeper understanding of ranching and the natural world.

The environment will be welcoming such that visitors and students alike experience both the daily activities of a working ranch, and the vibrant energy of a University. Interactive learning opportunities will be created that broaden the public’s understanding of the complex interconnected relationships between humans, animals, and the prairie ecosystem.
**Principle 5**

*Support Entrepreneurship, innovation and implementation of new technologies on the ranch.*

The techniques, approaches and technologies used to undertake ranching continually evolve. The university provides a unique bridge between new research and technology and the activities of a working ranch to support the evolving needs of sustainable and regenerative ranching operations and cattle research.

W.A. Ranches will serve to support a broad range of research opportunities, creating a virtuous cycle of scientific exploration and real world implementation. The creation of this living laboratory/classroom will allow the rapid development of new ideas and techniques that will enhance our understanding of the interplay between natural and managed habitats in support of increased health, wellbeing, and productivity for animals and the environments they inhabit.
4 PLANNING FRAMEWORKS

4.1 DEVELOPED AREAS AND LAND USE TYPES

W.A. RANCHES LAND

The land that forms W.A. Ranches is not a contiguous area, but rather a collection of deeded parcels, previously owned by J.C. (Jack) Anderson and Wynne Chisholm, and gifted to the University of Calgary. The gifted lands also include a series of long term leases used for grazing animals. As such, the Long Range Development Plan needs to work at both a micro (individual parcels) and macro (overall collection of parcels) scale. Each of the land parcels are shown on the *Adjacent Deeded Lands and Grazing Leases* map. All of the grazing lease areas highlighted in orange are to remain undeveloped. This means that there is no plan to place permanent structures on these parcels, rather they are to remain as areas of open pasture for grazing animals. These areas are included on the map for context purposes only, to provide an overall understanding of all the land constituting ‘W.A. Ranches’.

The areas highlighted in navy blue are those parcels that are deeded to/owned by the university. It is these areas that are the focus of proposed future development, as they already have permanent structures and in some cases, established settlements (homesteads, lodges, cabins). In order to enable a coherent understanding of the different parcels, they have been grouped according to the red boxes encircling different areas and labeled as Maps A, B, C, and D. Individual parcels are identified by name and given a numeric tag, under the legend running down the right side of the map. Subsequent illustrations provide a ‘zoomed in’ view of each of these areas.
DEEDED LANDS AND GRAZING LEASES MAP

MAP D: REFER TO PAGE 31

MAP A: REFER TO PAGE 22

MAP B: REFER TO PAGE 26

MAP C: REFER TO PAGE 30

GIFTED LANDS

DEEDED LAND
1 Jumping Pound Ranch
2 Larsen Ranch
3 Cochrane Home
4 Cochrane North
5 Cochrane East

GRAZING LEASES

Rockyview County
1 AG Lease
2 Larsen Lease
3 Anderson Lease
4 Nature Conservancy of Canada M.D. of Bighorn
5 Grease Lease
6 Edge Lease
7 Larsen Lease

Mountain View County
8 AG Lease
9 Fear Lease
DEVELOPMENT CATEGORIES

In order to assist with understanding the nature of activities, both current and future, proposed for the various parcels of land constituting W.A. Ranches, a series of categories has been developed, as illustrated on the legend opposite. As previously indicated, grazing land is to remain undeveloped, and is shown in orange on all subsequent maps. Deeded land, indicated in navy blue, has two categories and a number of subcategories within the Development Area category that pertain to both current and future proposed development. In addition to the land use categories, land ownership borders and roads are illustrated differently, to enable readers to differentiate between these important features.
W.A. RANCHES DEVELOPMENT CATEGORIES “BY TYPE”

PLANNING ELEMENTS

DEVELOPMENT AREA

LAND USE TYPES

- ACADEMIC, RESEARCH + ADMINISTRATIVE
- RESIDENTIAL
- AGRICULTURAL SERVICE STRUCTURE
- FEED STORAGE
- PARKING

PASTURE LAND

STRUCTURES, BOUNDARIES, AND ROADS

DEEDED LAND PROPERTY BORDER

EXISTING ROAD

GRAZING LEASE PROPERTY BORDER

PROPOSED NEW ROAD
4.2 MAP A

Map A illustrates the areas known as Cochrane East and Cochrane North. These terms were coined as the ranch developed over time, and new land and facilities were purchased. The vast majority of area in both these parcels is devoted to pasture, with small pockets of development nestled in specific spots, some clustered together for ranch workers accommodation and animal husbandry, other structures for food storage in isolated locations subsumed within pasture land. On the left side of the image is a series of photographs illustrating existing structures. On the right side, is a series of zoomed in views of specific areas. These views are the subject of the subsequent illustrations that depict in greater detail the current and proposed development land use.
EXISTING STRUCTURES
- CE-01 - Bungalow
- CE-02 - Quonset
- CE-03 - Pump House
- CN-01 - South Hay Shed
- CN-02 - North West Hay Shed
- CN-03 - Quonset (for equipment)
- CN-04 - Processing Barn
- CN-05 - South East Hay Shed

PROPOSED NEW ROAD
DEEDED LAND
PROPERTY BORDER
GRAZING LEASE
PROPERTY BORDER
EXISTING ROAD
PASTURE LAND
DEVELOPMENT AREA
GRAZING LEASE

MAP A - COCHRANE EAST AND COCHRANE NORTH IN CONTEXT

ENLARGED AREAS
- Cochrane East Development Area
- Cochrane North Development Area
- Hay Shed
- CN-01
- CE-02
- CE-03
- CN-04
- CN-01
- CN-02
- CN-03
- CN-05
COCHRANE EAST DEVELOPMENT AREA

The northwest corner of Cochrane East currently houses a small farmhouse, some agriculture service buildings, and a few feed storage structures. These facilities are to remain as they are central to the ongoing activities needed to maintain a functioning ranch. The intent is to augment the existing ranch related activities in this area, with an area for future bull research.

This area provides the opportunity to bring together several components of the vision and guiding principles. This development area will create an environment where multi-disciplinary academic research work can be undertaken by bringing together industry partners and ranch staff to develop new and innovative approaches to ranching, supported by technology.

COCHRANE NORTH DEVELOPMENT AREAS 1 & 2

Development Area 1 for the Cochrane North parcel, is located along the eastern edge, close to the southwest corner of Cochrane East. The intent here is to augment the existing agriculture service structure with access to Lochend Road (a gravel track already exists), and an area for equine and multi-species research and teaching.

South of Development Area 1, accessed via Township Road 28-3- W5M, is Developed Area 2. An existing barn, with adjacent pens, currently occupies the site. An area for cattle research, parking, and a community outreach space is currently planned for development in this site. The intention is to create a facility that can be used by the community to both learn about the research and agricultural activities of the ranch, and a place for general events and gatherings.

By creating a safe, welcoming, and enjoyable experience for research and agricultural activities of the ranch for community members, guests, and visitors, this area will become a place where curiosity flourishes, where connections are made — with a deeper appreciation for this remarkable foothills environment — and a place for general events and gatherings.
4.3 MAP B

Cochrane Home, as the name suggests, is the hub of current activity on W.A. Ranches. It is where the Ranch Office is located, and most of the residential accommodation for ranch workers. The map opposite shows where Cochrane Home and the grazing area known as ‘Anderson Lease’ are located, as well as three development areas within Cochrane Home. Photographs of the various existing structures are provided along the left edge of the map. Sheds, barns, and stables are all shown, along with the various types of residential accommodation.
MAP B - COCHRANE HOME AND ANDERSON GRAZING LEASE IN CONTEXT

EXISTING STRUCTURES

CH-01 - 1988 Mobile Home
CH-02 - Pump House
CH-03 - Bungalow
CH-04 - Ranch Office
CH-05 - Main Workshop
CH-06 - Machine Shed
CH-07 - Processing Barn
CH-08 - Horse Barn and Shed
CH-09 - Livestock Shed
CH-10 - Double Wide Mobile Home
CH-11 - Cottage
CH-12 - Shed

PROPENDED NEW ROAD

DEEDED LAND PROPERTY BORDER

GRAZING LEASE PROPERTY BORDER

PASTURE LAND

EXISTING STRUCTURE / BUILDING

EXACT SCALE: 1:15,000

MAP B - COCHRANE HOME AND ANDERSON GRAZING LEASE IN CONTEXT
COCHRANE HOME DEVELOPMENT AREAS 1, 2 & 3

Cochrane Home serves as the hub for the operations of the ranch. Development on this site will further strengthen and support the ranch’s operations as a cow-calf ranch through research and teaching opportunities that improve the quality of the ranch and the ranching industry overall.

Of the three development areas contained within Cochrane Home, additional development is only proposed to Developed Area 2. In order to facilitate research focused on the calving process, a new development area is proposed to house a calving facility and associated sleeping accommodations in the area close to the existing calving pens and shelters.

Researchers will be able to monitor nearby expectant cows, respond to their evolving needs, and participate in the safe delivery of calves. The outcomes of this work will help inform ranch practices that reduce unnecessary suffering, and improve outcomes for the calving process.

A small area of additional parking is also proposed adjacent to the existing ranch office, to deal with existing and future visitors to the facility. Developed Areas 1 and 3 are to remain as they currently are.
4.4 Maps C & D

These areas are mostly comprised of grazing leases, with no existing or planned development. A small parcel of Map C, Larsen Ranch, currently houses a log cabin, a small shed, and a larger barn. These two maps illustrate land that is more geographically remote from the core facilities of the ranch, representing the most westerly (Map C) and southerly (Map D) portions of land. Currently cattle are moved between these parcels at various times of the year, using connecting trails, roads and pathways. With the exception of Larsen Ranch, the university does not plan to develop these lands beyond their current “Pasture Land” and “Grazing Land” usage.

MAP C - DEEDED LAND 2- JUMPING POUND RANCH
MAP D - DEEDED LAND 1 AND ADJACENT GRAZING LEASES IN CONTEXT

EXISTING STRUCTURES
LR-02 - Log Cabin
LR-01 - Shed

Larsen Ranch Developed Areas

PROPOSED NEW ROAD
DEEDED LAND PROPERTY BORDER
GRAZING LEASE PROPERTY BORDER
EXISTING ROAD
PASTURE LAND

DEVELOPMENT AREA

UNIVERSITY OF CALGARY
W.A. RANCHES LONG RANGE DEVELOPMENT PLAN - OPEN HOUSE

DRAFT
LARSEN RANCH DEVELOPMENT AREA

The remote nature of the Larsen Ranch parcel, makes it an ideal location to study indigenous wildlife and animal species. It is here that a new area for wildlife and cattle research and teaching is proposed. A new area for parking to support this facility is also needed.
4.5 OTHER CONSIDERATIONS

SAFETY
Safe ranch sites include:

- Direct exterior pathways with clear access points to buildings and exterior spaces
- Good sightlines across the site
- Reduced dead-ends and vegetation that obstructs sightlines
- Appropriate site lighting

SIGNAGE
Welcoming ranch sites include:

- Site entry signs welcoming visitors to the University of Calgary W.A. Ranches sites
- Building and site signage identifying public access areas when appropriate
- Hazardous areas signed
A.1 DEFINITIONS

OWNERSHIP CLASSIFICATIONS

Deeded Land
Land that is owned by the university.

Grazing Lease
Land that the university has the right to graze animals on, through a lease arrangement.

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.

Pasture Land
Areas of deeded land that are dedicated to being maintained as areas for crop growth, or animal grazing.
**LAND USE TYPES**

**Academic, Research and Administrative**
Development areas that support the university’s teaching, learning, research and administration activities. Areas may include some commercial activity such as food kiosks, but not as a primary function.

**Residential**
Development areas primarily used for the housing of ranch staff, students, faculty, guests, and research staff working and living on the ranch, either permanently, or for discrete periods of time. Some commercial activity that supports the campus and residents may be incorporated.

**Agricultural Service Structure**
Development areas housing barns, sheds, machine sheds, workshops, and other structures used for the support and maintenance of the ranch.

**Feed Storage**
Development areas housing physical structures used for the storage of animal food (grain bins, silos, etc).

**Parking**
Development areas used for parking vehicles for the daily operations of the ranch, academic staff, students, and visitors.
# TABLE OF CONTENT

## Purpose & Scope of Framework
- Purpose of this Framework 2
- Objectives of Consultation 2
- Scope of this Framework 3
- Level of Public Participation 3
- Definition of Key Terms 4

## Planning & Regulatory Context
- Local & Regional Stakeholders 6
- Municipal Government Regulations 6
- Post-Secondary Learning Act 6

## Commitments & Guiding Principles
- Commitments & Expectations 7
- Guiding Principles 8

## Consultation Process
- LRDP Consultation Protocol 9
- Substantial Development Consultation Protocol 11
- Notification Protocol & Possible Engagement Activities 12
- Reporting on Consultation Outcomes 13

### Appendix
- Appendix A: IAP2 Public Participation Spectrum 14
- Appendix B: LRDP Consultation Process Flowchart 15
- Appendix C: Substantial Development Consultation Process Flowchart 16
- References 17
PURPOSE & SCOPE OF FRAMEWORK

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

PURPOSE OF THIS FRAMEWORK

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

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

OBJECTIVES OF CONSULTATION

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

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

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

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

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

**LEVEL OF PUBLIC PARTICIPATION**

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

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

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

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

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

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

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

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

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

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

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

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

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

**Stakeholders**: Specific internal and external people, or groups of people who have an interest in a particular project and affect or will be affected by it.
AERIAL IMAGE OF THE MAIN CAMPUS, LOOKING SOUTHEAST TOWARDS DOWNTOWN CALGARY.
Planning & Regulatory Context

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

Local & Regional Stakeholders

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

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

University of Calgary: Students, faculties, and staff

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

Neighboring Businesses and Business Associations: independent owners and operators, as well as formal organizations representing businesses adjacent to university campuses, including owners of land

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

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

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

Post-Secondary Learning Act

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

Municipal Government Regulations

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

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

COMMITMENTS & EXPECTATIONS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

LRDP CONSULTATION PROTOCOL

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

1. Following the notification protocol, stakeholders will be notified of the university’s intention to undertake the LRDP plan and invited to review and comment on relevant documents. Key external stakeholders include owners of land within 60 meters of the University, representatives from the City of Calgary, and community residents, associations, organizations, and businesses. The review and comment period will be 21 days. The university will consider these comments while preparing the site analysis and developing the plans.

2. The university will host an initial stakeholder engagement session focused on the site analysis and vision for the LRDP.

3. Feedback and comments from the first stakeholder engagement will be considered in the development of the plan and updating the site analysis by the university.

4. A second stakeholder engagement session will be hosted to focus on a conceptual LRDP.

5. The university will consider the feedback and comments from the second stakeholder engagement session in the future development of the conceptual LRDP.
6. The university will advertise, in accordance with the notification protocol, and host a public open house to present the conceptual LRDP. Stakeholders will be invited to review and comment on the plan within 21 days of the open house.

7. The university will prepare a summary consultation report to respond to feedback, summarize comments and identify any major concerns expressed at the public open house. This document will be made available to stakeholders for review. The results will be considered in preparing the draft LRDP.

8. The university will conduct a series of internal review and discussion (appendix B), in accordance with its governance policies and procedures, to inform the draft LRDP.

9. A third stakeholder engagement session will be held to focus on the draft LRDP.

10. Resulting feedback and comments from the third stakeholder engagement session will be considered and the draft LRDP will be updated.

11. The university will advertise, in accordance with the notification protocol, and host a second public open house to present the draft LRDP. An invitation to review and comment on the draft will be open for 21 days following the open house.

12. The university will update the plan and prepare another summary consultation report, to respond to feedback, summarize comments and identify any major concerns expressed about the draft LRDP at the second public open house. This report will be made available for stakeholder review. The results will be considered in revisions to the draft LRDP.

13. The university will conduct a series of internal reviews (appendix B) to further inform the draft LRDP.

14. After the conclusion of the public consultation process, the draft LRDP will proceed through the institutions governance process, and ultimately move to the University of Calgary Board of Governors for approval.

15. The Board of Governors will review the Draft LRDP and the consultation summary documents.

16. Upon Board of Governors approval, the LRDP and the consultation summary documents will be sent to the Minister of Innovation & Advanced Education for review and confirmation of the consultation process and its compliance with the Regulations of the PSLA.

17. The confirmed LRDP will be sent to the City of Calgary and made publicly available on the University of Calgary’s website.
SUBSTANTIAL DEVELOPMENT CONSULTATION PROTOCOL

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

1. When the University administration has determined that a proposed substantial development is a priority and is considering site and design options, site and project analysis will commence as part of the initial design work. Key stakeholders will be identified for inclusion in the consultation process.

2. A stakeholder engagement session will be held to allow key stakeholders review the substantial development siting and preliminary plan.

3. Feedback and comments from the stakeholder engagement will inform updates to the project analysis and will be considered in the development of the plan.

4. The university will then advertise, in accordance with the notification protocol, and host a public open house to present the plan to key stakeholders, including owners of land within 60 meters of the proposed project and the host municipality. Stakeholders will receive an invitation to review and comment on the plan within 10 days following the presentation, as per PSLA requirements.

5. The university will prepare a summary consultation report, to respond to feedback, summarize comments and identify any major concerns expressed at the public open house. This document will be made available to stakeholders for review. The results will be considered in the project development.

6. The university will conduct a series of internal reviews (appendix C) to further inform the project concept plan.

7. A second stakeholder engagement session will be held to allow key stakeholders review the substantial development concept design plan.

8. Feedback and comments from the second stakeholder engagement will inform updates to the project analysis and will be considered in the development of the plan.

9. The university will then advertise, in accordance with the notification protocol, and host a second public open house to present the plan to key stakeholders, including owners of land within 60 meters of the proposed project and the host municipality. Stakeholders will receive an invitation to review and comment on the plan within 10 days following the presentation, as per PSLA requirements.

10. The university will conduct a series of internal reviews to further inform the project concept design plan.

11. After the internal reviews the project will proceed to the construction document phase.

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

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

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

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

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

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

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

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

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

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

To ensure ongoing effective and efficient public engagement, the university will evaluate its consultation activities to ensure the process was aligned with the defined commitments and guiding principles. The consultation process will be adjusted as necessary to ensure meaningful improvements are incorporated into the process.
# Appendix A: IAP2 Public Participation Spectrum

**IAP2 Public Participation Spectrum**

developed by the International Association for Public Participation

<table>
<thead>
<tr>
<th>PUBLIC PARTICIPATION GOAL</th>
<th>INFORM</th>
<th>CONSULT</th>
<th>INVOLVE</th>
<th>COLLABORATE</th>
<th>EMPOWER</th>
</tr>
</thead>
<tbody>
<tr>
<td>To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.</td>
<td>To obtain public feedback on analysis, alternatives and/or decision.</td>
<td>To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.</td>
<td>To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.</td>
<td>To place final decision-making in the hands of the public.</td>
<td></td>
</tr>
<tr>
<td>We will keep you informed.</td>
<td>We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.</td>
<td>We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.</td>
<td>We will look to you for direct advice and innovation in formulating solutions and incorporate your advise and recommendations into the decisions to the maximum extent possible.</td>
<td>We will implement what you decide.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXAMPLE TOOLS</th>
<th>EXPLAIN TOOLS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fact sheets</td>
<td>Public comment</td>
</tr>
<tr>
<td>Websites</td>
<td>Focus groups</td>
</tr>
<tr>
<td>Open houses</td>
<td>Surveys</td>
</tr>
<tr>
<td></td>
<td>Public meetings</td>
</tr>
<tr>
<td></td>
<td>Workshops</td>
</tr>
<tr>
<td></td>
<td>Deliberate polling</td>
</tr>
<tr>
<td></td>
<td>Workshops</td>
</tr>
<tr>
<td></td>
<td>Deliberate polling</td>
</tr>
<tr>
<td></td>
<td>Participatory decision-making</td>
</tr>
<tr>
<td></td>
<td>Citizen Advisory committees</td>
</tr>
<tr>
<td></td>
<td>Consensus-building</td>
</tr>
<tr>
<td></td>
<td>Participatory decision-making</td>
</tr>
<tr>
<td></td>
<td>Citizen Juries</td>
</tr>
<tr>
<td></td>
<td>Ballots</td>
</tr>
<tr>
<td></td>
<td>Delegated decisions</td>
</tr>
</tbody>
</table>
APPENDIX B: LRDP CONSULTATION PROCESS FLOWCHART
APPENDIX C: SUBSTANTIAL DEVELOPMENT CONSULTATION PROCESS FLOWCHART

- PREPARE SITE & PROJECT ANALYSIS
  - STAKEHOLDER ENGAGEMENT SESSION #1
    - UPDATE ANALYSIS, PREPARE SITING & PRELIMINARY PLAN
      - ADVERTISE & HOST PUBLIC OPEN HOUSE #1 FOR SITING & PRELIMINARY PLAN
        - RESPOND TO FEEDBACK & UPDATE PLAN & CONSULTATION REPORT
          - CSG/ELT & CFDS/APC DISCUSSION

- STAKEHOLDER ENGAGEMENT SESSION #2
  - UPDATE ANALYSIS, PREPARE CONCEPT DESIGN
    - ADVERTISE & HOST PUBLIC OPEN HOUSE #2 FOR CONCEPT DESIGN
      - RESPOND TO FEEDBACK & UPDATE PLAN & CONSULTATION REPORT
        - CSG/ELT & CFDS/APC DISCUSSION
          - CONTINUE TO PROJECT CONSTRUCTION DOCUMENT PHASE

CSG: CAMPUSS STRATEGIC INITIATIVES GROUP
ELT: EXECUTIVE LEADERSHIP TEAM
CFDS: CAMPUSS FACILITIES & DEVELOPMENT SUBCOMMITTEE
APC: ACADEMIC PLANNING COMMITTEE
REFERENCES


UNIVERSITY OF CALGARY
CONSULTATION REPORT:
W.A. RANCHES AT THE UNIVERSITY OF CALGARY
LONG RANGE DEVELOPMENT PLAN

MAY 11, 2020
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>2</td>
</tr>
<tr>
<td>Consultation Process for W.A. Ranches LRDP</td>
<td>3</td>
</tr>
<tr>
<td>Project Approach</td>
<td>3</td>
</tr>
<tr>
<td>Deliverables and Timelines</td>
<td>3</td>
</tr>
<tr>
<td>Stakeholder Engagement Activities</td>
<td>3</td>
</tr>
<tr>
<td>Identification of Stakeholders</td>
<td>4</td>
</tr>
<tr>
<td>Summary of Consultation Activities and Participation</td>
<td>6</td>
</tr>
<tr>
<td>Communication</td>
<td>7</td>
</tr>
<tr>
<td>Other Consultation and Engagement</td>
<td>8</td>
</tr>
<tr>
<td>Summary of Stakeholder Feedback</td>
<td>9</td>
</tr>
<tr>
<td>Key Themes</td>
<td>9</td>
</tr>
<tr>
<td>Next Steps</td>
<td>12</td>
</tr>
<tr>
<td>Governance Process</td>
<td>12</td>
</tr>
<tr>
<td>Approval of LRDP for W.A. Ranches</td>
<td>12</td>
</tr>
</tbody>
</table>
INTRODUCTION

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 our neighboring communities. Additionally, the university follows the provincial Post-Secondary Learning Act (PSLA) and Land Use Regulation which outlines the consultation process requirements for the development of a long range development plan (LRDP) for postsecondary institutions. In order to fulfill the university’s commitment to engaging its communities and these provincial requirements, the University of Calgary is proactively developing an LRDP for W.A. Ranches.

A framework for consultation, Campus Forward, was approved by the Board of Governors of the University of Calgary that guided our consultation process for the development of the W.A. Ranches Long Range Development Plan. The consultation process considers the unique context of W.A. Ranches as a working cattle ranch and teaching and research facility. The university has sought to be inclusive and respectful of the campus community, surrounding community and other stakeholder views.

This process was led by the university’s Facilities department in collaboration with Government Relations and the Faculty of Veterinary Medicine (UCVM) between the fall of 2018 and spring of 2020. The following is a complete report of this consultation process to develop the university’s draft LRDP for W.A. Ranches.
CONSULTATION PROCESS FOR W.A. RANCHES LRDP

The University of Calgary uses the International Association of Public Participation (IAP2) framework as a tool in designing different levels of participation activities to suit planning and development activities. The IAP2 framework was used to consult with stakeholders in the development of the LRDP for W.A. Ranches. The university committed to keeping the public informed, listened to, and acknowledged concerns, and responded to stakeholder feedback throughout the process. This section outlines the approach taken and the activities utilized to obtain input for the development of the LRDP.

PROJECT APPROACH

A comprehensive engagement strategy was implemented to ensure W.A. Ranch neighbours and stakeholders had opportunity to provide input into the plan, including a comprehensive communication strategy to ensure the stakeholders were notified of the development of the LRDP and invited to provide feedback in person at open houses and online.

DELIVERABLES AND TIMELINES

A draft LRDP outlining proposed land uses was prepared by the University of Calgary. The draft LRDP was largely informed by the academic and research plan for W.A. Ranches, which was also developed with significant input from the university and ranch neighbours. Feedback and comments on the draft LRDP were gathered from stakeholders, neighbours and the university community through a public open house and online. The consultation timeline on page 9 of the University of Calgary W.A. Ranches Long Range Development Plan outlines the deliverables and timelines of the various activities that took place through the consultation process.

STAKEHOLDER ENGAGEMENT ACTIVITIES

Engagement activities were organized to obtain stakeholder input to help shape the development of the W.A. Ranches Strategic Plan and the LRDP. Below are details and a brief description of the approaches undertaken to engage stakeholders between the fall of 2018 and spring of 2020.
IDENTIFICATION OF STAKEHOLDERS

The University of Calgary’s desire to build strong relationships with external stakeholders is the foundation for open, cooperative and effective engagement. Stakeholders invited to provide input to the W.A. Ranches Strategic Plan and LRDP included:

Ranch neighbours
- Individuals who own or reside at properties adjacent to W.A. Ranches deeded and leased lands
- The Stoney Nakoda First Nation
- Residents and stakeholders in neighbouring communities including Springbank, Jumping Pound, Water Valley, Madden & District Agricultural Society, and the Bighill Creek Preservation Society

Local municipalities that include W.A. Ranches deeded and leased lands:
- Rocky View County
- Mountain View County
- MD of Big Horn No. 8

Government of Alberta partners
- Agriculture and Forestry
- Environment and Parks
- Advanced Education
- Alberta Infrastructure

Community partners
- Nature Conservancy of Canada

The University community
- Students
- Faculty
- Staff

Industry Groups
- Alberta Beef
- Canada Beef
- BCRC
- AbVMA
Neighbours and stakeholders were invited to provide feedback at various stages beginning shortly after the University of Calgary first acquired W.A. Ranches in fall 2018:

- Initial stakeholder engagement with neighbours on the future of W.A. Ranches were held at two neighbour Meet & Greet events on February 4, 2019 and October 26, 2019.

- Over the past year, UCVM has worked with the Facilities department and faculties across campus to develop an academic and research plan for W.A. Ranches. This identified immediate, short, medium- and long-term facility needs to support research, teaching and operations at W.A. Ranches.

- Neighbours and stakeholder representatives were contacted via email, direct mail or in-person to notify them about University of Calgary’s plans to develop an LRDP and to invite them to participate in consultation.

- Neighbours and stakeholders were invited to review the draft LRDP and provide feedback at a public open house on March 2, 2020.

- Those unable to attend the public open house were invited to review the draft LRDP and provide feedback online or via email from March 2-13, 2020.

**Neighbour Meet & Greet:** A Neighbour Meet & Greet was held at the Weedon Pioneer Community Association in Cochrane on February 4, 2019. This was an opportunity for the university to proactively engage and build positive relationships with the local ranching community, including neighbours of W.A. Ranches, to demonstrate authentic goodwill, share the university’s inspiring vision for the ranch, and provide reassurance that the cattle operation will continue to meet the high standards set by the Anderson/Chisolm family. This event was attended by 34 ranch neighbours and stakeholders who shared questions about the university’s plans for ranch operations, teaching and research.

**Open House:** A public open house was held at the Frank Wills Memorial Hall in Cochrane on March 2, 2020 to encourage broad community input and feedback on the draft LRDP. Individuals viewed a set of display panels outlining the development of the plan including the vision, guiding principles, and proposed land use plans. Staff were on hand to answer questions and guide participants through the panel exhibits. Open house participants were asked to provide feedback on the draft plan. In total, 65 people attended the open house including representatives from all three municipalities where W.A. Ranches are located, many ranch neighbours, representatives from the Nature Conservancy of Canada, students, and other members of the campus community.
Online Engagement

The university provided an online engagement opportunity for those unable to attend the open house, or for those who attended the open house and wanted to spend more time with the materials before providing feedback. Materials, including the open house presentation boards and background information on W.A. Ranches, were provided online on the university’s Campus Forward website from March 2-13, 2020. Information about the opportunity to provide feedback online was included in all open house invitations and was reiterated to everyone who attended the March 2, 2020 open house. Those who indicated that they were interested, but unable to attend the open house, were directly sent the link to provide feedback online. In total, 17 people visited the online feedback form and 3 ranch neighbours provided anonymous feedback on the draft LRDP.

COMMUNICATION

A communication strategy was developed to ensure the campus community and the broader community were informed of the consultation process, specifically the open house and the opportunity to provide feedback online.

The university followed the notification requirements outlined in the PSLA and Land Use Regulation by notifying the host municipality and landowners within 60 metres of the main campus. Stakeholder representatives were notified in person or via email about the university’s intention to undertake a consultation process to develop a W.A. Ranches LRDP. In particular, the university completed a land title search and sent direct mail invitations (postcards) to the owners of lands within 60 metres of W.A. Ranches deeded and leased lands. The university also shared information and an invitation to review the draft plan and provide feedback with:

- The Reeves and Chief Administrative Officers for the three municipalities where W.A. Ranches lands are located (Rocky View County, Mountain View County, and MD of Big Horn No. 8);
- Representatives from the Stoney Nakoda First Nation who are Traditional Knowledge Keepers on the Circle of Advisors that guides the university on its path toward reconciliation;
- The Director, Land and Environmental Planning South at Alberta Environment and Parks, who offered to distribute the open house information to grazing lease holders that are neighbours within 60 metres of W.A. Ranches deeded and leased lands;
- Nature Conservancy of Canada, which owns W.A. Ranches leased land in Rocky View County; and
- Neighbours who attended the February 4, 2019 Meet & Greet event.

In accordance with the PSLA and Land Use Regulation, the university also placed advertisements for the open house and online engagement opportunity in three local newspapers with distribution in areas where W.A. Ranches lands are located (one per municipality: the Cochrane Eagle, Mountain View Albertan, and the Rocky Mountain Outlook, which includes circulation to the Stoney Nakoda First Nation). These ads were published the week of February 17, 2020. Total circulation for the three papers is 38,400 copies weekly.
Additionally, the University of Calgary advertised the opportunity for stakeholder consultation with:

- The broader campus community via an article with open house details published in UToday on February 25, 2020.
- Student representatives, including the Students’ Union (SU) President, SU VP Academic and SU Faculty of Veterinary Medicine Representative, and the Graduate Students’ Association (GSA) leadership team.
- The Ministers for Alberta Environment and Parks, Alberta Agriculture and Forestry, and Alberta Advanced Education.
- The MLAs for Banff-Kananaskis, Rimbey-Rocky Mountain House-Sundre, Olds-Didsbury-Three Hills, and Airdrie-Cochrane;
- Staff in the Ministries of Environment and Parks, Alberta Agriculture and Forestry, Advanced Education, Alberta Infrastructure; and
- Community organizations including the Springbank Community Association, Water Valley Community Association, Jumping Pound Community Association, and the Madden & District Agricultural Society.

OTHER CONSULTATION AND ENGAGEMENT

In addition to the consultation process, the university’s Vice-President (Facilities), Associate Vice-President (Government and Community Engagement), Associate Vice-President (Facilities Development), and University Architect made presentations to the University of Calgary’s Executive Leadership Team Operations, the Board of Governors, committees of the Board of Governors, and other internal groups at the university to ensure they were informed and updated of the consultation process. These committees and groups included the Campus and Facilities Development Subcommittee and the Board’s Finance and Property Committee

Further, Government Relations will continue to work closely with staff and elected officials at Rocky View County, Mountain View County, and MD of Big Horn No. 8 to establish mutually agreed upon processes for notifying the host municipality of proposed substantial developments on W.A. Ranches deeded lands and to discuss how the university will work with the municipalities to address shared issues.
SUMMARY OF STAKEHOLDER FEEDBACK

Stakeholder feedback on the draft LRDP was collected in person at the public open house, online, and via email to Government Relations staff. All feedback provided has been recorded, analyzed and incorporated into the LRDP, as appropriate. Summary responses, below, have been developed to address community questions, concerns and input into the LRDP and broader ranch operations, teaching and research activities.

KEY THEMES

Various questions and feedback were raised through the stakeholder engagement opportunities that focused on land use, future development, ranch operations, and research activities. The university valued the opportunity to engage with the community to hear concerns and ideas regarding a wide variety of issues related to agriculture, ranching, animal care, the environment, and community education. Key themes pertinent to the LRDP, particularly related to land use and future development, are detailed below.

Theme: Neighbours and host municipalities welcome research, teaching, innovation, and community engagement opportunities with W.A. Ranches.

University response: The university values the community’s support for W.A. Ranches’ mission to conduct applied research, promote transdisciplinary collaboration, serve as an educational centre for the community. The W.A. Ranches LRDP will support new opportunities for research, education and community outreach.
Theme: Neighbours are concerned about various issues related to grazing lease lands.

University response: The university will follow all rules applicable to grazing lease lands including the Grazing Lease Stewardship Code of Practice and the Operating Standards for Alberta’s Public Land and Grazing Dispositions. In accordance with this, no future developments are planned for W.A. Ranches grazing lease lands. These lands will continue to support ranch operations, as well as teaching and research activities. The University of Calgary research and teaching activities and public access on grazing lease lands will be consistent with the W.A. Ranches Strategic Themes and Priorities.

Theme: How will the university work with relevant municipalities for land use redesignation, development permits or building permits?

University response: Public post-secondary institutions in Alberta are subject to a special set of land use, development and planning rules. In accordance with the PSLA, the university is not subject to municipal land use bylaws or statutory plans for lands related to the university’s educational, research or ancillary needs. The university also does not require municipal approval or permission for land use or development on W.A. Ranches deeded lands. The W.A. Ranches LRDP is intended to provide its host municipalities and neighbours with information and reassurances about the university’s plans for land use and future developments on these lands. The university needs to follow any applicable Alberta Land Stewardship Act (ALSA) regional plan, as well as the Safety Codes Act.

Theme: What is the timeline for development at W.A. Ranches?

University response: The university does not have any immediate plans to undertake substantial development at W.A. Ranches. As outlined in the W.A. Ranches Strategic Themes and Priorities document, immediate and short-term facility priorities include tent structures to provide all weather access to teaching areas (calving, pregnancy checking, and bull testing), improved cattle handling facilities, a One Health/bovine teaching/demonstration facility, and a calving barn for research and teaching; however, there are no confirmed plans to construct these facilities at this time. Development will proceed in accordance with the university’s capital plan and as funds become available.
Theme: How will the university notify and receive feedback from the provincial government, host municipalities, neighbours, and other relevant parties when there are proposed substantial developments in the future?

University response: The university will follow a detailed notification protocol that will be detailed in the final confirmed LRDP. This will involve steps to identify and engage affected stakeholders including the relevant host municipalities.

Theme: W.A. Ranches should continue to operate by the same standards and expectations of other ranches in the area.

University response: The University of Calgary recognizes its significant new responsibilities as part of the close-knit ranching community of Southern Alberta. Although these lands support teaching and research activities, academics do not operate ranches - ranchers run ranches - and aside from special rules related to land use and development, W.A. Ranches is treated like any other ranch. A group of experienced and talented staff operate the ranch at the same exacting standards set by the Anderson/Chisholm family. Matt Williams has been brought on as general manager of ranch operations, bringing more than 40 years of ranching experience to W.A. Ranches. He is responsible for the overall ranch management and provides operational, strategic and financial leadership.

Theme: What types of facilities is the university considering under the land uses detailed in the draft LRDP?

University response: Any facilities developed in accordance with the land uses detailed in the draft LRDP will be designed in accordance with the vision and guiding principles for W.A. Ranches and in the context of W.A. Ranches as a working cattle-calf ranch. For example, the parking and residential land uses are intended to support developments to allow small groups of students and faculty to access the ranch for teaching and research purposes on a short-term basis only. The academic, research, and administrative functions will continue to be hosted at other locations including the university’s main campus, Spy Hill campus, and Foothills campus locations.
**NEXT STEPS**

**GOVERNANCE PROCESS**

This consultation report will inform the final draft LRDP, which will be reviewed by the Campus and Facilities Development Subcommittee, the Finance and Property Committee, and the Board of Governors. These conversations are expected to take place through spring 2020.

The Board of Governors is responsible for the final review of the draft LRDP and the consultation summary documents. Once approved by the Board of Governors, the LRDP and the consultation summary documents will be sent to the Minister of Advanced Education for review and confirmation of the consultation process and its compliance with the PSLA and Land Use Regulation.

**DISTRIBUTION OF LRDP FOR W.A. RANCHES**

The approved LRDP will be used by the university to guide future development and to inform other development plans for W.A. Ranches. In accordance with the PLSA and Land Use Regulation, the approved LRDP will be shared with stakeholders, including Rocky View County, Mountain View County, and MD of Big Horn No. 8, and will be available to the public at ucalgary.ca/facilities/projects/planning-documents.