

The following Motions and Documents were considered by the GFC Academic Planning Committee at its Wednesday, October 20, 2021 meeting:

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Agenda Title: **Long Range Development Plan Amendment 2021 (South Campus Sector 14)**

CARRIED MOTION:

THAT the GFC Academic Planning Committee, under delegated authority from GFC, recommend that the Board of Governors approve the removal of South Campus – Sector 14 (Section 6.3) from the Long Range Development Plan 2002.

FINAL Item 4

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Agenda Title: **Proposed Non-Credit International Support Fee**

CARRIED MOTION:

THAT the GFC Academic Planning Committee, with delegated authority from General Faculties Council, recommend the Board of Governors approve the establishment of a new Non-Credit International Support Fee (NCISF), with fees to be indexed to the Health and Wellness Mandatory Non-Instructional Fee currently set at \$63.80, to take effect upon final approval.

FINAL Item 5

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FINAL Item No. 4

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

<b>Agenda Title</b>	<b>Long Range Development Plan Amendment 2021 (South Campus Sector 14)</b>
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**Motion**

THAT the GFC Academic Planning Committee, under delegated authority from GFC, recommend that the Board of Governors approve the removal of South Campus – Sector 14 (Section 6.3) from the Long Range Development Plan 2002.

**Item**

Action Requested	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Recommendation
Proposed by	Andrew Sharman, Vice-President (Facilities and Operations)
Presenter(s)	<ul style="list-style-type: none"> <li>• Emily Ball, Director, Community Relations, Government and Community Relations, External Relations</li> <li>• Ben Louie, University Architect and Director, Campus Planning and Space Optimization, Integrated Planning and Partnerships, Facilities and Operations.</li> </ul>

**Details**

Responsibility	Vice-President (Facilities and Operations)
The Purpose of the Proposal is <i>(please be specific)</i>	To amend the university's Long Range Development Plan (LRDP) by removing Sector 14, located on South Campus.
Executive Summary <i>(outline the specific item – and remember your audience)</i>	<p>Development of university lands is governed through the Post-secondary Learning Act (PSLA) by means of a Long-Range Development Plan (LRDP). An LRDP guides the planning and development over a 30-year window, directing physical growth at campus sites across the university. An LRDP is derived from, and is responsive to, the university's strategic directions and is, therefore, a flexible document that is amended as substantial alterations are made to the university's guiding directions. The PSLA also outlines the consultation process required for amending an LRDP including a defined consultation protocol.</p> <p>As changes to the LRDP are made over time, the original 2002 document remains physically unchanged, but amendments are posted to the Campus Planning website: <a href="https://www.ualberta.ca/vice-president-facilities-operations/planning/office-of-the-university-architect/campus-planning/index.html">https://www.ualberta.ca/vice-president-facilities-operations/planning/office-of-the-university-architect/campus-planning/index.html</a></p> <p>The university has received approval from the Government of Alberta to transfer Sector 14 to the University of Alberta Properties Trust Inc. (UAPTI) for future development, although such a transfer has yet to occur.</p> <p>Sector 14 is currently zoned as an Alternate Jurisdiction and planned under section 6.2.2 of the University of Alberta Long Range Development Plan 2002. At the point Sector 14 is transferred to the UAPTI, it would no longer be appropriate for its use to be guided by the LRDP. Rather, it will fall under the municipal zoning regulations and any development will follow the municipal planning and development process. As a result, it is necessary to delete section 6.2.2 of the University of Alberta Long Range Development Plan. This would be the</p>

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	<p>second instance of the University of Alberta removing a parcel of land from its LRDP. The first will be the transfer of Michener Park to the UAPTI.</p> <p>The Board of Governors has the authority to amend the LRDP. If approved, the Board of Governors will submit a package to the Minister of Advanced Education including details of the consultative process. The role of the Minister is to ensure the university has met the obligations of the government's community consultation protocol; not to approve the amendment itself.</p> <p>A summary of the university's community consultation is included in Attachments 2 and 3.</p>
Supplementary Notes and context	<This section is for use by University Governance only to outline governance process.>

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

Consultation and Stakeholder Participation (parties who have seen the proposal and in what capacity)	<p><b><u>Those who are actively participating:</u></b></p> <ul style="list-style-type: none"> <li>• GFC Facilities Development Committee (FDC)</li> <li>• Board Finance and Property Committee (BFPC)</li> <li>• Board of Governors</li> </ul>
	<p><b><u>Those who have been consulted:</u></b></p> <ul style="list-style-type: none"> <li>• Faculty of Agricultural, Life and Environmental Sciences</li> <li>• Elected officials that represent the area of South Campus from the City of Edmonton, the Government of Alberta and the Government of Canada.</li> <li>• City of Edmonton. Office of the City Manager</li> <li>• Members of South Campus Consultation Group, residents of neighbouring communities, and the general public.</li> </ul>
	<p><b><u>Those who have been informed:</u></b></p> <ul style="list-style-type: none"> <li>• The LRDP Amendment process was led jointly by Government and Community Relations (External Relations) and the Office of the University Architect (Facilities and Operations).</li> <li>• A comprehensive summary of the significant campus community and public consultation that has been undertaken is attached.</li> </ul>
Approval Route (Governance) (including meeting dates)	<p>In addition to FDC, the following governance milestones are anticipated:</p> <ul style="list-style-type: none"> <li>• Board Finance and Property Committee (BFPC): November 23, 2021</li> <li>• Board of Governors: December 9, 2021</li> </ul>

**Strategic Alignment**

Alignment with <i>For the Public Good</i>	<b>SUSTAIN</b>	
	23. OBJECTIVE: Ensure that the University of Alberta's campuses, facilities, utility, and information technology infrastructure can continue to meet the needs and strategic goals of the university.	
Alignment with Core Risk Area	Please note below the specific institutional risk(s) this proposal is addressing.	
	<input type="checkbox"/> Enrolment Management <input type="checkbox"/> Faculty and Staff <input checked="" type="checkbox"/> Funding and Resource Management <input type="checkbox"/> IT Services, Software and Hardware	<input checked="" type="checkbox"/> Relationship with Stakeholders <input checked="" type="checkbox"/> Reputation <input type="checkbox"/> Research Enterprise <input checked="" type="checkbox"/> Safety

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	<input type="checkbox"/> Leadership and Change <input checked="" type="checkbox"/> Physical Infrastructure	<input type="checkbox"/> Student Success
Legislative Compliance and jurisdiction	<ul style="list-style-type: none"> <li>• Post-Secondary Learning Act (PSLA)</li> <li>• PSLA Land Use Regulation</li> <li>• GFC Facilities Development Committee Terms of Reference</li> <li>• Taking Care of our Campuses: Integrated Asset Management Strategy</li> </ul>	

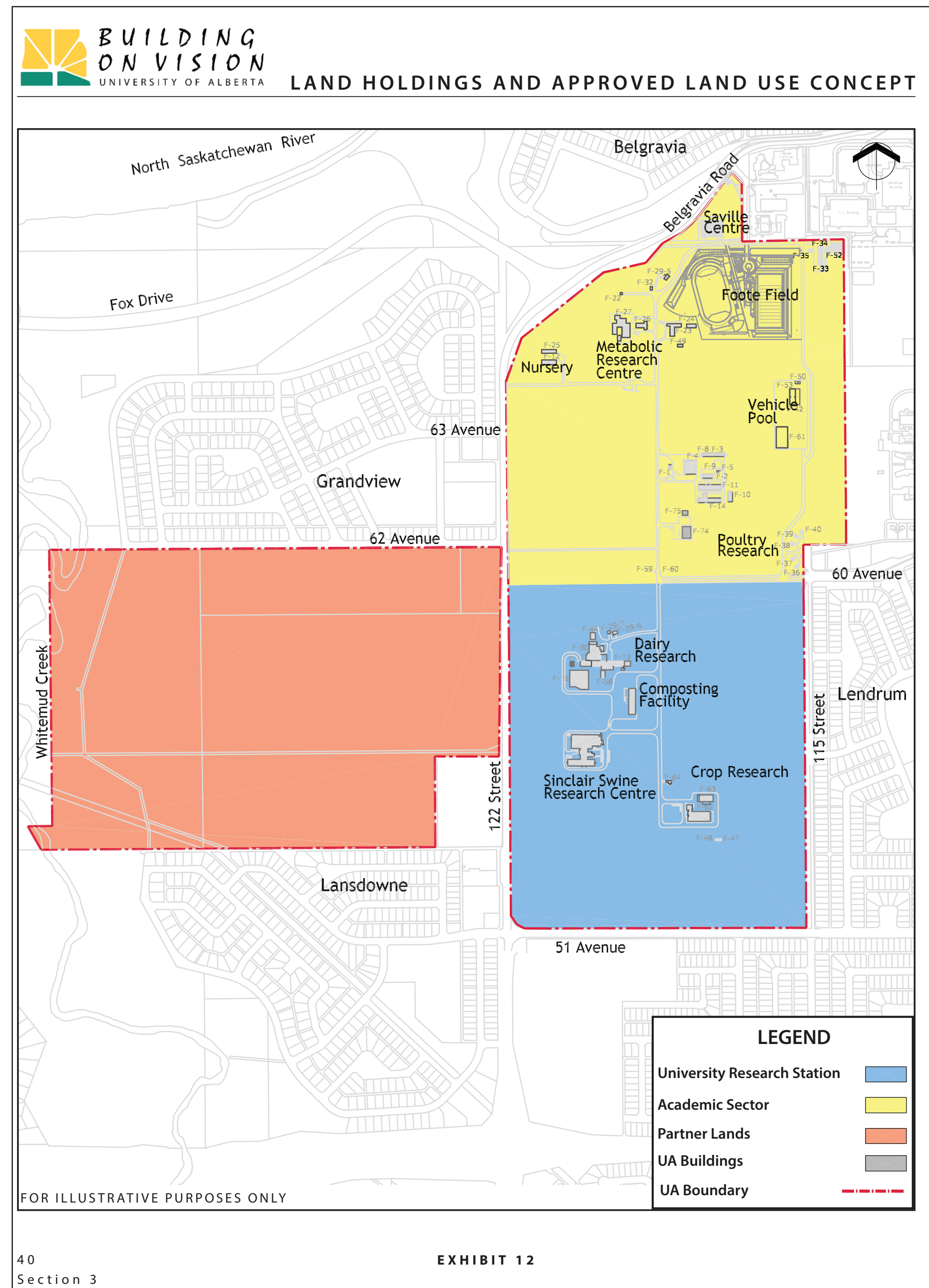
Attachments:

1. South Campus Sector 14 Maps (2002 LRDP Map, Sector 14 Areas, and Proposed 2021 LRDP Amendment (1 page)
2. Consultation Report – South Campus – Sector 14 LRDP Amendment 2021 (3 pages)
3. Summary of Comments – South Campus – Sector 14 LRDP Amendment 2021 Open House (7 pages)

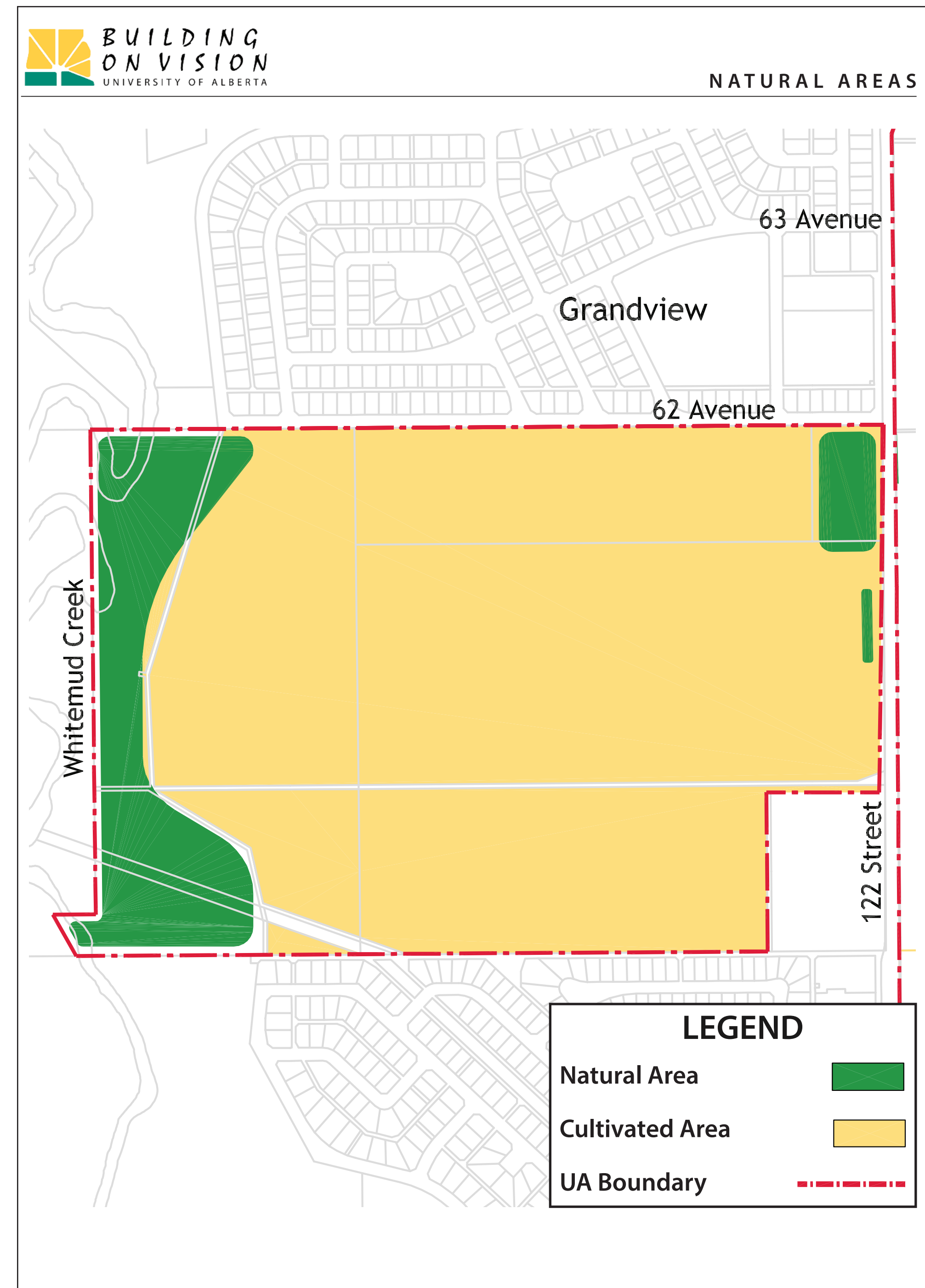
*Prepared by:* Ben Louie, University Architect and Director, Campus Planning and Space Optimization, Integrated Planning and Partnerships, Facilities and Operations.  
ben.louie@ualberta.ca

Emily Ball  
Director, Community Relations, External Relations  
emily.ball@ualberta.ca

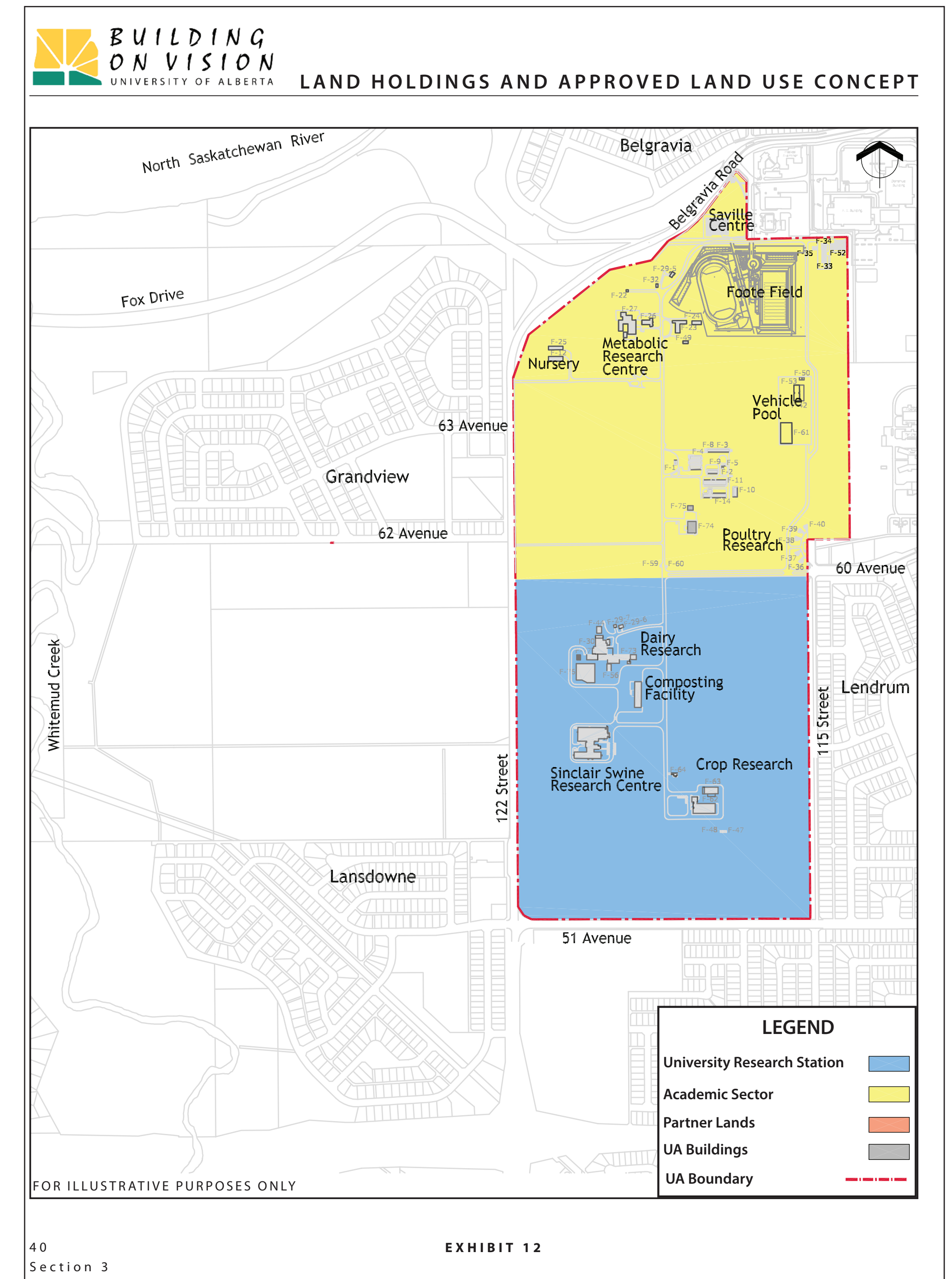
# 2002 LRDP Map



# Map of Sector 14



# Proposed 2021 LRDP Amendment



## **South Campus – Sector 14 Long Range Development Plan (LRDP) Amendment 2020**

### **Consultation Report**

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

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

Appendix 18 states:

#### Long Range Development Planning and Amendments

- a) When the University undertakes a new Long Range Development Plan, or amends its existing LRDP, owners of land within 60 metres of the University's land and the host municipality will be notified. Such notification will include date, time and location for an information session to present the conceptual plans, or substantive changes, and an invitation to review, and comment on the planning, in writing 21 days following the presentation.
  - i. U of A action - The U of A mailed letters of notification to owners of land within 60 metres of the U of A South Campus which contained the date, time and location for an information session (open house) to present the amendment for South Campus – Sector 14 and an invitation to review, and comment on the amendment in writing 21 days following the presentation (open house). The University also e-mailed letters of notification for the open house to the host municipality, The City of Edmonton. The mailing list was identified by the City of Edmonton, Urban Form and Corporate Strategic Development, City Planning, according to homeowner title information. The letters to residents 60 metres of the University of Alberta South Campus and the City of Edmonton were mailed to allow two-three weeks advanced notification.
- b) Notification will take the form of a directed letter to each identified stakeholder in a). The planning document will be available through the communications website of the University.

- I. U of A action – The notification in section a) indicated where information for the amendment planning document could be found on U of A website. Please note additional communication tools were used to advertise the June 29, 2021 open house:
    - i. Portable road signs were placed in two locations two weeks prior to the open houses advertising the open houses.
    - ii. An advertisement was placed in the Edmonton Journal newspaper on June 7, 2021 advertising information about the June 29, 2021 open house.
    - iii. Information about the open house was placed on the U of A website on the Community Relations website and the main U of A homepage under Events.
    - iv. Letters of invitation to the open house were also emailed to:
      - Councillor Michael Walters, City of Edmonton
      - Member of the Legislative Assembly of Alberta for Edmonton – Riverview, Lori Sigurdson
      - Member of Parliament for Edmonton Strathcona - Heather MacPherson
- c) Following this presentation the University shall publish, within a newspaper, newsletter or publication circulating in the areas in which the University's lands are located, notification of the public of its opportunity to review the proposed LRDP, or amendments, and comment upon it (them). The proposed plan/amendments will be available upon the University's communications website. Comments will be received in writing up to 21 days of the notice.
- I. U of A Action - An ad was placed following the June 29, 2021 open house (which presented the amendment) in the Edmonton Journal newspaper on June 30, 2021 inviting the public to review the proposed amendment and provide comments indicating input would be received in writing up to 21 days of the notice/ad. The proposed amendment was made available on the University's communications website. Portable road signs were placed in two locations on June 30, 2021 for 21 days providing information on where to find the June 29, 2021 open house information and invited the public to view and comment on the materials presented at the open house.
- d) University administration will prepare a summary document that they believe accurately reflects the major concerns and comment expressed. This document will be reviewed by the stakeholders identified in a), and will be modified until agreement is reached on accuracy. During the planning stage, these concerns will be considered.

- I. U of A action – A summary document from the June 29, 2021 open house (which presented the amendment) that reflected the major concerns and comments expressed from stakeholders was mailed to stakeholders identified in a) on August 6, 2021 with an invitation for stakeholders to send in comments regarding the summary document by August 27, 2021.
- e) Recommendations to the Board of Governors with respect to the LRDP and/or its amendments will include the consultation summary documents(s), and a document highlighting how administration has used these comments to develop the Plan and recommendations.
- I. U of A action – Attached please find the summary document and information on how administration will use the comments from the June 29, 2021 open house to further develop the amendment.
- f) Upon Board of Governors approval, the LRDP and/or amendments will be sent to the Minister for review and confirmation that the contents of the amendment/LRDP comply with the Regulations of the Post-Secondary Learning Act.
- I. U of A action – Once the LRDP Amendment is approved by the Board of Governors, the amendment will be sent to the Minister of Advanced Education for confirmation that the consultation process has been followed.



**University of Alberta  
South Campus – Sector 14  
Long Range Development Plan Amendment  
Open House**

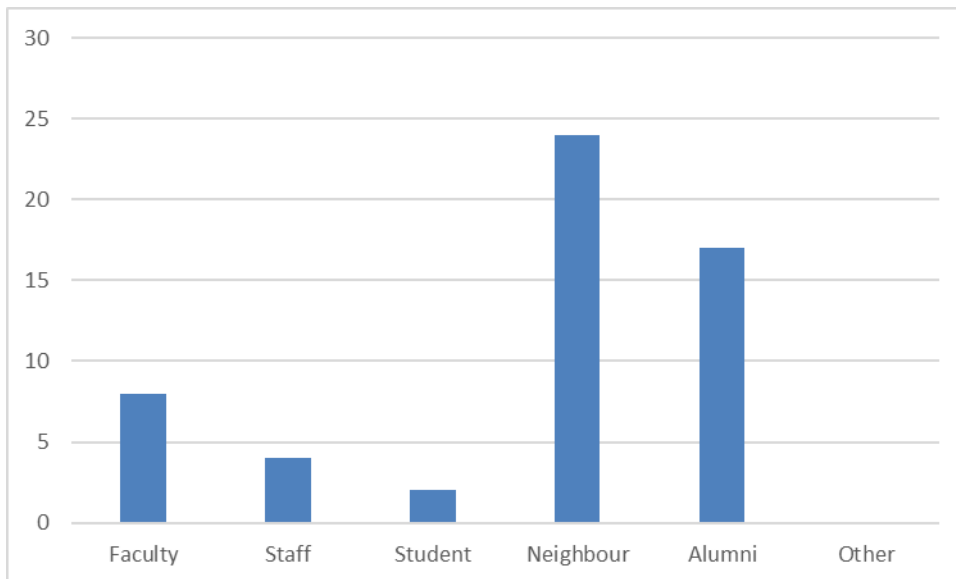
**Tuesday, June 29, 2021  
5:00 – 8:00 p.m.  
Foote Field, Multipurpose Room  
11601-68 Avenue**

**Summary of Comments**

Approximately 70 attended the open house

45 comment forms submitted

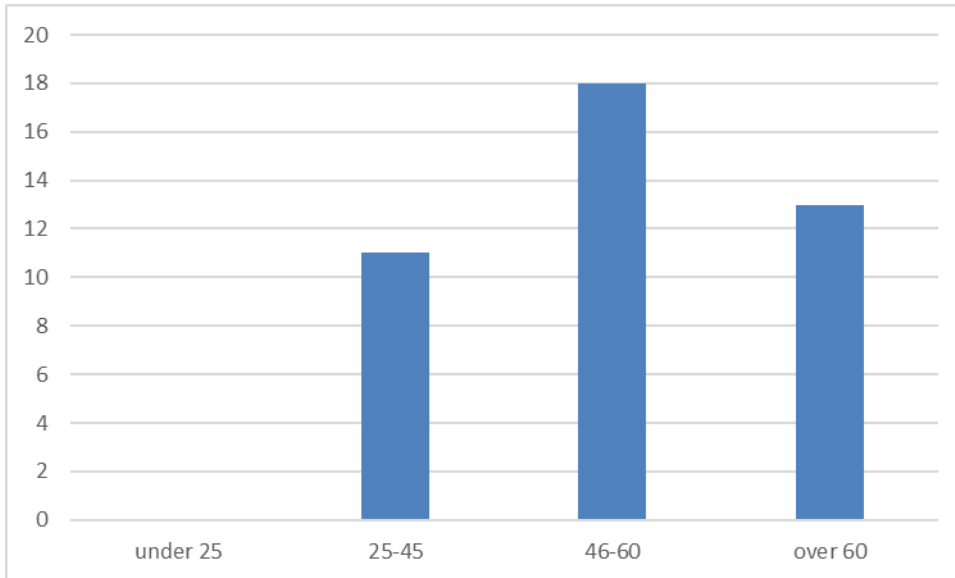
1. Please identify (circle) which of the descriptions below best portrays you:



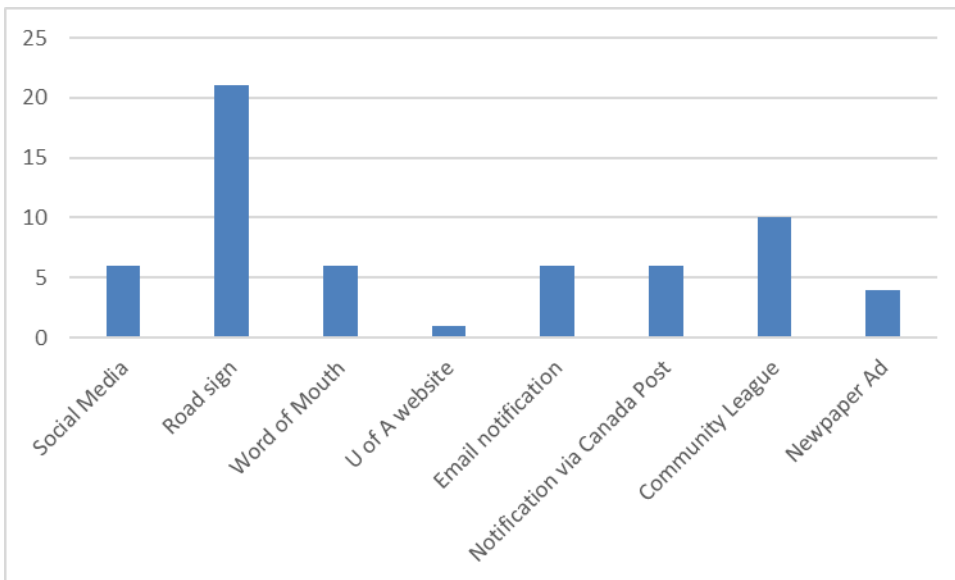
2. If you chose “Other” above, please tell us about yourself.

Resident of Grandview Heights, BPE '64 - currently love to walk on the farm

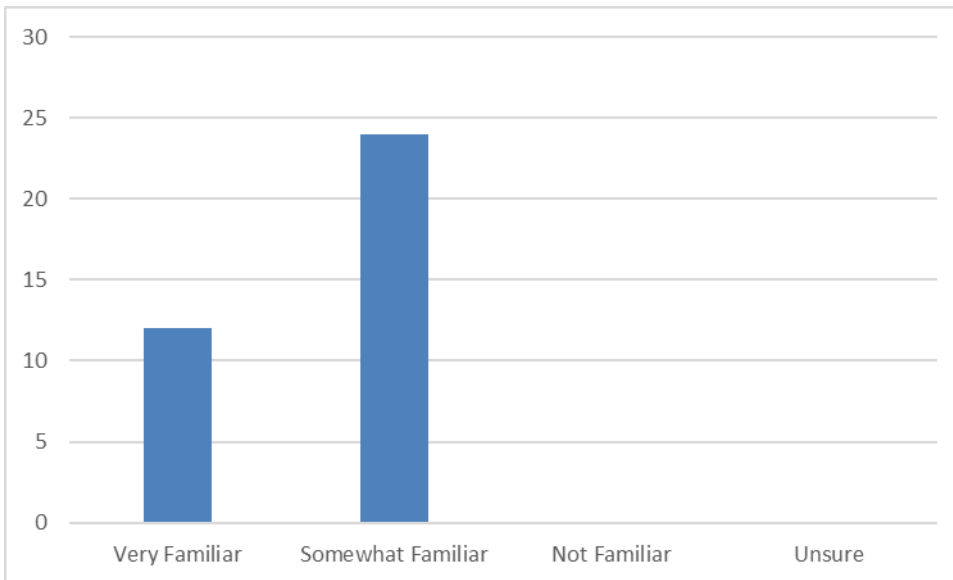
3. Please check the age category that describes you.



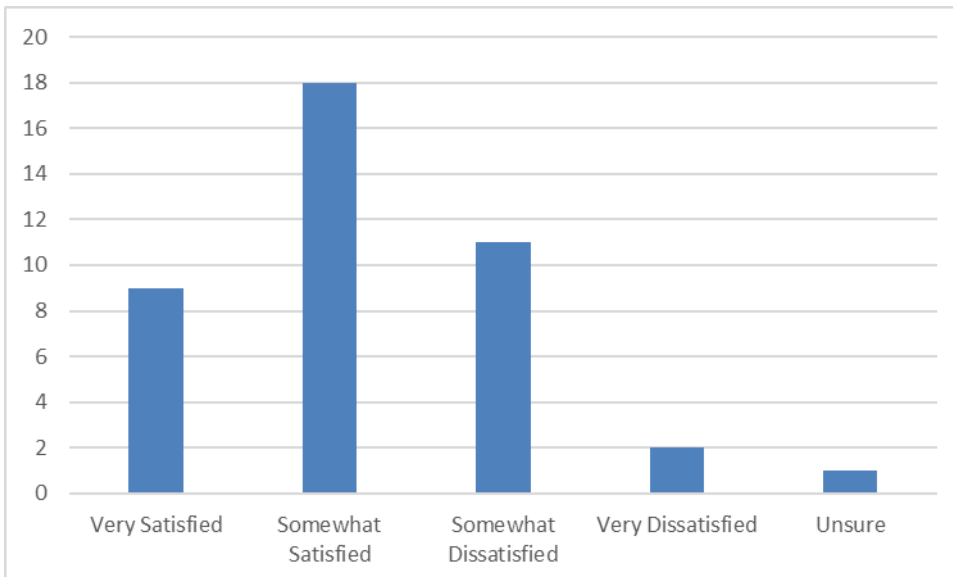
4. How did you hear about this open house?



5. Are you familiar with the purpose of the South Campus - Sector 14 Long Range Development Plan Amendment?



6. Did the material that was presented explain the purpose of the South Campus - Sector 14 Long Range Development Plan Amendment?



7. Please provide comments regarding Board #2. Board #2 contained information regarding the purpose for the June 29, 2021 open house and an explanation of what a long range development plan (LRDP) is.

Open house logistics, communication:

- Map is inaccurate and therefore misleading. Unsure which one is board #2. Not really a question - the board states what is being proposed. Obvious and process. LRDP's are seemingly meaningless as amendments and amendment to amendment are always available.

- Explains that the amendment is to transfer the West 240 to the UAPTI. Clear, good explanation. Clear and concise.
- Usual vague description with no real details.

Do not approve of transferring Sector 14 to UAPTI:

- Sector 14 needs to remain a U of A asset, or be turned over to the City of Edmonton to be held in its inventory of parkland. Protect the majority of the 240 acre of land for agricultural use. The purpose of Section 14 was always educational. Sad to witness the slow demise of this unique resource over the past decade. The process to repurpose Sector 14 seems very rushed and unimaginative. The community leagues should be appointments to the UAPTI Board

Financial:

- It is clear the process that needs to be followed to move forward and the importance of balancing the needs of the neighbourhoods with the need for the university to create revenue. The TRUST will only answer and account to U of A. Money/profit first. Interesting to know how much the land is worth.

Faculty of ALES and research:

- Why does it need to be transferred after all these years? Where will the things currently taking place on this land be moved to? Although research activities can be transferred to other areas they will not be near the University.

8. Please provide comments regarding the proposed South Campus – Sector 14 LRDP Amendment on Board #4. Board #4 highlighted 3 maps of Sector 14: map of Sector 14 from the 2002 LRDP, map showing the boundaries of Sector 14, map of the proposed LRDP amendment demonstrating that Sector 14 would be removed from the LRDP.

Positive move for the U of A:

- Great to hear that progress is being made to remove this sector and transfer this parcel to the UAPTI which hopefully will develop this land in a respectful manner that meets the needs of all stakeholders.

Presented information, communication:

- Map is inaccurate and therefore misleading. The community leagues should be appointed to the UAPTI Board. The Board does not explain why lands being used for a purpose central to the University's academic mission is intended to be transferred to an entity to develop lands not central to the University's academic mission. There is no context provided about why sector 14 is being transferred to the UAPTI.
- Very clear. Very helpful. Vague on detail, though understandably so. Was reassured by attending staff.

Financial:

- You're selling out pristine land for capital gain due to poor government support. The entire project is focused on generating income for the U of A - no vision. Premature - other options for generating liquidity should be considered. Very disappointed to see that the university is driven by money rather than preserving green space and a unique environment. Why not just say "we want to sell the land and realize \$\$".

Faculty of ALES and research:

- I think the University is being short-sighted in its plan to allow developers to take over this property. It is prime farmland and should be used for agricultural purposes. It is close to the University and therefore easy to access for students and professors working on the farm. I'm sure the Faculty of Agriculture has objected to your plans. Please reconsider this move. We need to preserve the best farmland in the area. Isn't the University supposed to be environmentally friendly? Don't really understand why all the research buildings are not part of the research land, e.g. poultry research is academic land. If these agricultural things aren't part of research, what is the classification for the Sector 14 land?

9. Please provide any further general comments you may have:

Loss to community:

- The loss of this parcel is going to be very hard on the surrounding communities who have grown to love and embrace the farm.
- I find value in having this beautiful peaceful farm as part of our U of A history and in our community. I come to walk and ski here as an alumni.

Financial, UAPTI, Michener Park development:

- Ideally Sector 14 would remain part of the LRDP as the university may ultimately regret the lack of land for expansion in the future.
- The amount of money the University expects to gain from selling this land was not disclosed. This is a one of a kind area within the city. It is disappointing the university's only plan is to replace it with yet more real estate development.
- The UAPTI was incorporated "to develop or re-develop lands deemed by U of A as not central to its academic mission of teaching and research." The transfer of Michener Park from the University to the UAPTI was consistent with creation of the UAPTI. At the time of that transfer, Michener Park was being used for housing, which is a purpose not central to the University's academic mission. Since continuing to use Michener Park for housing or to redevelop for another purpose would require substantial capital investment, the transfer was consistent with the purpose of the UAPTI and sensible as the alternative would have been to leave the property derelict.
- It is not explicitly clear how this is 'for the public good'. This should be the overriding principle in this development, rather than 'university bottom line \$\$'.
- Setting aside the inconsistency of the amendment with the purpose of the UAPTI, the decision to amend the LRDP is premature. The intention of the amendment is to permit Sector 14 to be developed for the same purpose as Michener Park. However, as Sector 14 is a greenfield site and Michener Park requires demolition, including environmental remediation, there is a substantial risk that the development of Sector 14 will proceed in advance of the redevelopment of Michener Park.

Sustainability

- All of south campus needs to focus on how can community groups be supported to explore, practice and teach various approaches to tackling food insecurity and the related poverty that goes along with it. I realize the U of A is facing major cutbacks,

but during this time it must realize it needs to play a leadership role in the preservation of areas of the city that are easily accessible for activities that improve the common goal of building community.

- My whole life I have lived beside the University. I have seen many University schemes come and go-- including the takeover of Windsor Park (thwarted by professors and doctors who worked for the U) and the expropriation of North Garneau (which still has not been developed). Instead of developing Section 14 into residential homes, I think you would do better to develop some of your other property which is less arable.

Other:

- Very much in favour of this - having a world class, property funded University is a tremendously positive thing for Edmonton and Alberta
- Looking forward to vision and planned development documents.

### **Response from neighbours residing within 60 meters of South Campus regarding the June 29, 2021 Open House Summary of Comments document:**

**Two responses received:**

- Thanks for the information that I received in today's post. I think your Office continues to do a good job in holding Open Houses and in communicating with the relevant Community Leagues and neighbourhoods. It is hard to address the problem facing all open houses of receiving a wide range of input (positive alongside negative) and then appearing to proceed with the original intention. Many local residents have considerable sympathy for the economic plight of the UofA given the extensive cutbacks imposed by the provincial government. However, I believe there is suspicion of the UAPTI. This suspicion seems partly based on:
  - its role "developing university land for the public good" without much clarity in defining the public good.
  - the make-up of its Board with developers appearing to play a more explicit role than those potentially representing "the public good".
  - mixed responses regarding the University of Calgary's Properties Trust (I believe used as a model for the UofA) concerning accountability in its "arms length" distance from the University itself.
  - some rumours of turnover in board membership or dissatisfaction concerning the role they are expected to play.

Overall, many residents seem to have welcomed the delay in Westcorp's development of a high rise on Golflands, and are happy that derelict buildings in Michener Park have begun to be removed. LRT parking issues seem to have subsided in Lendrum (although the move to online classes may have played a role in this), but there continues to be disappointment that Sector 12 is not as based on "green" and smart growth principles as was originally proposed--especially regarding parking (both the actual surface lots around the Saville Centre and the proposed lots for the yet-to-be-funded ice arenas).

Several residents continue to express the belief that some of the University Farm land was donated with the expectation that it was to be used for educational purposes, but

no-one seems to have come up with concrete evidence of this. There is also concern for the future of the Faculty of ALES with land for agricultural research becoming more remote from campus.

Sector 14's current use is certainly valued by local communities. I feel residents do understand the tug-of-war between the need for green space versus the need for urban infill. I would echo the views expressed regarding the significant need to balance the need of the UofA to obtain revenue with the community expectations regarding our environment. There are various examples in Edmonton of projects which mention sustainability and 21st century designs at the outset, but end up capitulating to developers seeking to continue 20th century ideas in terms of square footage, parking allocations, etc.

- Response from the City of Edmonton:

Good morning,

I have been asked by the City Manager's Office to provide you with the City's response to your August 13, 2021 email (University of Alberta Long Range Development Plan Amendment Summary of Comments).

We thank the University for providing the City with information and a summary regarding the June 29, 2021 Long Range Development Plan (LRDP) amendment open house. The City does not object to the proposed removal of Sector 14 from the LRDP. We look forward to early conversations about any development proposed for this area.

Kent Snyder RPP, MCIP  
BRANCH MANAGER  
PLANNING AND ENVIRONMENT SERVICES  
URBAN PLANNING AND ECONOMY

**University of Alberta response to comments from the June 29, 2021 open house and comments regarding the June 29, 2021 summary of comments:**

All comments regarding the South Campus – Sector 14 amendment have been documented and will be forwarded to the Board of Governors for future considerations and decisions.

Once the South Campus – Sector 14 Long Range Development Plan amendment is approved by the Board of Governors and the consultation for the amendment is confirmed by the Minister of Advanced Education, the Board of Governors will consider a motion to transfer Sector 14 to the UAPTl.

FINAL Item No. 5

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

<b>Agenda Title</b>	<b>Proposed Non-Credit International Support Fee</b>
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**Motion**

THAT the GFC Academic Planning Committee, with delegated authority from General Faculties Council, recommend the Board of Governors approve the establishment of a new Non-Credit International Support Fee (NCISF), with fees to be indexed to the Health and Wellness Mandatory Non-Instructional Fee currently set at \$63.80, to take effect upon final approval.

**Item**

Action Requested	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Recommendation
Proposed by	Provost and Vice-President (Academic) and Vice-President (University Services and Finance)
Presenter(s)	Melissa Padfield, Vice-Provost & University Registrar

**Details**

Responsibility	Provost and Vice-President (Academic) and Vice-President (University Services and Finance)
The Purpose of the Proposal is <i>(please be specific)</i>	To approve the establishment of a Non-Credit International Support Fee (NCISF) and to approve the fee proposal for the 2021-2022 academic year that is indexed to the MNIF Health and Wellness Fee.
Executive Summary <i>(outline the specific item – and remember your audience)</i>	<p>The University of Alberta assesses several mandatory non-instructional fees to all undergraduate and graduate students. One of these fees is the Student Health and Wellness fee. This fee supports the provision of health and wellness services available to students, including medical services, mental health treatment and support, sexual assault services, and health promotion and community building initiatives. This fee is assessed to all on-campus and off-campus graduate and undergraduate students, full-time and part-time.</p> <p>We are seeking approval to implement this fee approach with our international students who are enrolled in non-credit programs in order to comply with the governmental requirements under the Alberta Designation Requirements (ADR) for Designated Learning Institutions (DLI). These new requirements necessitate that we provide students coming on study permit for these non-credit offerings with the services covered by the Student Health &amp; Wellness fee. To ensure proper and equitable support of these services we propose the creation of a new Non-Credit International Support Fee (NCISF) and to set the rate for the first year.</p> <p>The proposed rate will be indexed to the rates for the Mandatory Non-Instructional Student Health &amp; Wellness fee assessed to graduate and undergraduate students enrolled in for-credit programming. It is anticipated that the fee will continue to be indexed to this rate.</p>
Supplementary Notes and context	<This section is for use by University Governance only to outline governance process.>



Item No. 5

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

<p>Consultation and Stakeholder Participation (parties who have seen the proposal and in what capacity)</p> <p>&lt;For information on the protocol see the <a href="#">Governance Resources section Student Participation Protocol</a>&gt;</p>	<p><b><u>Those who are actively participating:</u></b></p> <ul style="list-style-type: none"> <li>● Office of the Provost and Vice-President (Academic)</li> <li>● Office of the Vice-President (University Services and Finance)</li> <li>● Office of the Registrar</li> <li>● University of Alberta International</li> </ul>
<p>Approval Route (Governance) (including meeting dates)</p>	<p><b><u>Those who have been consulted:</u></b></p> <ul style="list-style-type: none"> <li>● Registrar’s Advisory Committee on Fees (RACF)</li> <li>● Tuition Task Force Committee</li> </ul> <p>APC - October 6, 2021 (for information) APC- November 3, 2021 (for recommendation on the creation of the fee and the new fee) BFPC - November 23, 2021 (for recommendation on the creation of the fee and the new fee) Board of Governors- December 9, 2021 (for approval of the creation of the fee and the new fee)</p>

**Strategic Alignment**

<p>Alignment with <i>For the Public Good</i></p>	<p><b>Build</b> a diverse, inclusive community of exceptional students, faculty and staff from Alberta, Canada, and the world. <b>Sustain</b> our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all.</p>			
<p>Alignment with Institutional Risk Indicator</p>	<p>Please note below the specific institutional risk(s) this proposal is addressing.</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <input checked="" type="checkbox"/> Enrolment Management  <input type="checkbox"/> Faculty and Staff  <input checked="" type="checkbox"/> Funding and Resource Management  <input type="checkbox"/> IT Services, Software and Hardware  <input type="checkbox"/> Leadership and Change  <input type="checkbox"/> Physical Infrastructure                 </td> <td style="width: 50%; vertical-align: top;"> <input type="checkbox"/> Relationship with Stakeholders  <input type="checkbox"/> Reputation  <input type="checkbox"/> Research Enterprise  <input type="checkbox"/> Safety  <input type="checkbox"/> Student Success                 </td> </tr> </table>		<input checked="" type="checkbox"/> Enrolment Management <input type="checkbox"/> Faculty and Staff <input checked="" type="checkbox"/> Funding and Resource Management <input type="checkbox"/> IT Services, Software and Hardware <input type="checkbox"/> Leadership and Change <input type="checkbox"/> Physical Infrastructure	<input type="checkbox"/> Relationship with Stakeholders <input type="checkbox"/> Reputation <input type="checkbox"/> Research Enterprise <input type="checkbox"/> Safety <input type="checkbox"/> Student Success
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<p>Legislative Compliance and jurisdiction</p>	<p><i>Post-Secondary Learning Act of Alberta</i> APC Terms of Reference BFPC Terms of Reference</p>			