



DEPARTMENT OF POLITICAL SCIENCE  
FACULTY OF ARTS

**POLI433 L02  
URBAN POLICY AND GOVERNANCE  
Winter 2019**

**INSTRUCTOR:** Jacqueline Peterson  
**TELEPHONE:** 403-220-6514  
**OFFICE:** SS 720  
**EMAIL:** jacqueline.peterson@ucalgary.ca  
**OFFICE HOURS:** Mondays 12:00-2:00pm  
**COURSE DAY/TIME:** Mondays, 4:00-6:45pm  
**COURSE LOCATION:** SB 105  
**COURSE PRE-REQUISITES:** 3 units in Political Science at the 300 level or above.

**COURSE DESCRIPTION**

How are cities governed? What shapes urban policy and why does it matter? As cities continue to grow in the 21<sup>st</sup> century, they face new and increasingly complex urban policy challenges. This course draws on theory and contemporary examples to highlight core concepts, shifts, and issues in urban policy and governance.

This course is divided into three sections: First, we discuss theories that underpin our understanding of urban policy: how is power shared and distributed in the urban realm? How do different actors and institutions shape the urban policymaking process? Second, we look at key urban policy issue areas, such as transportation, planning, economic development and housing. Finally, students present their own research on a selected urban policy issue in two different cities. The objective of this class is to highlight the complexities and nuances involved in urban policymaking by applying theory to real-life examples. This course will focus on urban policy in Canada and the U.S., with selected international examples introduced as appropriate.

The format of each class will be a blend of both lecture and seminar-style approaches. The entire class will discuss the assigned readings, with core concepts and historical background clarified by the instructor. Students will be expected to engage with guest lecturers.

COURSE OBJECTIVES & LEARNING OUTCOMES

By the end of the course, students will:

- Be aware of the key debates in core municipal policy issue areas
- Know the numerous actors and institutions that shape urban policy and multilevel governance
- Understand the contextual differences between urban policymaking in Canada and the U.S.
- Have conducted in depth research on a specific urban policy topic and have made substantive policy recommendations

REQUIRED TEXTBOOK

There is **no required textbook** for this course.

The following books are **recommended** and are available at the TFDL reserve:

- Mossberger, K., Clarke, S., & John, P. (2012). *The Oxford handbook of urban politics*. New York: Oxford University Press. ISBN : 9780195367867
- Sancton, A. (2015). *Canadian local government : An urban perspective* (Second ed.). Don Mills, Ontario: Oxford University Press. ISBN : 9780199008094

The *Oxford handbook of urban politics* provides an excellent overview on core urban politics theoretical approaches, whereas *Canadian local government: An urban perspective* gives broad overviews of urban politics in Canada and can be useful for clarification on any of the functions, structures and issues that underpin local government in Canada.

COURSE COMPONENT WEIGHTS AND DUE DATES

COMPONENT	WEIGHTING	DUE DATES
Participation	<b>20%</b>	weekly
Midterm	<b>30%</b>	February 11
Final Paper Proposal	<b>5%</b>	February 25
Council Meeting Paper	<b>10%</b>	March 25
Presentation	<b>10%</b>	April 1
Final Paper	<b>25%</b>	April 12
<b>Total</b>	<b>100%</b>	

## COURSE SCHEDULE & TOPICS

The schedule is tentative and may change as the need arises. Readings are either uploaded to d2l (\*), available through the University of Calgary library website, or available as otherwise noted. The instructor is happy to provide students with further relevant readings at their request.

The course is divided into three sections:

### URBAN POLICY – CONCEPTS AND THEORY (January 14 – February 4, 2019)

#### 1. January 14, 2019: **Introduction: What is urban policy? What is “governance”?**

Barber, B. 2013. *If Mayors Ruled the World. Dysfunctional Nations, Rising Cities*. New Haven: Yale University Press. pp. 3-24.

**Link to eBook:**

<http://ebookcentral.proquest.com.ezproxy.lib.ucalgary.ca/lib/ucalgary-ebooks/detail.action?docID=3421302>

**\*OR\***

Katz, B. & Bradley, J. 2013. *The Metropolitan Revolution: How Cities and Metros are Fixing Our Broken Politics and Fragile Economy*. Washington: Brookings Institution Press. pp. 1-13.

**Link to eBook:**

<http://ebookcentral.proquest.com.ezproxy.lib.ucalgary.ca/lib/ucalgary-ebooks/detail.action?docID=1214202>

Andrew, C. 2001. The Shame of (Ignoring) the Cities. *Journal of Canadian Studies*, 25(4): 100–110.

**Link to article:**

<http://ezproxy.lib.ucalgary.ca/login?url=https://search-proquest-com.ezproxy.lib.ucalgary.ca/docview/203558619?accountid=9838>

Siegel, D. 2010. The leadership role of the municipal chief administrative officer. *Canadian Public Administration*, 53(2): 139-161.

**Link to article:**

<https://onlinelibrary-wiley-com.ezproxy.lib.ucalgary.ca/doi/full/10.1111/j.1754-7121.2010.00122.x>

#### 2. January 21, 2019: **Intergovernmental relations: vertical and horizontal institutional arrangements**

Magnusson, W. 2005. Are Municipalities Creatures of the Provinces? *Journal of Canadian Studies* 39 (2): 5–29.

**Link to article:**

<http://ezproxy.lib.ucalgary.ca/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=rch&AN=18055005&site=ehost-live>

(\*) Sancton, A., & Young, R. A. 2009. *Foundations of governance*. University of Toronto Press. pp. 487-499.

Slack, E. & Bird, R. 2013. *Merging Municipalities: Is Bigger Better?* Institute on Municipal Finance and Governance, Munk School of Global Affairs.  
[https://munkschool.utoronto.ca/imfg/uploads/219/imfg\\_no\\_14\\_slack\\_birdr3\\_online\\_final.pdf](https://munkschool.utoronto.ca/imfg/uploads/219/imfg_no_14_slack_birdr3_online_final.pdf)

Hooghe, L. & Marks, G. 2003. Unraveling the Central State, but How? Types of Multi-level Governance. *American Political Science Review* 97(2): 233-243.

**Link to article:**

<https://www-jstor-org.ezproxy.lib.ucalgary.ca/stable/3118206>

*Skim through:*

Bronconnier, D. et al. March 5, 2007. Report to the Minister of Municipal Affairs. Presented by The Minister's Council on Municipal Sustainability. Publicly available online at

<http://www.assembly.ab.ca/lao/library/egovdocs/2007/alma/161349.pdf>

### 3. January 28, 2019: **Globalization and the role of the private sector**

Kantor, P. & Savitch, H.V. 2010. The Politics of City Regions in Comparative Perspective. *Métropoles* 7: 2-14.

**Link to article:**

<https://doaj.org/article/120d66e725cd420697fc551cb7ea5a9a>

Molotch, Harvey. 1976. "The City as a Growth Machine: Toward a political economy of place," *American Journal of Sociology*, 82(2): 309-332.

**Link to article:**

<https://www-jstor-org.ezproxy.lib.ucalgary.ca/stable/2777096>

(\*) Stone, C. 1989. *Regime politics: Governing Atlanta, 1946-1988*. Lawrence: University Press of Kansas. Pp. 3-12.

Broadbent, A. 2014. *The Many Faces of Leadership in a Thriving City: A rethink of the Toronto narrative*. Toronto: Institute on Municipal Finance and Governance.

**Link to eBook:**

<https://www-deslibris-ca.ezproxy.lib.ucalgary.ca/ID/244891>

### 4. February 4, 2019: **Civil Society; Race and U.S.-Canada differences**

Portney, K E. & Berry, J. 2013. Civil Society and Sustainable Cities. *Comparative Political Studies* 47(3): 395-419.

**Link to article:**

<https://journals-sagepub-com.ezproxy.lib.ucalgary.ca/doi/full/10.1177/0010414013509574>

Taylor, Z. (2014). If different, then why? Explaining the divergent political development of Canadian and American local governance. *49*, 53.

**Link to article:**

<https://muse-jhu-edu.ezproxy.lib.ucalgary.ca/article/544567>

Moore, A. 2014. Comparing the Politics of Urban Development in American and Canadian Cities: The Myth of the North-South Divide. *International Journal of Canadian Studies*, *49*, 229-49.

**Link to article:**

<https://muse-jhu-edu.ezproxy.lib.ucalgary.ca/article/544576>

Hackworth, J. (2015). Why there is no Detroit in Canada. *Urban Geography*, *37*(2), 1-24.

**Link to article:**

<https://doi-org.ezproxy.lib.ucalgary.ca/10.1080/02723638.2015.1101249>

5. February 11, 2019: **Multilevel Governance & MIDTERM (in class)**

(\*) Horak, M. 2012. "Conclusion: Understanding Multilevel Governance in Canada's Cities" in Young, R. & Horak, M. (Eds.), *Sites of governance: Multilevel governance and policy making in Canada's big cities*. Montreal: McGill-Queen's University Press. pp. 339-370.

(\*) Peters, B. & Pierre, J. 2012. "Urban Governance". In Mossberger, K., Clarke, S., & John, P. (eds), *The Oxford handbook of urban politics*. New York: Oxford University Press. pp. 71-86.

6. February 18, 2019: **\*Break – no class \***

URBAN POLICY – ISSUES AND APPLICATIONS (February 25- March 25, 2019)

7. February 25, 2019: **Municipal Finance & Economic Development**

(\*) Sancton, A. 2015. *Canadian Local Government: An Urban Perspective* (2ed). Don Mills: Oxford University Press. pp. 289-329.

**\*OR\***

(\*) Tindal, C., & Tindal, S.N. 2004. Chapter 7: Local Government Finances, in *Local government in Canada* (6th ed.). Toronto: Nelson.

Florida, R. 2003. Cities and the Creative Class. *City & Community*, *2*(1), 3-19.

**Link to article:**

<https://onlinelibrary-wiley-com.ezproxy.lib.ucalgary.ca/doi/epdf/10.1111/1540-6040.00034>

Peck, J. 2009. The Cult of Urban Creativity. In Keil, R., & Mahon, R. *Leviathan undone? towards a political economy of scale* (Canadian electronic library. Canadian publishers collection). Vancouver: UBC Press.

**Link to eBook:**

<http://ebookcentral.proquest.com.ezproxy.lib.ucalgary.ca/lib/ucalgary-ebooks/detail.action?docID=3412650>

Swindell, D. & Rosentraub, M. 1998. Who benefits from the presence of professional sports teams? The implications for public funding of stadiums and arenas. *Public Administration Review*, 58(1), 11-20.

**Link to article:**

<https://www-jstor-org.ezproxy.lib.ucalgary.ca/stable/976884>

*Skim through:*

Bazel, P. & Mintz, J. 2014. The Free Ride is Over: Why Cities, and Citizens, Must Start Paying for Much-Needed Infrastructure. *The School of Public Policy, SPP Research Papers*, 7 (14).

<https://www.policyschool.ca/wp-content/uploads/2016/03/bazelmintz-urban-growth.pdf>

8. March 4, 2019: **Planning, Growth Management & Citizen Engagement**

GUEST LECTURER: Josh White – General Manager, Dream Development; Former Policy Advisor to Mayor Nenshi.

Arnstein, S. (1969). A Ladder Of Citizen Participation. *Journal of the American Institute of Planners*, 35(4), 216-224.

**Link to article:**

<https://www-tandfonline-com.ezproxy.lib.ucalgary.ca/doi/abs/10.1080/01944366908977225>

(\*) Blais, P. 2010. *Perverse Cities: Hidden Subsidies, Wonky Policy, and Urban Sprawl*. Vancouver: University of British Columbia Press. pp. 1-13.

(\*) Boundreau, J-A., Keil, R., & Young, D. 2009. ‘Official Planning’ in *Changing Toronto: Governing Urban Neoliberalism*, pp. 99-118. Toronto: University of Toronto Press.

Foran, M. (2009). *Expansive Discourses: Urban Sprawl in Calgary, 1945-1978*. Athabasca University Press. pp. 3-22.

**Link to eBook:**

<https://www-deslibris-ca.ezproxy.lib.ucalgary.ca/ID/425602>

9. March 11, 2019: **Transit & Transportation**

Towns, W., & Henstra, D. (2018). Federal policy ideas and involvement in Canadian urban transit, 2002-2017. *Canadian Public Administration*, 61(1), 65-90.

**Link to article:**

<https://onlinelibrary-wiley-com.ezproxy.lib.ucalgary.ca/doi/full/10.1111/capa.12247>

Altshuler, A. 2010. Equity, Pricing, and Surface Transportation Politics. *Urban Affairs Review* 46 (2): 155-179.

**Link to article:**

<https://journals-sagepub-com.ezproxy.lib.ucalgary.ca/doi/abs/10.1177/1078087410378487>

Sadik-Khan, J. 2016. The Bike Wars are Over, and the Bikes Won, *New York Times Magazine*, March 8, 2016. <http://nymag.com/intelligencer/2016/03/bike-wars-are-over-and-the-bikes-won.html>

*Skim through:*

Shoup, D. 1997. "The High Cost of Free Parking." *Journal of Planning Education and Research* 17(1): 3-20.

**Link to article:**

<https://journals-sagepub-com.ezproxy.lib.ucalgary.ca/doi/abs/10.1177/0739456X9701700102>

(\*) Vanderbilt, T. 2008. "Why More Roads Lead to More Traffic (and what to Do About It)," in *Traffic: Why We Drive the Way We Do (And What It Says About Us)*, pp. 153-175. New York: Random House.

#### 10. March 18, 2019: **(Affordable) Housing & Poverty**

Hulchanski, D. 2010. *The Three Cities Within Toronto: Income Polarization Among Toronto's Neighbourhoods, 1970-2005*. Toronto: Cities Centre.

**Link to eBook:**

<https://www-deslibris-ca.ezproxy.lib.ucalgary.ca/ID/226176>

Cote, A. 2013. Affordable Housing in Ontario: Mobilizing private capital in an era of public constraint, *IMFG Perspectives*. Toronto: Institute on Municipal Finance and Governance.

**Link to eBook:**

<https://www-deslibris-ca.ezproxy.lib.ucalgary.ca/ID/10049199>

Ley, D. 2017. Global China and the making of Vancouver's residential property market. *International Journal of Housing Policy* 17(1): 15-34

**Link to article:**

<https://www-tandfonline-com.ezproxy.lib.ucalgary.ca/doi/full/10.1080/14616718.2015.1119776>

Wachsmuth, D. et al. 2018. The High Cost of Short-Term Rentals in New York City. *Urban Politics and Governance research group*. McGill University.

<https://mcgill.ca/newsroom/files/newsroom/channels/attach/airbnb-report.pdf>

#### 11. March 25, 2019: **Urban Sustainability & Resilience**

GUEST LECTURER: Owen Tobert – Former City Manager, City of Calgary.

Bulkeley, H., & Betsill, M. 2005. Rethinking Sustainable Cities: Multilevel Governance and the 'Urban' Politics of Climate Change. *Environmental Politics*, 14(1), 42-63.

**Link to article:**

<http://ezproxy.lib.ucalgary.ca/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=eh&AN=15963153&site=ehost-live>

Hughes, S. 2017. *Reducing Urban Greenhouse Gas Emissions: Effective Steering Strategies for City Governments*. IMFG Perspectives 16, University of Toronto, Institute on Municipal Finance and Governance.

**Link to article:**

<https://ideas-repec-org.ezproxy.lib.ucalgary.ca/p/mfg/perspe/16.html>

The Aspen Institute. 2014. "The Resilience Dividend", Talk by Judith Rodin:

[https://youtu.be/S903N\\_sWLms](https://youtu.be/S903N_sWLms) [especially first 15 minutes]

(\*) Turner, C. (2014). Owen's Ark. *The Walrus*, 11(5), 26.

PRESENTATIONS (April 1-8, 2019)

*\*Presentation schedule will be made available March 4<sup>th</sup>*

12. April 1, 2019: **Student presentations**

13. April 8, 2019: **Student presentations**

## ASSIGNMENTS

Below are the assignments to be completed over the course of POLI433. For all written assignments (Council Meeting Paper, Paper Proposal, and Final Paper), writing *will* be considered in the final grade. Students are expected to write clearly and adhere to an established citation/reference format. The Council Reflections assignment and Paper Proposal are to be submitted in **hard-copy during class**. The Final Paper will be submitted on d2l. All late assignments must be submitted to the instructor via d2l in the dropbox.

1. **20% Participation:** Students are expected to complete all the readings, attend class, and participate actively and substantively in weekly discussions. Participation grades will reflect this.
2. **30% Midterm:** February 11, 2019, in class. The midterm will focus on the concepts and theories outlined in the readings and lectures up to, *and including*, the fifth week of class. The midterm will be 90 minutes.
3. **10% Council/Committee Meeting Reflections:** Students will be required to attend one Council or Standing Policy Committee meeting and produce a 3-5 page paper (double-spaced, double-sided) outlining their key impressions and takeaways of the experience. Due March 25, 2019 in class. The Council 2019 calendar can be accessed at: [http://www.calgary.ca/CA/city-clerks/Documents/Legislative-services/CouncilCalendars/2019\\_Council\\_Calendar.pdf](http://www.calgary.ca/CA/city-clerks/Documents/Legislative-services/CouncilCalendars/2019_Council_Calendar.pdf)

4. **5% Paper Proposal:** Students must submit a 2-page (single- OR double-spaced) proposal for their final paper on February 25, 2019 in class. In the proposal, students should indicate the policy issue area they will write on, which two cities they will compare, and their rationale for this selection (ie. why is this an important/relevant policy area worth examining in these two cities?). The proposal must also include a bibliography of 5-10 sources (both academic and non-academic) that they expect to reference in their paper.
5. **35% Final Paper & Presentation:** For the final assignment, students will write a 30 page paper (double-spaced) that will compare a given policy issue in two different cities and present policy recommendations (=25%). Students will present their research in the last two classes of the semester. Presentations (=10%) should last around 10 minutes, allowing 5 minutes for class feedback. Further details on this assignment (and associated expectations) will be distributed in class. Final Papers are to be submitted on d2l by 11:59pm Friday April 12, 2019.

Additional details for each of the above assignments will be circulated in class and uploaded to d2l.

LATE PENALTIES

All assignments will be **deducted 5%** per day late. All late assignments must be submitted to the instructor via d2l in the dropbox.

GRADE SCALE

A+ (91-100)	B+ (77-79)	C+ (67-69)	D+ (55-59)
A (85-90)	B (73-76)	C (63-66)	D (50-54)
A- (80-84)	B- (70-72)	C- (60-62)	F (0-49)

INSTRUCTOR GUIDELINES

Students requiring assistance are encouraged to speak to the instructor during class or their office hours. Should you wish to meet outside of office hours, please telephone or email to make an appointment. It is to the student’s advantage to keep such appointments.

Email is a common form of communication but it is not always the most effective way of answering student questions. If you cannot make office hours, please request a one on one meeting outside of these hours.

Students are welcome to use laptops and other electronic note-taking devices in this course. Please be considerate of others and switch off all cell phones when you enter the classroom.

Sending/receiving texts and browsing the Web is extremely disruptive to others and will not be tolerated.

## IMPORTANT POLICIES AND INFORMATION

### Supporting Documentation and the Use of a Statutory Declaration

As stated in the University Calendar:

Students may be asked to provide supporting documentation for an exemption/special request. This may include, but is not limited to, a prolonged absence from a course where participation is required, a missed course assessment, a deferred examination, or an appeal. Students are encouraged to submit documentation that will support their situation. Supporting documentation may be dependent on the reason noted in their personal statement/explanation provided to explain their situation. This could be medical certificate/documentation, references, police reports, invitation letter, third party letter of support or a statutory declaration etc. The decision to provide supporting documentation that best suits the situation is at the discretion of the student. Students cannot be required to provide specific supporting documentation, such as a medical note.

Students can make a Statutory Declaration as their supporting documentation (available at [ucalgary.ca/registrar](http://ucalgary.ca/registrar)). This requires students to make a declaration in the presence of a Commissioner for Oaths. It demonstrates the importance of honest and accurate information provided and is a legally binding declaration. Several registered Commissioners for Oaths are available to students at no charge, on campus. For a list of locations to access a Commissioner for Oaths, visit [ucalgary.ca/registrar](http://ucalgary.ca/registrar)).

Falsification of any supporting documentation will be taken very seriously and may result in disciplinary action through the Academic Discipline regulations or the Student Non-Academic Misconduct policy.

This statement is accessible at: <https://www.ucalgary.ca/pubs/calendar/current/n-1.html>

*Please note that while the form of supporting documentation provided is at the discretion of the student, the instructor has the discretion not to accept the supporting documentation if it does not corroborate the reason(s) given for the exemption/special request.*

### Absence From a Mid-term Examination:

Students who are absent from a scheduled term test or quiz for legitimate reasons are responsible for contacting the instructor via email within 48 hours of the missed test to discuss alternative arrangements. A copy of this email may be requested as proof of the attempt to contact the instructor. Any student who fails to do so forfeits the right to a makeup test.

Deferral of a Final Examination:

Deferral of a final examination can be granted for reasons of illness, domestic affliction, and unforeseen circumstances, as well as to those with three (3) final exams scheduled within a 24-hour period. Deferred final exams will not be granted to those who sit the exam, who have made travel arrangements that conflict with their exam, or who have misread the examination timetable. The decision to allow a deferred final exam rests not with the instructor but with Enrolment Services. Instructors should, however, be notified if you will be absent during the examination. The Application for Deferred Final Exam, deadlines, requirements and submission instructions can be found on the Enrolment Services website at <https://www.ucalgary.ca/registrar/exams/deferred-exams>.

Appeals:

If a student has a concern about the course or a grade they have been assigned, they must first discuss their concerns with the instructor. If this does not resolve the matter, the student then proceed with an academic appeal. The first step in an academic appeal is to set up a meeting with the Department Head. Appeals must be requested within 15 days of receipt of the graded assignment.

University Regulations:

Students are responsible for familiarizing themselves with the University policies found in the Academic Regulations sections of the Calendar at [www.ucalgary.ca/pubs/calendar/current/academic-regs.html](http://www.ucalgary.ca/pubs/calendar/current/academic-regs.html).

Student Accommodations:

Students seeking an accommodation based on disability or medical concerns should contact Student Accessibility Services; SAS will process the request and issue letters of accommodation to instructors. For additional information on support services and accommodations for students with disabilities, visit [www.ucalgary.ca/access/](http://www.ucalgary.ca/access/).

Students who require an accommodation in relation to their coursework based on a protected ground other than disability should communicate this need in writing to their Instructor.

The full policy on Student Accommodations is available at <http://www.ucalgary.ca/policies/files/policies/student-accommodation-policy.pdf>.

Plagiarism And Other Forms Of Academic Misconduct:

Academic misconduct in any form (e.g. cheating, plagiarism) is a serious academic offence that can lead to disciplinary probation, suspension or expulsion from the University. Students are expected to be familiar with the standards surrounding academic honesty; these can be found in the University of Calgary calendar at <http://www.ucalgary.ca/pubs/calendar/current/k-5.html>. Such offences will be taken seriously and reported immediately, as required by Faculty of Arts policy.

**Freedom of Information and Protection of Privacy (FOIP):**

FOIP legislation requires that instructors maintain the confidentiality of student information. In practice, this means that student assignment and tests cannot be left for collection in any public place without the consent of the student. It also means that grades cannot be distributed via email. Final exams are kept by instructors but can be viewed by contacting them or the main office in the Department of Political Science. Any uncollected assignments and tests meant to be returned will be destroyed after six months from the end of term; final examinations are destroyed after one year.

**Evacuation Assembly Points:**

In the event of an emergency evacuation from class, students are required to gather in designated assembly points. Please check the list found at [www.ucalgary.ca/emergencyplan/assemblypoints](http://www.ucalgary.ca/emergencyplan/assemblypoints) and note the assembly point nearest to your classroom.

**Faculty of Arts Program Advising and Student Information Resources:**

For program planning and advice, visit the Arts Students' Centre in Social Sciences 102, call 403-220-3580 or email [artsads@ucalgary.ca](mailto:artsads@ucalgary.ca). You can also visit [arts.ucalgary.ca/advising](http://arts.ucalgary.ca/advising) for program assistance.

For registration (add/drop/swap), paying fees and assistance with your Student Centre, contact Enrolment Services at (403) 210-ROCK [7625] or visit their office in the MacKimmie Library Block.

**Important Contact Information:**

Campus Security and Safewalk (24 hours a day/7 days a week/365 days a year)

Phone: 403-220-5333

Faculty of Arts Undergraduate Students' Union Representatives

Phone: 403-220-6551

Email: [arts1@su.ucalgary.ca](mailto:arts1@su.ucalgary.ca), [arts2@su.ucalgary.ca](mailto:arts2@su.ucalgary.ca), [arts3@su.ucalgary.ca](mailto:arts3@su.ucalgary.ca),  
[arts4@su.ucalgary.ca](mailto:arts4@su.ucalgary.ca)

Students' Union URL: [www.su.ucalgary.ca](http://www.su.ucalgary.ca)

Student Ombudsman

Phone: 403-220-6420

Email: [ombuds@ucalgary.ca](mailto:ombuds@ucalgary.ca)

Graduate Students' Association

Phone: 403-220-5997

Email: [ask@gsa.ucalgary.ca](mailto:ask@gsa.ucalgary.ca)

URL: [www.ucalgary.ca/gsa](http://www.ucalgary.ca/gsa)

**Campus Mental Health Resources:**

SU Wellness Centre: <http://www.ucalgary.ca/wellnesscentre/>

Campus Mental Health Strategy: <https://www.ucalgary.ca/mentalhealth/>