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CAMPUS PLANNING CONSULTATION PROCESS

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*Adequate time:* It takes time to prepare information for consultation, just as it takes time

#### 4.0 The Project Initiation Report

Basic information about each planning initiative will be communicated to planning committee members and key stakeholders through a *Project Initiation Report*. This report will:

- identify the purpose of the project
- identify key project issues
- outline the expected outcomes and deliverables (*what will be addressed; what will be produced*)
- include the anticipated project timelines (*as known*)
- identify the key decision points and approval requirements
- include a site map.

Project Initiation Report			
	Topic	Questions	Comments
1	<b>Project Rationale</b>	What is the project?	<i>Indicate linkages to Strategic Plan &amp; Campus Plan</i>
		Why is it needed?	
		What issue(s) should it address?	
		What problem should it solve?	
2	<b>Issue Assessment</b>	Which issues will require stakeholder input?	<i>Include explanation of Ministry &amp; municipal requirements</i>
		Which issues are likely to have external impacts? (off-site and off-campus)	
		What decisions have already been made?	
		What decisions are dictated by other jurisdictions or required through existing legislation or regulations?	

#### 4.1 The Project Consultation Plan

It is recommended that a project consultation plan be prepared for major planning initiatives. This document can be used to inform the CPC and FDSS about the project and enable members to make informed decisions about what type of consultation process is needed and appropriate for each undertaking. The plan will vary for each project and the nature and extent of input required through the planning process.

<b>Project Consultation Plan</b>			
1.	<b>Project Description</b>	Identify key information & messages to be included in subsequent communications	<i>Include information from the project initiation report</i>
2	<b>Stakeholder Identification*</b>	Who may be directly impacted or affected by the plan/project?	<i>Develop data base</i>

## 5.0 Consultation Approaches

The following chapter identifies different models of consultation for different types of projects, where they differ in scope, complexity and interest level. These approaches are not mutually exclusive; often a planning initiative will incorporate elements of each model. A consultation process must reflect the fact that not all people desire the same level of participation, or can afford the time required. A comprehensive planning process should include many options for people to obtain information, consider options, and supply input.

### 6.1 Information Model

This model is intended for two types of situations to provide updates to government bodies, service providers, funding agencies and the like, who have an interest in the University's sdehe nivTw [(r)b( i)-5(npu -4(or)-4(m1(ppl)no17(e)-2o ha)-2(v)d4(e)-2(qui)6(rc)7(e)-2(2(u)11(ppl)-5(r))5(

2. Paper and online feedback/comment forms as a means of stakeholder input

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## 7.0 Consultation Tool Kit

There are a number of tools, techniques and models for consultation. More detailed information on the various techniques, including their advantages and disadvantages will be developed in more detail for the next meeting of the Campus Planning Committee.

TECHNIQUE	BENEFITS	CAUTIONS
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TECHNIQUE	BENEFITS	CAUTIONS
<p><b>Community Briefings</b></p> <p>Use regular meetings of community associations, business improvement areas, neighbourhood associations, and the like, to share information and obtain feedback on planning concerns</p>	<p>Provides opportunity to obtain information from larger community.</p> <p>Provides information on how the university is viewed externally</p> <p>Opportunity to expand stakeholder list</p> <p>Can build community goodwill</p>	<p>Community associations are not always representative of the larger community.</p> <p>Can become a forum for airing past grievances, rather than contributing constructive input.</p>
<p><b>Web-based Surveys and Feedback Forms</b></p>	<p>Provides input from individuals who would be unlikely to attend meetings</p> <p>Provides input from cross-section of campus community: extends beyond the “usual suspects”</p> <p>Higher response rate than other communication forms</p>	<p>Generally, not statistically valid results</p> <p>Hard to control geographic reach of the survey</p> <p>Results can be easily skewed.</p>

TECHNIQUE	BENEFITS	
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**TECHNIQUE****BENEFITS****CAUTIONS**

consensus at outset: i.e. a



## 8.0 Sample Land-Use & Master Planning Process

### Strategic Planning Approach

The strategic planning approach is vision-driven, utilizes a comprehensive environmental scan and SWOT analysis, and includes implementation actions. While designed for business applications, the process is often applied to land-use plans and master planning exercises.

SWOT stands for strengths, weakness, opportunities and strengths. Strengths and weaknesses are *internal factors*: these are the characteristics of an organization that the organization has some control over and can influence through policy, investment strategies, marketing efforts, HR development, and the like. Opportunities and threats are *external factors*: these are conditions that affect and/or are imposed on an organization. External conditions may include: demographics (e.g. pool of potential students), government policy and regulations, public policy (e.g. immigration policy affecting foreign students, type and availability of research grants, university funding priorities), fiscal policy, competition from other organizations, etc.

A land-use planning process can incorporate a strategic planning approach at two levels: First, it may be guided by the organization's strategic plan and will provide the spatial manifestation of the organization's vision and key strategies. The University's campus plan is informed by its strategic plan, *A Vision for the*





		Time Period 1	Time Period 2	Time Period 3	Time Period 4	Time Period 5	Time Period 6	Time Period 7	Time Period 8
5	<b>Prepare Draft Plan &amp; Finalize</b>								
		Refine as required by planning committee(s)							
6	<b>Implement</b>								
	Capital improvement program	<i>Involve key stakeholder groups in development of implementation plan(s). Ensure the connection is made between Master Plan, Capital Plan, Area Plans, etc.</i>							
	Infrastructure improvements/upgrades								
	Design guidelines								
	Sub-area plans								
6	<b>Periodic review, Update and Improvement</b>								
	Feedback report	<i>Maintain reports/database on what consultation elements worked well and which did not. Assess reasons and document. Obtain input from participants. De-brief with committee members.</i>							
	Plan & process evaluation report								
	Continual improvement process								
<b>Ongoing review by Campus Planning Committee(s) CPC &amp; FDSS ; Final approval through Board of Governors</b>									

The associated planning process may be structured as follows:

**Identify Key Stakeholders**  
- Develop data base of contacts



## 8.0 SUMMARY

Comprehensive planning is complex, involves many stakeholders, uses many resources, involves discussion regarding potentially divisive issues, and may take place over several years. The key to making the consultation component effective and manageable is to clarify expectations and be upfront about constraints very early in the process.

Consultation processes can be vastly improved by simply removing barriers and improving access to information. Only a few planning initiatives warrant extensive collaborative processes, but all of them demand the timely sharing of information to those affected by the University's decisions.