BOARD OF GOVERNORS
STRATEGY & PLANNING COMMITTEE (S&P)

Minutes of the Public Session of the April 2, 2026 Meeting
via Videoconference
2:00 p.m. - 2:52 p.m.

Governors Present:
Eric Agius, Chair
Lisa McBride, Vice-Chair
Ahmad Barari
Laura Elliott
Mitch Frazer
Emily Whetung-MacInnes
Matthew Mackenzie
Steven Murphy
Roger Poirier
Michael Rencheck
Hannah Scott

Regrets:
Alveena Shrestha
Jeffrey Spiegelman

Staff and Guests:
Kirstie Ayotte
Nicola Crow
Sandra Grouette (Secretary)
Krista Hester
Les Jacobs
Brad MacIsaac
Jennifer MacInnis
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 L. McBride provided the Land Acknowledgement.

2. **Agenda**
Upon a motion duly made by M. Mackenzie and seconded by R. Poirier, 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 Members to the meeting. In recognition of Earth Day on April 22, Members were encouraged to support sustainability and conscious consumption, which aligned with the Meeting's focus on the Campus Master Plan. The Chair also highlighted the success of the recent AI Forum, noting its strong alignment with the Institution's commitment to ethical and responsible technology. Finally, they extended Easter best wishes to those who celebrate Easter and reflected on the inspiration provided by recent advancements in science and technology at the University.

5. **President's Remarks**
The President reported that a renewed collective agreement had been ratified and thanked both the Faculty Association and University bargaining teams for their efforts. He further acknowledged the success of the AI Forum, noting strong participation from government, industry, academia, governors, and staff, which highlighted the University's leadership in applied and trustworthy AI, aligned with Canada's innovation agenda.

The President also announced the launch of EDGE at Ontario Tech, a new strategic platform for executive and workforce development focused on rapid upskilling and lifelong learning in response to technological change. Updates were also provided on the expansion of varsity athletics with the addition of men's and women's volleyball programs beginning in 2027; and on the success of Experience Day on March 28, which saw significant year-over-year growth in attendance across both campuses.

6. **Planning**

6.1 Campus Master Plan* (M)

B. MacIsaac summarized the refreshed Campus Master Plan which updated the 2015 plan focused on the North Campus, to reflect evolving institutional priorities, technology, and growth. He reported that, developed jointly with Durham College, the Plan emphasizes a shared campus vision, integrated land use, and incorporates an implementation framework. He outlined the key priorities, including pedestrian focused design, effective use of shared resources, the location of prospective academic, athletic and residential growth, and the importance of landscape, public spaces, accessibility and walkability for a more community-focused environment.

B. MacIsaac also noted long-term plans which identify opportunities for phased development and revenue generation through land leases to support future growth, while recognizing ongoing planning opportunities for the Downtown campus and the importance of aligning campus development with differentiation and sustainability objectives.

Members discussed implementation of the Campus Master Plan Update, focusing on collaboration with Durham College, governance, funding models, and alignment with the University's academic vision. It was confirmed that joint leadership mechanisms are in place and will be updated to operationalize shared decision-making across jointly governed campus lands and buildings. The discussion also highlighted a shift toward alternative funding models, including long-term leases and partnerships, whilst emphasizing trusted partners, transparency, brand recognition, and allowing the University to focus on core teaching and research.

It was further noted that the Plan provides a flexible, long-term framework, with future consultations planned to determine academic uses and pedagogical needs whilst having regard to instructional models, affordability, student experience, and the balance between in-person, experiential, and hybrid learning.

Upon a motion duly made by H. Scott and seconded by M. Mackenzie, that the Strategy & Planning Committee hereby recommends for approval to the Board of Governors the Campus Master Plan Update, as presented.

7. **Consent Agenda* (M)**
The Chair confirmed that the contents of the Consent Agenda were approved and received under Agenda Item #2.

7.1 Public Session Minutes of the February 5, 2026 Meeting* (M)

8. **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 2:52 p.m.

Sandra Grouette, Assistant University Secretary