

BOARD OF GOVERNORS
Strategy & Planning Committee (S&P)

April 2, 2026
2:00 p.m. - 3:50 p.m.
Via Videoconference
[Public Registration Link](#)

Members: Eric Agius (Chair), Lisa McBride (Vice-Chair), Ahmad Barari, Laura Elliott, Emily Whetung-MacInnes, Mitch Frazer, Matthew Mackenzie, Steven Murphy, Roger Poirier, Michael Rencheck, Hannah Scott, Alveena Shrestha, Jeffrey Spiegelman

Staff: Kirstie Ayotte, Nicola Crow, Sandra Grouette, Krista Hester, Les Jacobs, Lori Livingston, Jennifer MacInnis, Brad Maclsaac, Sarah Thrush

AGENDA

No.	Topic	Lead	Allocated Time	Suggested Start Time
PUBLIC SESSION				
1	Call to Order	Chair	5	2:00 p.m.
2	Agenda (M)	Chair		
3	Conflict of Interest Declaration	Chair		
4	Chair's Remarks	Chair	5	2:05 p.m.
5	President's Remarks	Steven Murphy	10	2:10 p.m.
6	Planning			
6.1	Campus Master Plan* (M)	Brad Maclsaac	30	2:20 p.m.
7	Consent Agenda (M):	Chair		
7.1	Public Session Minutes of the February 5, 2026 Meeting* (M)			
8	Adjournment (M)	Chair		2:50 p.m.
NON-PUBLIC SESSION (material not publicly available)				
9	Call to Order	Chair	5	2:55 p.m.
10	Conflict of Interest Declaration			
11	Chair's Remarks			
12	President's Remarks	Steven Murphy	10	3:00 p.m.

No.	Topic	Lead	Allocated Time	Suggested Start Time
13	Strategic Conversation: Planning Partnerships for the Campus Master Plan Vision* (D)	Brad Maclsaac	20	3:10 p.m.
14	Board Advance Planning* (D)	Steven Murphy Nicola Crow	5	3:30 p.m.
15	Consent Agenda (M):	Chair	5	3:35 p.m.
15.1	Non-Public Session Minutes of the February 5, 2026 Meeting* (M)			
15.2	Capital Project Tracking – Residence Term Sheets* (I)			
15.3	S&P 2026-27 Workplan Development* (I)			
15.4	S&P 2025-26 Workplan & Action Points*(I)			
16	<i>In Camera</i> Session	Chair	10	3:40 p.m.
17	Termination (M)	Chair		3:50 p.m.

Nicola Crow, University Secretary

COMMITTEE REPORT

SESSION:

Public
Non-Public
Consent

ACTION REQUESTED:

Decision
Discussion
Information

TO: Strategy & Planning Committee (S&P)

MEETING DATE: April 2, 2026

PRESENTED BY: Brad Maclsaac, Vice President Administration

SUBJECT: Agenda Item #6.1: Ontario Tech & Durham College Shared Campus Master Plan Update

EXECUTIVE SUMMARY:

Ontario Tech and Durham College are refreshing the Campus Master Plan (CMP), which provides a roadmap for shaping the future of the shared Oshawa campus. The updated plan builds on more than a decade of growth since the 2015 CMP, incorporating new data, evolving trends, institutional priorities, and insights from campus communities and external partners.

KEY CONSIDERATIONS:

- In February 2025, through discussion, S&P supported the two-phase review process as follows:
 - Phase 1 set the foundation for the CMP refresh through background review, analysis, and meetings with the College and University. Team members used this to prepare campus opportunities, constraints and draft design framework which informed updates to the campus vision and guiding principles. S&P Members recommended Management consider how they prioritize the 17 principles in the 2015 plan. The 2025 plan proposes 4 “guiding principles” we will focus on.
 - Phase 2 included a campus phasing plan, design strategies, and other relevant material. S&P Members also recommended Management consider other partnerships and move past the long-term concept visual to actual agreement on potential implementations. In the 2025 plan we have focused on academic space south of Conlin Road and enhanced community growth in the forms of residence, commercial and recreational expansion north of Conlin Road. The plan proposes the next few buildings and long-term partnership lands.

- This document focuses on the shared land with Durham College. The Downtown plan includes an expansion to Charles Hall. The CMP also highlights the importance of active transportation expansion along with the connection to each location and between the two.
- Universities can no longer expect the government to fund the full capital projects as they have in the past. The last provincial infrastructure call was less than a third from government and that may be a lofty goal in today's environment. As expanded on in the financial analysis, Ontario Tech is aggressively looking at how to work with other partners to provide quality space for the future.
- S&P may wish to consider the following questions whilst reviewing this report and listening to the presentation:
 - Does this long-term CMP principles align with the University's strategic growth priorities Governors have heard about as part of the Integrated Academic-Research Plan?
 - Does the plan provide a clear framework for what are the short-, medium- and long-term principles and phases?

Motion for Consideration:

That the Strategy & Planning Committee hereby recommends for approval to the Board of Governors the Campus Master Plan Update, as presented.

ANALYSIS:

Strategic Alignment: As part of the University's strategic priorities, we are committed to transforming education to improve lives and drive positive change. With the campus rapidly growing the University requires new spaces to support student learning, wellness and vital collaborations with partners. More than just a planning document, the CMP reflects our shared commitment to academic excellence, student experience, research, sustainability and community connection. It's designed to guide future decisions about campus spaces and infrastructure, ensuring we continue to meet the evolving needs of both institutions, students and the community. Notable updates include:

- **New spaces for learning and innovation** - Highlighting the next six potential buildings and the corresponding changes to the surrounding areas. Identifying five development areas, and an additional 100 acres that will become increasingly valuable and available for partnerships and/or ground leases.
- **Sustainable campus for the future** - Keeping campus mobility in mind by moving parking to the outside of campus. Getting to campus will be simpler for all with expanded bus routes and ride-share hubs to ease congestion.
- **Elevating community engagement** - Establishing a welcoming, full-service campus anchor and gateway at Simcoe Street North and Conlin efficiently. Offering new athletic facilities and modern enhancements to support our students in competing at all levels.

Financial Implications: As noted in the February 2025 S&P report, there are several different strategic enrollment scenarios that will achieve the planned significant enrollment growth by

2030, i.e., 20,000 students. Each of these could have multiple space requirements depending on the type of program (i.e. engineering versus business), course offerings (i.e. lab based versus executive style on weekends), the type of researcher hired, and even the location of the building as one may connect well with existing utilities while another may need a large portion of the building dedicated to services.

To achieve strategic academic objectives, Ontario Tech is facing increased pressures to provide dynamic on-campus space. The University needs to balance reductions in public funding and concerns about overall affordability with the need for high-quality facilities. For this reason, we must be laser focused on what the most efficient and effective use of our limited resources might be. In February 2021 Management opened consultations on a Re-imagining Space Paper: **The proposed grand challenge discussed was: how can we work together to reduce our total office and traditional lecture theatre space to allow us to reallocate more space for dynamic learning and research activities, whilst at the same time reduce our reliance on leased spaces.**

Using current metrics, the University aims to add at least 300,000 gross square feet (gsf) of core teaching, research, study space to support our growth plans. In 2025 dollars this equates to over \$250 million dollars in construction. In addition, with this core space we will need ancillary services such as student housing and wellness spaces. For that reason, we know we will need to implement a phased in approach that corresponds with our offerings. The other avenues we are exploring include but are not limited to:

- Building Partnerships – like our new residence where a developer will come in to build and operate and the university gets an agreed upon revenue stream. An alternative is to connect the residence with a new academic building where the developer funds and the University complete a lease to own agreement.
- Endowment Lands – the University and College could triple its enrollment and build along Simcoe Street. This leaves us 100 acres to explore long term lease opportunities. The annuity from this could pay off a building loan.
- While the primary demand is for academic space, the University has dedicated ancillary fees to enhance student experience space. A review is underway to determine what addition(s) would serve the broader campus community by enhancing wellness offerings, providing informal study areas, enhanced food services, and social spaces.

Next Steps

- May 7, 2026: Board of Governors approval

LINKS/REFERENCE MATERIAL:

- [PDF - Draft Shared Campus Master Plan Update](#)
- PowerPoint - Shared Campus Master Plan Update Feb 2026

Durham College and Ontario Tech University

Shared Campus Master
Plan Update

February 2026

DRAFT



Shared Campus Lands Vision

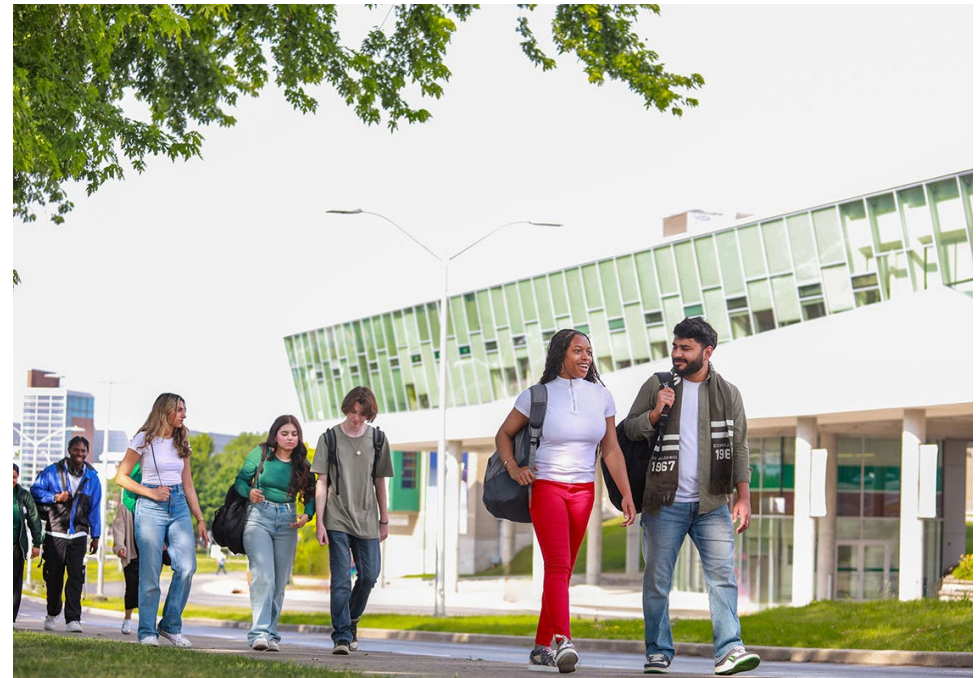
The shared campus of Durham College and Ontario Tech University will support a vibrant academic population, well-integrated into a prosperous broader community. Honouring its natural and cultural heritage, the campus will nurture a unique mix of applied and theoretical learning, teaching, and research. It will also be convenient, accessible, safe, sustainable, attractive – and welcoming.



Updating the 2015 Campus Master Plan

This is a timely review to best position Durham College and Ontario Tech to achieve their respective mission in the coming years and decades. Updating the 2015 plan, this is a visionary and pragmatic framework for achieving:

- a unified, accessible and sustainable North Campus, and
- an engaging community that is a centre of activity and inspiration.



Guiding Principles



Honour Origins and Traditions

Acknowledge, reflect and celebrate Indigenous and other cultural and historical influences.



Share Campus Resources

Optimize resources by sharing land, buildings, and amenities, between the institutions and with industry, business, and the broader community.



Accessibility and Walkability

Expand transportation choices to advance safer mobility options and public transit, in balance with private vehicle use.



A Safe and Healthy Campus

Foster health, well-being, resilience and sustainability with buildings, operations, and ecological conservation.

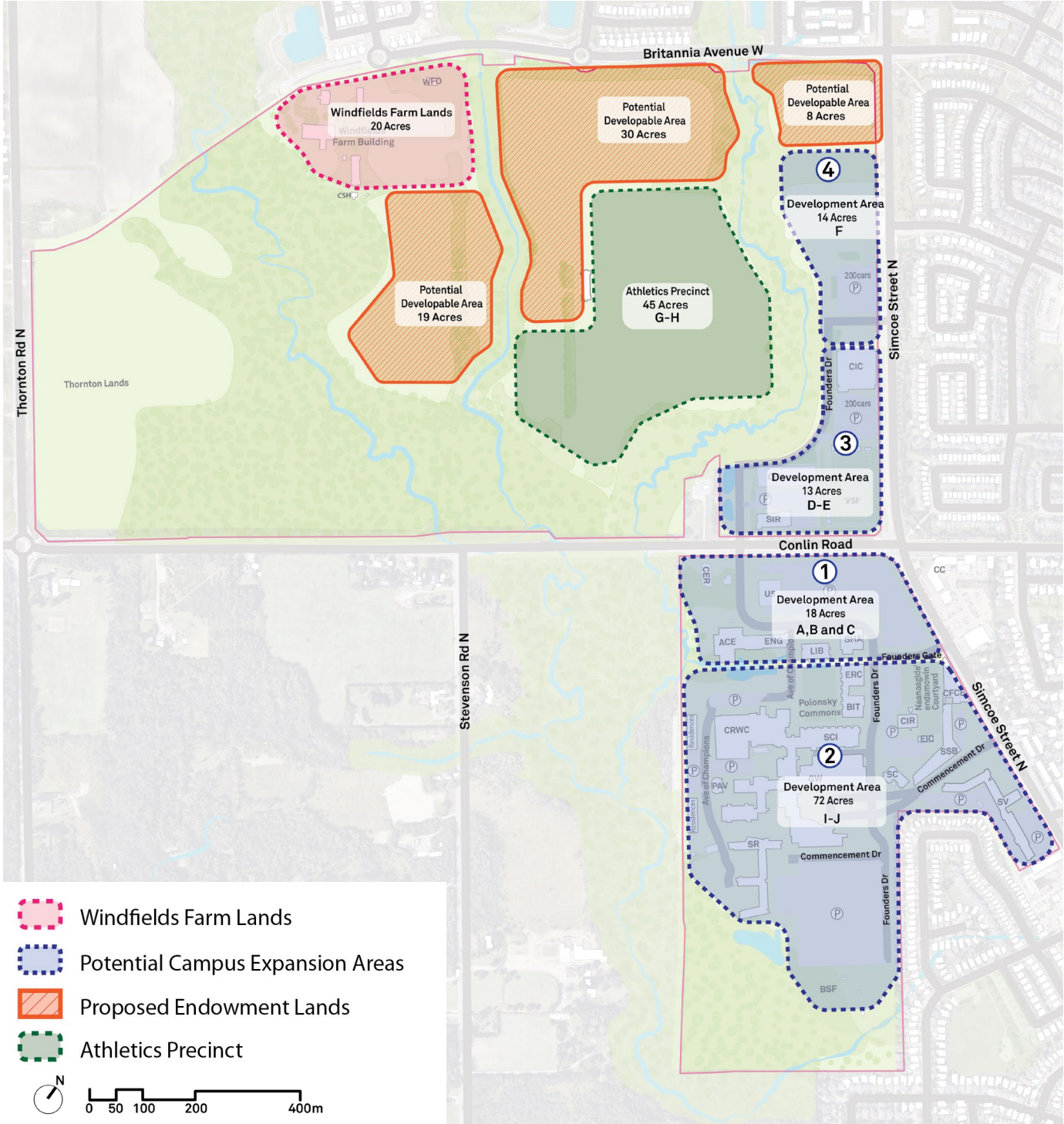
Planning and Design Directions

- A welcoming campus gateway at Simcoe Street and Conlin Road.
- Flexible, multi-purpose buildings to keep pace with the evolving needs of learners.
- Shops and services that support year-round community engagement.
- Pedestrian friendly and accessible.
- Buildings scaled to fit and frame a convenient open-space network.
- Landscaping that promotes outdoor activities, showcasing Oshawa Creek.
- Clear and enhanced wayfinding.
- Energy efficient and sustainable.



Development Framework

- ① Gateway buildings – a new campus entrance
- ② Redevelopment, intensification, retrofits
- ③④ Residences, student services, athletics



Shared Campus Initial Expansion



An Accessible, Convenient, Campus

Shared campus interior roadways will be:

- Flexible, inviting, and pedestrian-oriented.
- Low-speed, low-traffic.
- Safety focused.

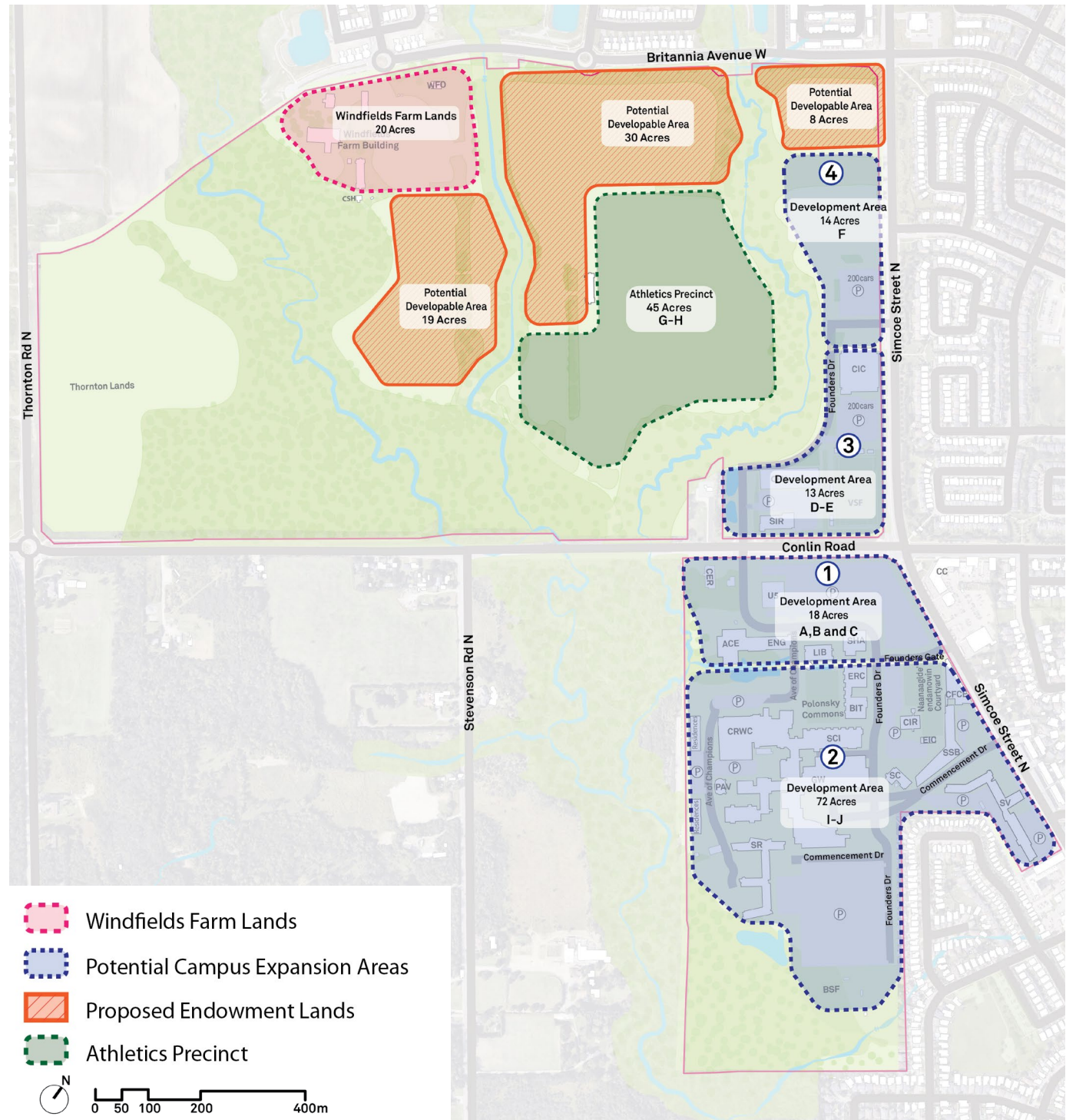
Gateway features at campus edges will provide visual and physical cues that drivers and pedestrians are entering a shared space.



Future Development Lands

About 100 acres outside the core could be leased for uses that enhance the campus and generate endowment wealth. These could include:

- Research and development facilities.
- A major sports and athletic precinct.
- Hotel/conference centre.
- Health and wellness facilities.
- Britannia Avenue West transit hub.



Moving Forward

- Update the land-sharing agreement to reflect new Vision, Principles, and Goals.
- Engage partners to help leverage land assets and advance institutional objectives.
- Assess major development proposals against this Plan's guiding principles.
- Engage stakeholders when considering significant changes.
- Keep the Plan current.



**BOARD OF GOVERNORS
STRATEGY AND PLANNING (S&P)**

**Minutes of the Public Session of the February 5, 2026 Meeting
via Videoconference
2:00 p.m. - 3:05 p.m.**

Governors Present:

Eric Agius, Chair

Lisa McBride, Vice-Chair

Ahmad Barari

Laura Elliott

Emily Whetung-MacInnes

Matthew Mackenzie

Roger Poirier

Michael Rencheck

Hannah Scott

Alveena Shrestha

Jeffrey Spiegelman

Regrets:

Mitch Frazer

Steven Murphy

Staff and Guests:

Kirstie Ayotte

Nicola Crow

Sandra Grouette
(Secretary)

Krista Hester

Les Jacobs

Lori Livingston

Brad Maclsaac

Jennifer MacInnis

Joe Stokes

Sarah Stokes

Sarah Thrush

1. Call to Order and Land Acknowledgement

The Chair called the Public Session of the Strategy & Planning Committee (S&P) Meeting to order at 2:00 p.m. and provided the Land Acknowledgement.

2. Agenda

Upon a motion duly made by M. Mackenzie and seconded by M. Rencheck, the Agenda was approved as presented, including approving and receiving the Consent Agenda and its contents.

3. Conflict of Interest Declaration

None Declared.

4. Chair's Remarks

The Chair welcomed everyone to the first S&P Meeting of 2026 and of the Board year. He extended a welcome to Sandra Grouette, who joined Ontario Tech University in January as Assistant University Secretary following Kirstie Ayotte starting her new role as Assistant to the President.

The Chair shared that February is Black History Month and this year's theme is "30 years of Black History Month: Honouring Black Brilliance Across Generations" a celebration of 30 years of Black History Month in Canada. He noted that as Canadians recognize this month and the 30th

Anniversary, it presents an opportunity to learn, a time to reflect and to reaffirm commitments in this month and beyond.

5. President's Remarks

In the President's absence and on their behalf, K. Hester shared updates on recent University events. She reported on the 5.3% year over year increase in undergraduate applications, which is more than double the provincial average, with the growth being attributed to the strength of the University's academic programs, its strong reputation, and its emphasis on career-ready, future-focused education. K. Hester also updated the Committee on the recent productive visit to the Philippines and Indonesia by the President and herself which centred on nuclear energy skills training, broader workforce development, human capacity building, and pathways for upskilling and reskilling. She noted that the visit emphasized the strategic importance of engaging in regions with growing populations and rapidly evolving power systems amid global energy transitions.

K. Hester also reported on this week's groundbreaking for the new on-campus residence, The Ridge. Scheduled to open in Fall 2027, she advised the residence will support the University's growth and enhance the student experience by offering modern housing aligned with the strategic "sticky campus" priority. She further noted that the project will help address regional student housing needs, strengthen academic-life balance, and expand residential capacity as the University advances toward its goal of 20,000 students.

6. Strategy

6.1 Student Recruitment, Retention & Success* (D)

L. Livingston provided an update on the University's recruitment performance. She shared that this year the University has achieved a 5.3% increase in undergraduate applications in comparison to last year and a 73% increase in total applications since January 2021. She noted that this performance exceeds many provincial peers despite significant drops in some of our program areas, such as computer science. International recruitment remains active to ensure readiness for when the market opens again as international students remain important, particularly at the graduate level.

L. Livingston provided an overview of the University's multi-pronged recruitment approach which combines in-person outreach, online engagement, and targeted, data-driven recruitment by school and discipline, supported by a detailed analytics dashboard. She also shared some examples of the strategies employed, including on-campus events, student ambassador outreach initiatives and specific Faculty activities, which also help to strengthen recruitment in undersubscribed programs.

L. Livingston emphasized retention and student success as cost-effective drivers of sustained enrollment and shared the wide range of supports offered by the University to support retention efforts, together with new and ongoing initiatives. She highlighted an early-alert system led by academic advising, the NExt Hub and its digital literacy modules which focussed on ethical use of AI and use of AI in the classroom, an upper-year retention program for students experiencing academic challenges, and international student welcome events.

During the ensuing discussion it was noted that online pre-admission options and targeted outreach help address prerequisite gaps for rural/small-town applicants. A Faculty of Engineering and Applied Science initiative was shared as an example, which offered a pre-engineering pathway for students from rural areas lacking prerequisite courses, allowing them to complete a catch-up term before entering the full program. It was noted that this initiative enrolled about 60 students last year.

In addition, in response to an inquiry about the impact of rising GPA admission requirements, J. Stokes reported that observed grade inflation post COVID-19 has declined, with averages returning closer to pre-pandemic levels. Further, it was shared that annual regression analysis shows a nonlinear relationship between high school averages and first-year performance with students entering in the mid-70's demonstrating comparable success to those with higher grades.

7. Planning

7.1 Digital Strategy Update* (D)

S. Stokes provided an update on AI capacity-building initiatives within the University's teaching and learning space. She highlighted the integrated institutional approach supporting responsible AI use by aligning student learning supports, instructional development, and educational technology. She shared with the Committee some key initiatives including the AI and Assessment Scale, the NExt Hub digital literacy platform and the University's Generative AI Modules.

She also reported on complementary programming being offered, which includes discipline-specific student workshops on AI use in coursework, faculty development sessions on pedagogical applications of AI, and targeted workshops for academic units. S. Stokes highlighted ongoing initiatives, such as the "Speaking of Learning" podcast, the annual teaching and learning conference, weekly makerspace drop-ins, and the Quad C booking system.

A Member commended S. Stokes for the excellent presentation. In response to a question, S. Stokes shared how the University's AI strategies include introducing academic literacy skills programming into high schools. She also reported that following the piloting of the University's generative AI modules with current students, the plan is to expand this initiative by developing an add-on component for teachers and high school students.

B. Maclsaac also shared that the Frazer Faculty of Education is collaborating with the Ministry on several initiatives, including a grant-supported project. Members encouraged the University to continue pursuing opportunities broadly and proactively, emphasizing the rapid pace of AI adoption in industry and the importance of ensuring that incoming students arrive with foundational knowledge in this area.

S. Stokes confirmed that program evaluation is a core element of all Teaching and Learning Centre activities and that the same evaluative approach is applied to AI capacity-building initiatives to ensure consistency and accountability.

B. MacIsaac updated the Committee on the significant progress in the Digital Strategy, reminding Members that this work aligns with the Integrated Academic-Research Plan. He highlighted key initiatives including the introduction of the 24/7 learning management system enhanced by AI, noting early results showed that after regular service hours, approximately 500 student inquiries were handled by the system, with 98% resolved on the first attempt. He also reported on the current status of AI adoption at the University and the multi-year Banner enterprise system renewal project, now entering its fourth year on time and on budget.

8. Significant Project Oversight

8.1 Critical Nuclear Assembly Project (I)

L. Jacobs reported on the subcritical facility project. He shared that the Class 2 operating licence application was submitted to the Canadian Nuclear Safety Commission (CNSC) on December 31, and a formal review is expected to begin shortly, after which the project will appear on the CNSC public project list. He advised that active discussions continue with several industry partners, including Canadian Nuclear Laboratories, Atomic Energy of Canada Limited, Bruce Power, Ontario Power Generation, and Kinetrics to align training, testing, and research use cases with the facility's capabilities.

He noted the approximately 50% increase in applications to the nuclear engineering program this year, attributed in part to investments in new facilities and heightened industry engagement. He advised that the subcritical facility is positioned as a key pillar of a broader nuclear research and training ecosystem at Ontario Tech, alongside the power plant simulator and other potential future facilities, with this emerging ecosystem's focus being on industry-aligned training and specialized research capacity. L. Jacobs also reported on Federal government engagement activities which are exploring potential support for nuclear facility capacity building and other related priorities.

A Member recommended exploring Arctic and defence use cases. L. Jacobs confirmed work was already underway, including initial discussions with an Arctic Training Centre for simulation collaborations.

9. Consent Agenda* (M)

The Chair confirmed that the contents of the Consent Agenda were approved and received under Agenda Item #2.

9.1 Public Session Minutes of the June 12, 2025 Meeting* (M)

10. Adjournment (M)

There being no other business, and upon a motion duly made by M. Rencheck the Public Session of the S&P Committee Meeting adjourned at 3:05 p.m.

Sandra Grouette, Assistant University Secretary