

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

**October 27, 2022**  
**2:00 p.m. to 5:00 p.m.**  
**[Videoconference](#)**  
**+1 587-978-1968 PIN: 111 993 458#**

**Members:** Lynne Zucker (Chair), Eric Agius, Ahmad Barari, Carla Carmichael, Kevin Chan, Laura Elliott, Mitch Frazer, Matthew Mackenzie, Steven Murphy, Joshua Sankarlal, Jim Wilson

**Staff:** James Barnett, Sarah Cantrell, Krista Hester, Les Jacobs, Lori Livingston, Brad Maclsaac, Yvonne Stefanin, Lauren Turner

**AGENDA**

No.	Topic	Lead	Allocated Time	Suggested Start Time
<b>PUBLIC SESSION</b>				
1	<b>Call to Order</b>	Chair		2:00 pm
2	<b>Agenda (M)</b>	Chair		
3	<b>Conflict of Interest Declaration</b>	Chair		
4	<b>Minutes of Public Session of Meeting of May 12, 2022 (M)</b>	Chair		
5	<b>Chair's Remarks</b>	Chair	5	2:05 pm
6	<b>President's Remarks</b>	Steven Murphy	10	2:10 pm
7	<b>S&amp;P Terms of Reference Review* (D)</b>	Lauren Turner	5	2:20 pm
8	<b>Strategy</b>			
8.1	Strategic Discussion: Strategic Priorities for 2022-2023*	Steven Murphy & Lori Livingston	30	2:25 pm
8.2	Towards the 2023-2025 Integrated Academic Research Plan (D)	Lori Livingston & Sarah Cantrell	15	2:55 pm
9	<b>Planning</b>			
9.1	Integrated Planning Process* (D)	Lori Livingston & Sarah Cantrell	15	3:10 pm
9.2	Enrolment Update* (U)	Lori Livingston	10	3:25 pm

No.	Topic	Lead	Allocated Time	
9.3	Board Retreat Planning (D)	Steven Murphy & Lauren Turner	10	3:35 pm
<b>10</b>	<b>Significant Project &amp; Contract Oversight</b>			3:45 pm
10.1	Subcritical Nuclear Assembly* (I)	Les Jacobs	10	
10.2	Capital Project Tracking Sheets* (I)	Brad MacIsaac	10	
<b>11</b>	<b>Other Business</b>	Chair		4:05 pm
<b>12</b>	<b>Adjournment (M)</b>	Chair		
<b>BREAK – 10 minutes</b>				
<b>NON-PUBLIC SESSION</b> (material not publicly available)				
<b>13</b>	<b>Call to Order</b>	Chair		4:15 pm
<b>14</b>	<b>Conflict of Interest Declaration</b>	Chair		
<b>15</b>	<b>Minutes of Non-Public Session of Meeting of May 12, 2022* (M)</b>	Chair		
<b>16</b>	<b>President's Remarks</b>	Steven Murphy	5	4:20 pm
<b>17</b>	<b>Planning</b>			
17.1	2022-2023 Work Plan Review* (I)	Lauren Turner	5	4:25 pm
17.2	Real Estate Strategy Update (U)	Brad MacIsaac	5	4:30 pm
<b>18</b>	<b>Advancement Update* (U)</b>	Yvonne Stefanin	10	4:35 pm
<b>19</b>	<b>Other Business</b>	Chair		
<b>20</b>	<b><i>In Camera</i> Session</b>	Chair	15	4:45 pm
<b>21</b>	<b>Termination (M)</b>	Chair		5:00 pm

Lauren Turner, University Secretary



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

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**Minutes of the Public Session of the Meeting of Thursday, May 12, 2022**  
**2:00 p.m. to 3:30 p.m., Videoconference Only**

**Attendees:** Lynne Zucker (Chair), Eric Agius, Carla Carmichael, Mitch Frazer, Matthew Mackenzie, Steven Murphy, Dietmar Reiner, Joshua Sankarlal, Jim Wilson

**Staff:** Jamie Bruno, Sarah Cantrell, Krista Hester, Brad MacIsaac, Yvonne Stefanin

**Guests:** Dwight Thompson, Chelsea Bauer, Mike Eklund

**Regrets:** Ahmad Barari, Kevin Chan, Christopher Collins

**1. Call to Order**

The Chair called the meeting to order at 2:02 p.m.

**2. Agenda**

*Upon a motion duly made by M. Mackenzie and seconded by E. Agius, the Agenda was approved as presented.*

**3. Conflict of Interest Declaration**

There was none.

**4. Minutes of Public Session of Meeting of March 17, 2022**

*Upon a motion duly made by J. Wilson and seconded by M. Mackenzie, the Minutes were approved as presented.*

**5. Chair's Remarks**

The Chair noted that the meeting has a very substantial agenda with great information lined with Campus Master Plan and the Institutional Metrics. She is looking forward to engaging conversation.

She also stated that it was great to observe activities happening on campus.

## 6. President's Remarks

The President began by remarking that it was great to see everyone on the call. He announced that our plan for Convocation this year is to celebrate on campus and that governors received an invite to be part of the platform party for the six ceremonies and he encouraged all to sign up. This year is a pilot on Polonsky Commons. The first ceremony we will also formally install the Chancellor and for the five remaining ceremonies we are awarding five honorary degrees.

He also stated that in the fall we will be awarding John Tavares with an honorary doctorate and at the same time we are planning to celebrate and honour our legacy graduates who graduated during the pandemic.

The President noted that the search for the new Vice-President, Advancement is well on its way and if any members have thoughts on candidates to please send them to him or directly to the search firm. He is confident that we can find a key candidate that will lead the university and is hopeful to have someone in place by September.

He commented on a great visit from the president and others from Canadian Nuclear Laboratories (CNL) this morning. Ontario Tech highlighted its nuclear expertise and capabilities and explored areas of current and future alignment with CNL's priorities including hydrogen, SMRs, Redediation/environment, nuclear safety/cybersecurity. Opportunities such as these can lead to more business, deeper partnerships and more opportunities for our students to make a greater impact on changing the world.

## 7. Strategy

### 7.1. Strategic Discussion: Campus Master Plan Update (M)

B. MacIsaac began by commenting that he planned to give members a reminder of the Campus Master Plan (CMP), noting some updates since it was created and he would highlight the connection to the Integrated Academic Research Plan. He stated that for downtown, we are moving the Faculty of Education and Faculty of Social Sciences and Humanities and all academic priorities into 61 Charles St and he reminded members that the strategy for downtown is to get out of leases and to be within a 10 minute walk of 61 Charles. He also reminded members that we have purchased the lot adjacent to 61 Charles.

He concluded the presentation by noting that the request for today is to allow management to proceed with public tendering in search of development partners that would be interested in opportunities. If approved today the request is just to allow the university to talk to potential partners

Discussion from the committee included the following:

- What is the review process?
  - B. MacIsaac has talked to a few major developers look discuss our goals and their goals. If there was a good connection with one the plan is to come back to S&P with a detailed plan.
- What are we asking specifically in the RFI?
  - This is just initial conversation starters and we aren't providing too much detail. The next steps we will go through interview process and get to the people we want to put out a more formal project scope.
- Is there an opportunity to create a residence favourable to international students?
  - The residence was for illustrative purposes only at this point. There is already lots of housing downtown, however, it is expensive and increasing. Also, international and graduate studies more on the north location and downtown more focused on second and third year undergraduate students. Further, it would only be approximately 45-50 spaces. Once we pick the right partner we will decide what we want to do with them.

**MOTION:**

*Upon a motion duly made by M. Mackenzie and seconded by D. Reiner, NOW THEREFORE, having received the Campus Master Plan Update, the Strategy and Planning Committee hereby recommends that the Board of Governors authorize the university to proceed with public tendering in search of development partners.*  
CARRIED.

**7.2. COU/UC Strategic Initiatives**

S. Murphy provided updates from COU stating that there is not a lot of direct government advocacy since the writ was dropped. The primary file is the international student file primarily because colleges and some universities have become far too dependant on international students for their intake and for their sustainability (problem number 1.). and problem number 2 is there is a lack of supports in some parts of our sector for international students. The sector is all being painted by the same brush. He stated that W5 had a section on career colleges and some of the promises being made to international students. Universities like Ontario Tech who have had well below the sector and university average of international has less of an immediate effect. However, we still need to be addressing the question how we are supporting our international students.

He commented that the second biggest file is about the election and what kind of government will be dealing with post June 2. A playbook is being created on how to handle any eventually, everything being considered for advocacy.

Further, the president spoke about how last year the university went through an audit driven by MCU and they were satisfied with the outcome. We were just informed by the Office of the Auditor General that this year Ontario Tech, along with three other universities of similar size, will be audited and we've already begun the process by meeting with the OAG this week to scope the audit. There will be a bit of duplication from the recent audit but that can be good as we have strengthened things coming out of that process. We have been told that the bigger universities will be audited at some point as well. We have welcomed the Auditor General to our campus and they will likely want to speak with the Board.

From Universities Canada, the president noted that all were disappointed by the federal budget, expecting to at least see inflationary increases from granting agencies. Researchers aren't getting real dollars and it has all become very competitive. Everyone will be fighting for a smaller pie and that is disappointing. We do have an understanding there is a desire to push R&D. We are getting the right signals from Minister champagne but as a sector we were disappointed.

### **7.3. Institutional and SMA3 Metrics\***

S. Cantrell ran through the presentation provided in the material package.

Question

D. Reiner – like the dashboard and to translate into impact – useful to see. Once in motion can you do an aggregate view- pluses and minuses – how we are performing. IS there a roll out?

SC – we can do an assessment priority – areas of strengths vs where we need to focus on. Drill down on where we need to focus. Sarah will take that back to provide a higher level overview.

M. Mackenzie – graduation rate – impact was only \$5k when we didn't achieve our targets.

SC – where weighting and calculation we mitigate as an institution. We weighted as low as we could within context of SMA parameters.

Are you able to predict end of year?

SC – swing in this year is really narrow bc there is a lot of good work done with understanding and using weighting strategically on the metrics.

E. Agius – how to tie with management. Used in an effective way it can become a vision/be more proactive.

SC – our ability to aggregate down to faculty level activities and how influences. We could project forward what we think we might be soft – where can we focus our limited resources or certain initiatives to support student retention or how to get graduate rate. Started with SEM. Put more money into student assistance – we know that is an area of concern. Building management level dashboard for SMA and institutional ones to see how we can move the needles in the right direction.

#### **7.4. Annual Programs Update**

##### **7.4.1 Centre for Institutional & Quality Enhancement (CIQE) Annual Report**

S. Cantrell briefly highlighted items from the report included with the package. The report is showing a significant effort for a lot of activity: 15 major modifications, 10 new programs (3 of them have been approved by MCU and another 3 have been approved since the paper was written).

Ontario Tech was fifth in the entire province for new programs being developed. This is a good news story to reflect on. She noted that the major modifications are aligning to being responsive to the needs and student demand.

D. Reiner inquired when CIQE does cyclical program reviews. S. Cantrell responded that it is a very structured process and resource intensive. Cyclical reviews are aligned with the quality assurance processes. She confirmed there is lots of oversight.

##### **7.4.2 Continuous Learning (CL) Annual Report**

S. Cantrell also briefly touched on the report that was submitted with the material. In the past year the focus has been on pivoting offerings into flexible formats. Continuous Learning has had a role in supporting microcredentials that Ontario Tech was very successful in getting funding from for the Virtual Learning and Challenge funds. There are exciting proposals coming forward and Continuous Learning is looking at exploring partnerships from the post-secondary education consortium.

M. Mackenzie inquired about some of the camps and courses that are offered for a fee and if there is any information on revenue and how that could support the institution. S. Cantrell responded that the university is largely stepping back to develop targets for revenue. Within each program there is an expected revenue to cover costs and revenue sharing. More planning is being done over the summer.

## 8. Planning

### 8.1. Endowment Disbursement\* (M)

Based on a review of the portfolio performance, and factoring a still relatively high inflation rate forecast at 3.5% in 2022/23, the Committee recommends a maximum disbursement of \$700k from the endowment fund which would allow support of 400 students whilst still preserving the capital of the fund.

The Committee continues to review the performance of the endowment fund, the impact of inflationary pressures and the ability of the University to continue to disburse awards to students in the future, including the disbursement of a portion of the unrealized gains on the fund. A review of the endowment policy and procedures is underway.

*Upon a motion duly made by M. Mackenzie and seconded by J. Wilson, that the Strategy and Planning Committee hereby recommends that the Board of Governors approves the disbursement of up to \$700,000 from the University's endowed fund for distribution by Financial Aid in 2022-23.*

## 9. Significant Project & Contract Oversight

### 9.1. S&P Annual Board Report\*

### 9.2. Infrastructure Tracking 2022-2022\*

B. Maclsaac briefly reminded members that at the last meeting we talked about Learning Reimagined. Within the budget there are a lot of capital and project items and there isn't a tracker for smaller project. He noted that he would bring back the committee any items in yellow or red for discussion to keep an eye on things. The tracker would show the percentage of budget complete and estimate part of the project complete.

C. Carmichael noted that everyone is concerned with the impact of supply chain inflation on large projects. One thing to track against the schedule but need to see if there is anything from cost perspective. Any financial issues coming at us, particularly supply chain issues. B. Maclsaac responded that he would take that suggestion back. Most of these projects will be ok, but still good to note.

E. Agius – tracking % complete and amount we spent. Third demention re impact on the spend that can show up as you look at the status.

BM – take that back.

D. Reiner suggested integration into a bigger plan (i.e. doing with the Integrated Academic Research plan). It could be an opportunity to broaden five year look across everything. Good integration. Good visibility. See how does that plan change as a result of those investment or how those investments need to change.



L. Zucker noted that reporting on how it helps and good active discussion on money next year to move us closer to our goals. Ongoing dialogue.

Seeing a change in reporting which is good.

**10. Other Business**

**11. Adjournment**

*Upon a motion duly made by M. Mackenzie and seconded by D. Reiner the public session adjourned at 3:34 p.m.*

Krista Hester, Acting Secretary

DRAFT

## COMMITTEE REPORT

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**SESSION:**

Public   
Non-Public

  
**ACTION REQUESTED:**

Decision   
Discussion/Direction

**TO:** Strategy and Planning Committee (S&P)

**DATE:** October 27, 2022

**FROM:** Lauren Turner, University Secretary

**SUBJECT:** Review of S&P Terms of Reference

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**COMMITTEE MANDATE:**

- S&P's responsibilities under its Terms of Reference include overseeing the strategic planning for all aspects of the university and assessment of the implementation of the university's plans in the context of the university's vision, mission and values.
- In accordance with governance best practices, the Committee conducts an annual review of its Terms of Reference and recommends revisions to the Board when appropriate.
- The Committee is therefore asked to review its Terms of Reference.

**BACKGROUND/CONTEXT & RATIONALE:**

- The last revision to the Terms of Reference was made in June 2021 in the context of the restructuring of the Board's Audit & Finance and Investment Committees.

**COMPLIANCE WITH POLICY/LEGISLATION:**

- This is compliant with the Act and By-laws.

**NEXT STEPS:**

- The University Secretary will record revisions, if any, and present proposed updates to the Board of Governors.
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**SUPPORTING REFERENCE MATERIALS:**

- S&P Terms of Reference

## **BOARD OF GOVERNORS**

### **STRATEGY AND PLANNING COMMITTEE**

#### **1. Terms of Reference**

The Strategy and Planning Committee is a standing committee of the university's Board of Governors and is responsible for overseeing the strategic planning for all aspects of the university and assessment of the implementation of the university's plans in the context of the university's vision, mission and values.

The Committee will engage in broad strategic planning by reviewing, at least once every 2 years, and making recommendations to the Board on the following:

- i) the university's strategic plan;
- ii) the plans supporting the implementation of the strategic plan, including those plans that reinforce the core mission of the university including, but not limited to plans in the area of:
  - (1) strategic differentiation and positioning;
  - (2) government and institutional relations;
  - (3) advancement;
  - (4) infrastructure, and;
  - (5) strategic plan performance metrics.
- iii) strategic foresight, risk, and scenario planning;
- iv) annual Board of Governors retreat planning; and
- v) other areas as the Board may assign to the Committee.

The Committee will also oversee the sale or acquisition of real property, including any major renovation or construction projects.

Governance, governance plans and human resources plans are within the purview of the Governance, Nominations and Human Resources Committee.

#### **2. Meetings**

The Committee will meet at least four (4) times per year, or otherwise at the Committee's discretion. In accordance with the university's Act and the Board of Governors Meeting Policy and Procedures, the Committee will conduct three types of Meetings as part of its regular administration: Public, Non-Public and *In Camera* (when required).

### **3. Membership**

The Committee will be composed of:

- Between three (3) and seven (7) external governors
- Up to four (4) elected governors

The Chair and Vice-Chair will be selected from among the external governors.

### **4. Quorum**

Quorum requires that half of the Committee members entitled to vote be present.

## 2023-2024 Priorities:

The 2021-2023 Integrated Academic-Research Plan marked an enduring commitment to our four priority areas; Learning Re-imagined, Creating a Sticky Campus, Tech with a Conscience and Partnerships. These priorities, when acted upon, will continue to move us towards realizing our University Vision. The following are areas of focal points and actions for the 2023-2024 time period to move our priorities forward.

1. **Learning Re-imagined/Tech with a Conscience - Innovative Programming:** Re-invent learning by defining and constructing high-quality pedagogical practices specifically designed for use with technological solutions and the inclusion of experiential components. Incentivize scholarship of teaching and enhancing teaching practices through the focus on being leaders in pedagogy and technology research and scholarship that is learner focused.
2. **Learning Re-imagined/Tech with a Conscience - Differentiated Technology and Physical Space:** Invest in, and utilize, an expanded array of technological platforms and assets while simultaneously exploring and identifying new opportunities in relation to the technology-pedagogy interface. Expand core research facilities involving immersive technology. Repurpose and re-imagine existing spaces to support learning, research, community engagement and sustainability.
3. **Sticky Campus/Learning Re-imagined - Student-Centric University:** Strategic Enrolment Management Framework – Long term enrolment plan aligned with institutional vision and priorities combined with enhanced retention programming. Concentration on student success and the entire student lifecycle with greater focus on digital recruiting, analytics to help student success, microcredential and continuous learning offerings and enhanced connections with alumni for life-long learning. Increased research opportunities for undergraduate and graduate students.
4. **Sticky Campus - Commitment to Mental Health and Equity, Inclusion and Diversity:** Provide supplemental supports via increased resources for faculty, staff and students. Concentration on the evolving work place settings to provide for flexibility. Utilize self ID survey data to inform programs and actions that strengthen positive engagement and an environment that promotes inclusion, collaboration and equity.
5. **Partnerships – Building Community/Partnerships to Support Learning, Opportunities and Discoveries:** Focus on strengthening and expanding current partnerships, philanthropy efforts, and community connections to support student learning and employment opportunities, academic programs, and research priorities.



# **Board Strategy and Planning**

## **Integrated Planning Process Overview October 2022**

# Aligning Actions and Metrics to Our Priorities

**Tech with a Conscience**



**Learning Re-imagined**



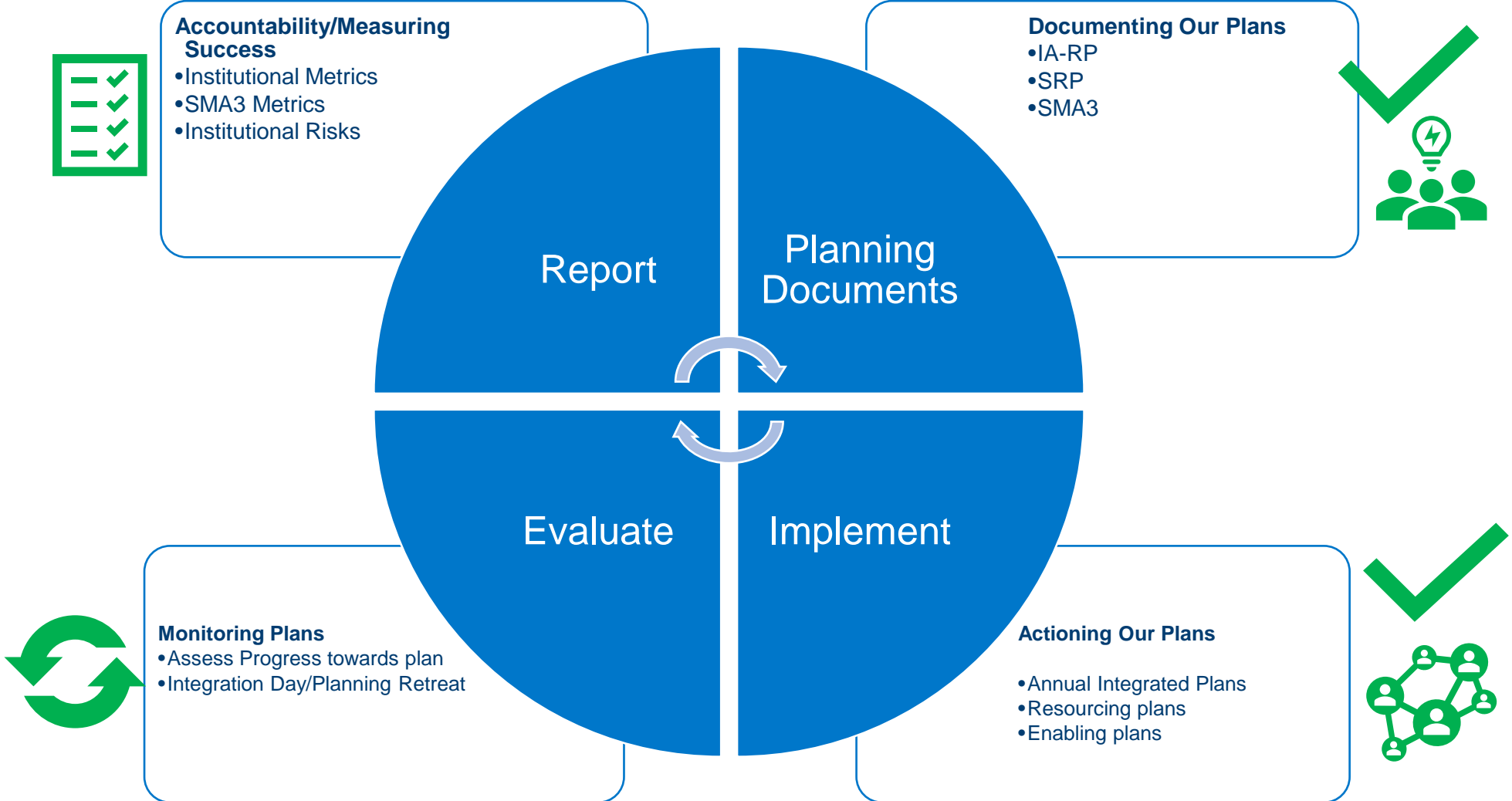
**Creating a Sticky Campus**



**Partnerships**



# Actioning Our Plans – Evaluating Our Performance





# Integrated Planning Process Update

## September/October

2022/23-2024/25 Integrated Planning Templates drafts being completed

## October/November

Institutional Metric Target Setting consultations and final compilation

## December/January

SLT, ALT review of Institutional Metric Targets  
2022/23-2024/25 Integrated Planning Templates Finalized  
Draft 2023-2025 IARP (January)

## February/March

Draft Institutional Targets Review AC and Board S&P  
Draft 2023-2025 IARP Consultation  
Institutional Metric data compilation

## April

Final Draft IARP to AC and Board S&P then Board  
Institutional Metric report to AC and Board S&P then Board



# Integrating Our Planning Documents

Integrated Academic-Research Plan 2023-2025  
Vision, Mission, Values, Priorities, Commitments

Strategic Pillars  
Strategic Mandate Agreement

## Enabling Plans

Enrolment  
Plan

Institutional  
Budget

Master Plan

## Resourcing Plans

Budget Plan

Complement  
Plan

Capital Plan  
(Includes IT)





**Fall 2022  
Enrolment Highlights  
Board Strategy and Planning**

## New Undergraduate Admissions Notes:

- ✓ Overall YOY increase
- ✓ YOY Domestic applications higher by 19.5%
- ✓ International YOY applicants up 20.4%

Year Over Year  
Performance

2022 Target

5.2%



99.4%

In-coming class  
Registrations over Fall  
2021

In-coming new student  
registration target  
performance

New Registrations: Domestic and International

99.1%

Of Overall  
Registration Target.

-0.7% YOY change  
total UG registrations

Percentage of all UG  
students (new and  
continuing)  
registered as of Sept  
21, 2022 against Day  
10 Enrolment Target

Overall Registrations: Domestic and International

## Overall Undergraduate Registration Notes:

- ✓ Positive news overall, uneven results across Faculties and programs
- ✓ IRCC delays have had significant impact for fall on international registrations
- ✓ Numbers do not include melt to November reporting
- ✓ Implications for enrolment corridor

## Graduate Registration Update

8.8%

Increase in YOY  
graduate  
registrations.

Domestic numbers  
have not been  
adjusted for Min/Max  
for continuing  
students

106.1%

Masters and PhD  
Performance to Day  
10 Registration  
Target

Total domestic and  
international head  
count of Masters and  
PhD students  
registrations as of  
September 21, 2022.  
Note not all heads are  
eligible for funding.

- Positive news overall, most Faculties achieved or exceeded their registration targets
- Volatility in the numbers at this point in the cycle
- Registrations are inflated, and expect some melt
- Lagged or deferred registrations for international due to IRCC delays
- May experience increased deferrals to winter term or next fall

## **Subcritical Reactor Background & Key Messages**

### **Strategy and Planning Committee (prepared by Les Jacobs)**

- 1. Ontario Tech is exploring the potential opportunity to further elevate our highly recognized nuclear engineering program and high-tech laboratory and research facilities, through the addition of new equipment and components to the nuclear labs; specifically, the addition of a sub-critical reactor – also known as a sub-critical assembly.**
  - A subcritical reactor (also called a subcritical assembly) is a class of nuclear reactors, at the opposite end of the spectrum from a larger traditional reactor (i.e., like OPG, Bruce Power)
  - Although based on the same principles of nuclear science, a subcritical reactor cannot make meaningful power and cannot sustain itself in operation – like a traditional reactor. Often, they are referred to as a “zero power” reactor.
  - In fact, it stops operating unless neutrons are proactively added from an external source
  - Given these characteristics, there is no risk of a nuclear safety issue or event:
    - Cannot generate a meaningful level of power [energy] or heat that needs to be cooled or controlled
    - It is passively safe; stops operating when you take away the neutron source and is automatically in a safe state without any human interaction
    - Does not result in any used fuel waste, given the fuel comes out of reactor still “fresh” (unspent)
  - This provides a very safe environment for students and faculty for education, training, and research purposes; and is why it is often called a “teaching reactor”
  - We predict no to very low potential of impact on the human health or environment.
  
- 2. This would be a valuable and exciting addition as it would provide benefits to students and faculty and can support the nuclear industry’s efforts to protect the environment and combat climate change. The benefits include:**
  - Elevated student learning experience - more tangible, hands-on training, helping to teach and ingrain a safety culture mindset, resulting in career-ready graduates
  - More opportunities for important research opportunities for faculty and students
  - Opportunities to support the Canadian nuclear industry with research and technology development services to help in the fight against climate change
  - Attract interest and support program recruitment efforts (some other prominent universities in Canada offering nuclear science courses have licensed reactor assemblies/equipment – McMaster, RMC (Royal Military College), Polytechnique Montreal).
  - Demonstrating our priority of “Tech with a Conscience” with education and ethical research applications for the betterment of all humankind and the planet
  
- 3. It is safe – we predict there will be no negative impacts to the health and safety of students, faculty and staff or the surrounding community. This is based on information provided by peers with similar equipment, as well as our own preliminary modelling. As we continue our planning this data will be further defined.**
  - No impact on health and safety to the community, and low risk to the environment
  - Additional barriers are being added to the design to reduce any potential risk to the workers even further.
  - No potential for a nuclear safety or security issue, based on inherent safety features of the equipment as well as the robust infrastructure and security of the nuclear facility.

4. **There will be lots of opportunity to learn more. As our planning progresses, we will be sharing more detailed information with Indigenous representatives, the campus community as well as members of the surrounding community. And as part of their process, the CNSC (Canadian Nuclear Safety Commission) encourages participation and input from all members of the public as they consider any license application.**

5. **Current and Next steps:**

- **On September 30, 2022, we submitted to the CNSC a Letter of Intent to apply for a license to operate a subcritical reactor, which has now set in motion a formal channel of communication with the CNSC. We have received a receipt of letter delivery from the CNSC and they are forming a team of specialists to assist us with the subcritical reactor project.**
- **We are beginning Phase I of confidential notification to some key internal and external community members including the Mississaugas of Scugog Island, to inform them of our proposed plan and seek their initial input. Again, stressing that we are very early in the preliminary planning process.**

Longer term, should we continue to pursue this opportunity, the process would include:

- Ontario Tech submitting a formal application for an operating licence documenting the safety, environmental and technical details of the project. Should we continue to pursue this, the goal of a license submission is in Q3/4 2023.
- Ontario Tech conducting broader communication and engagement with all members of the campus community and public in the surrounding communities. Should we continue to pursue this, we will move on to Phase II of the communication and engagement.
- Ultimately, the CNSC would conduct a comprehensive public hearing process to consider the licence application, which would include public and stakeholder participation. This normally occurs a year after license submission.

6. **Who's Involved?**

**Subcritical Assembly Working Group** provides advice and guidance on all facets of the Subcritical Reactor project to ensure tasks are complete and progress is continually made towards a license application submission and a CNSC License to Operate the Subcritical Reactor.

- **Francis Arnaldo**, Biosafety and Radiation Safety Officer, Research Services
- **Jennifer Freeman**, Executive Director, Research Services
- **Kirk Atkinson**, Associate Professor and Associate Industrial Research Chair, FEAS (Faculty of Engineering and Applied Science)
- **Glenn Harvel**, Professor and Radiation Safety Committee Chair, FEAS
- **David Kim**, Director Planning and Operations, FEAS
- **Elisa Beverley**, Administrative Assistant, Research Services

**Subcritical Assembly Public Engagement Team** is responsible for the communication strategy on how to engage with the internal and external community to discuss the subcritical assembly project. The frameworks created in the public engagement process will also tie into our future license obligations with respect to Indigenous engagement, and public information and disclosure.

- **Francis Arnaldo**, Biosafety and Radiation Safety Officer, Research Services
- **Jennifer Freeman**, Executive Director, Research Services
- **Lindsay Coolidge**, Director External Relations, and Partnerships
- **Melissa Levy**, Manager, Communication & Creative Services
- **Vanessa Hughes**, External Consultant

## COMMITTEE REPORT

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**SESSION:**

Public   
Non-Public

**ACTION REQUESTED:**

Decision   
Discussion/Direction   
Information

**TO:** Strategy & Planning Committee  
**DATE:** October 27, 2022  
**FROM:** Brad Maclsaac, Vice-President, Administration  
**SUBJECT:** Capital Project Tracking

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**COMMITTEE MANDATE:**

The Strategy and Planning Committee (S&P) is responsible for overseeing the strategic planning and assessment of the plans in the context of the university's vision, mission and values. More specifically, the committee will make recommendations on the implementation plans, including infrastructure.

In accordance with the discussion at the May 2022 meeting of S&P, the committee will now receive a multi-year Strategic Project Planning document for discussion once a year (normally winter) and regular updates for information on current capital projects at each meeting. Projects will be separated into two groups: major capital building projects (>\$5 million) which will have their own separate tracker as well as a summary of routine capital renewal and renovation projects (>\$50,000 but <\$5 million).

The contents of the regular updates report provide more information on the new investments/initiatives, and project completion against funds used. This will enhance transparency with the Board and address recommendations in the 2021 Ontario Internal Audit Division findings report.

Committee input on the revised format of this report is appreciated.

**BACKGROUND/CONTEXT & RATIONALE:**

The Integrated Academic Research Plan outlines the priorities for the university as we move forward to achieving our vision and mission. As part of the move to multi-year forecasting management has created enabling plans, which moves us from goals into actions. There are a number of facility related papers such as Reimagine Physical Space (2021 attached) and Capital Reserves (Nov 2021 A&F [item 7.1](#)) for deferred maintenance that will drive the facilities actions. For Information Technology (IT), the Reimagine IT paper (March 2022 S&P [item 7.1](#)) is set to drive future actions.

As started in winter 2021, the process will now include a presentation of a rolling multi-year enabling plan for both IT and facilities during winter meetings. A project tracker is then developed for information to ensure the community is aware of our progress on certain projects. The project tracker will outline the desired outcome of the initiative. It will be updated each fiscal quarter with the approved budget, funds



spent to date and the estimated percentage of work complete. We will also use colour coding (green, yellow, red) to indicate if the project is on track. Members will be able to quickly look at this dashboard to understand the project schedule. Management will specifically note any project in red and how we intend to mitigate project impacts.

### **1) Major Capital Projects (>\$5M)**

There are no major capital projects underway in this fiscal year. In 2021-22 we completed the Shawenjigewining Hall and the installation of the ACE Moving Ground Plan. As we look towards the future, we have drawings ready for the following projects:

- Completion of the fifth floor of Shawenjigewining Hall, which is currently shelled space,
- Extension of Shawenjigewining Hall and connection to Library (A7),
- Extension of Charles Hall
- Extension of Software and Informatics Research Centre (SIRC)

There are no major projects on the horizon for IT at this time. For our IT infrastructure renewal, we have a phased in approach over time rather than a single major capital project. We do have a review of moving more of our system to the cloud and what impact that may have on our services. Depending on the level of the implementation this could be over \$5M and take over three years to complete.

### **2) Routine Capital Projects (>\$50,000 and <\$5M)**

Routine capital includes cyclical maintenance, rehabilitation, upgrade and renovation projects associated with campus buildings and infrastructure. These projects are funded from a variety of sources such as operational budget, government grants, Athletic Reserve, or ancillary services (i.e., food & parking). The largest part of the facilities budget is an annual grant from the Ministry of Colleges & Universities (MCU) which was budgeted at \$2.1M for this year and now forecasted to be \$2.9M. This grant is for Facility Renewal Projects (FRP) that specifies that these funds be directed toward reduction of deferred maintenance in core academic facilities and that the overall package of projects in each year should demonstrate cost shared between MCU and the university.

For facilities, the original budget was approximately \$5.4M (\$2.1M FRP, \$3M in Charles Hall, \$300k in additional capital projects). Since setting the budget we received an additional \$600,000 to bring the total tracker to almost \$6M. Most funded projects are less than \$100,000 and consist of core building system renewals such as roof and envelope repairs, elevator retrofits, electrical infrastructure projects, fire and life safety system retrofits, minor interior refit projects (such as flooring replacements and washroom refurbishments), and utilities infrastructure improvements. This year we had a large renovation approved for Charles Hall, which was budgeted at \$3M. The project is essentially complete and final deficiencies are being worked through. The project has come in under budget. The project was a successful partnership with the Social Science & Humanities (SSH) and Education faculties. By renovating the second floor to move from six classrooms to nine and by restructuring the offices on the third floor we were able to create an Academic Hub. A place where the majority of student activities could be in one building; including but not limited to, library, food services, study space, classrooms, student life, OTSU, in addition to a merged deans suite with all education employees and the administrative functions for SSH.

There are three projects in yellow due to supply chain issues. The projects are not in jeopardy but we may have to reserve funds at the end of the year to complete the project(s) next fiscal. There are also two projects highlighted in grey that have been canceled for this year as the quotes came in much higher than anticipated. We will look to reallocate those funds to other priorities.

For IT, the original budget was approximately \$1M (not including \$600,000 for laptop purchases). Since the budget was approved, we have worked with Durham College to review our shared budget and delayed about \$330,000 of new software packages in order to better understand user needs. We recently completed an initiative investigating how we can partner to enhance the digital and classroom experience. A new Digital Experience Platform was implemented as the MyOntarioTech portal replaced a software that was past the vendor's support phase. The new portal helps provide more personalized information in a single location. Additionally, a new mobile app was created (Qless) in partnership with the Registrar and Graduate Studies Offices. This eliminates the need to line up in the front hall of SIRC! Students can virtually enter the queue and know when they will be served, giving them the ability to spend more time engaging and less time in line.

There is one project in red as we do not believe it will occur this fiscal. Upon further review of the issue, we have decided to bring in a consulting team to help us better understand the different options we have to manage our active directory.

There are an additional eight projects not listed as they are under \$50,000 which total \$160,000.




**SUPPORTING REFERENCE MATERIALS:**

- Q2 Project Tracking

# Capital Projects Q2 Update

S&P  
October 2022

# Strategic Priority: Reimagining Information Technology

I. Where We Are		
Enhance the digital and classroom experience with easy access to information and services*	Improve efficiency and speed by re-engineering business processes*	Strengthen our security posture and incident recovery preparedness*
 <p><b>Qless</b> <b>Digital Experience Platform</b> <b>LiveHelpNow</b></p> <p>DIGITIZATION</p>	 <p><b>Automate and improve student communication</b> <b>Support timely decision-making to improve student success and retention</b></p> <p>EFFICIENCY</p>	 <p><b>Launched multifactor authentication</b> <b>Ongoing awareness campaign</b></p>

II. What We've Achieved		
<p>As part of our digitization efforts, we have:</p> <ol style="list-style-type: none"> <li>1. Eliminated student queues and provided students flexibility to line up virtually from anywhere</li> <li>2. Provided a personalized experience to the university community on a unified portal.</li> <li>3. Utilized the LMS to support virtual orientation for new students.</li> </ol>	<p>We have improved business processes by:</p> <ol style="list-style-type: none"> <li>1. Storing university email accounts of staff and students in Banner.</li> <li>2. Enabling faster adjudication of scholarships and awards by enhancing financial aid processes</li> <li>3. Managing Google storage needs for students, faculty, and staffs</li> </ol>	<p>We have implemented <b>MFA</b> and onboarded:</p> <ol style="list-style-type: none"> <li>1. # of departments: <b>19</b></li> <li>2. # of staff enrolled: <b>349</b></li> <li>3. # on mobile device: <b>304</b></li> <li>4. # of fobs distributed: <b>58</b></li> </ol>

III. Where We Are Going		
Initiatives		
Explore cloud services to achieve agility, interoperability, and adaptation to the changing educational technology landscape	Implement ILP to provide students instant access to their courses on the LMS (currently takes 48 hours)	Implement TouchNet uStores to accelerate and streamline web payment across the university
Make ERP applications mobile compliant	Retirement of Media site and Blue Jeans	Implement ADAP to assist with Identity Management. This is crucial in granting access to the right users to use relevant systems and integrations.

# Budget Tracking – IT Projects

Project	Project Description	Budget	Current Project %	YTD Actuals	Project Status	Rationale	Starting Quarter	Target Quarter
Banner Self-Service Rollout Configuration & Implementation Consulting	Enhance Banner functionality and implement self-service features for students, faculty, and staff	\$111,616	50	\$25,621	In progress		Q1	Q3
New Ellucian Product Implementations	Includes two projects: 1. Automate bi-directional transactions to/from Banner to the LMS 2. Provide accurate account provisioning between Banner and Active Directory	\$62,952	10	\$62,952	Approved	One project on hold. Pending strategy outcome recommendations from Softlanding consultants.	Q1	Q4
Network Edge (Access Layer) switches life cycle refresh	Procure and install 50 Access Layer Switches, to replaced the old Avaya switches out of support	\$180,000	10	\$186,984	In progress	Money spent on the hardware. Waiting for the hardware to be delivered.	Q3	Q4
Wi-Fi upgrade - Life cycle refresh	Upgrade Wi-Fi network by replacing older access point AP105 with the new generation AP 515	\$50,000	60	\$36,563	In progress		Q1	Q4
Cloud migration	Consultancy fees required to continue the projects for cloud migration	\$110,000	15	\$22,210	In progress		Q3	Q4
Data Centre - Backup storage and capacity increase	Replace the backup storage in Whitby and add additional capacity license to increase the backup capacity with 15TB	\$72,500	10	\$74,739	In progress	Waiting for the hardware to get in for November.	Q3	Q4
Media upgrade	UP1501/1502 - upgrade of projectors and screens	\$70,000	5	\$10,000	In progress		Q2	Q4

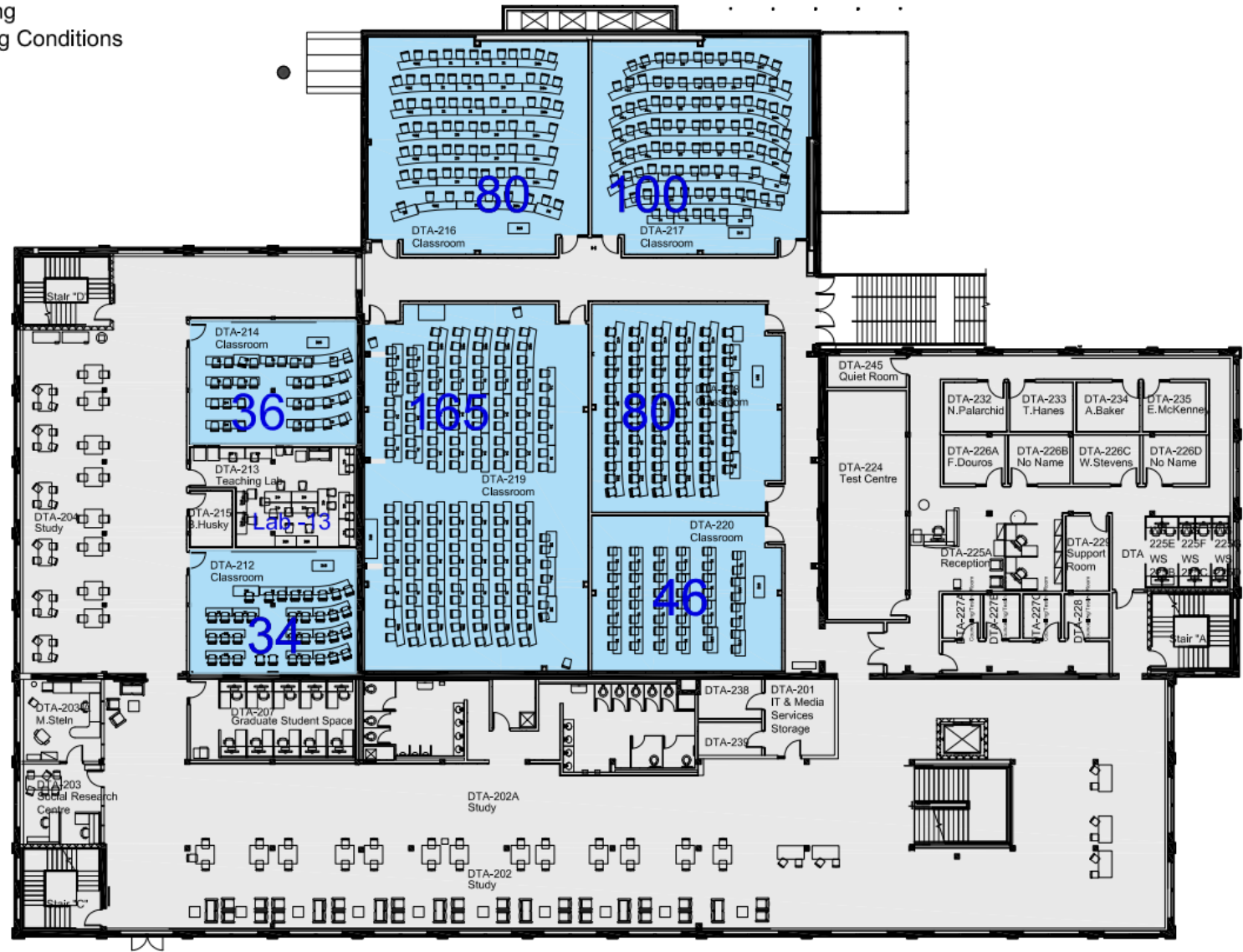
- Summer 2021
- Fall 2021
- Winter 2021
- Spring 2022
- Summer 2022
- Fall 2022
- Winter 2022
- Spring 2023
- Summer 2023

# Charles Hall Second Floor

## Existing Conditions

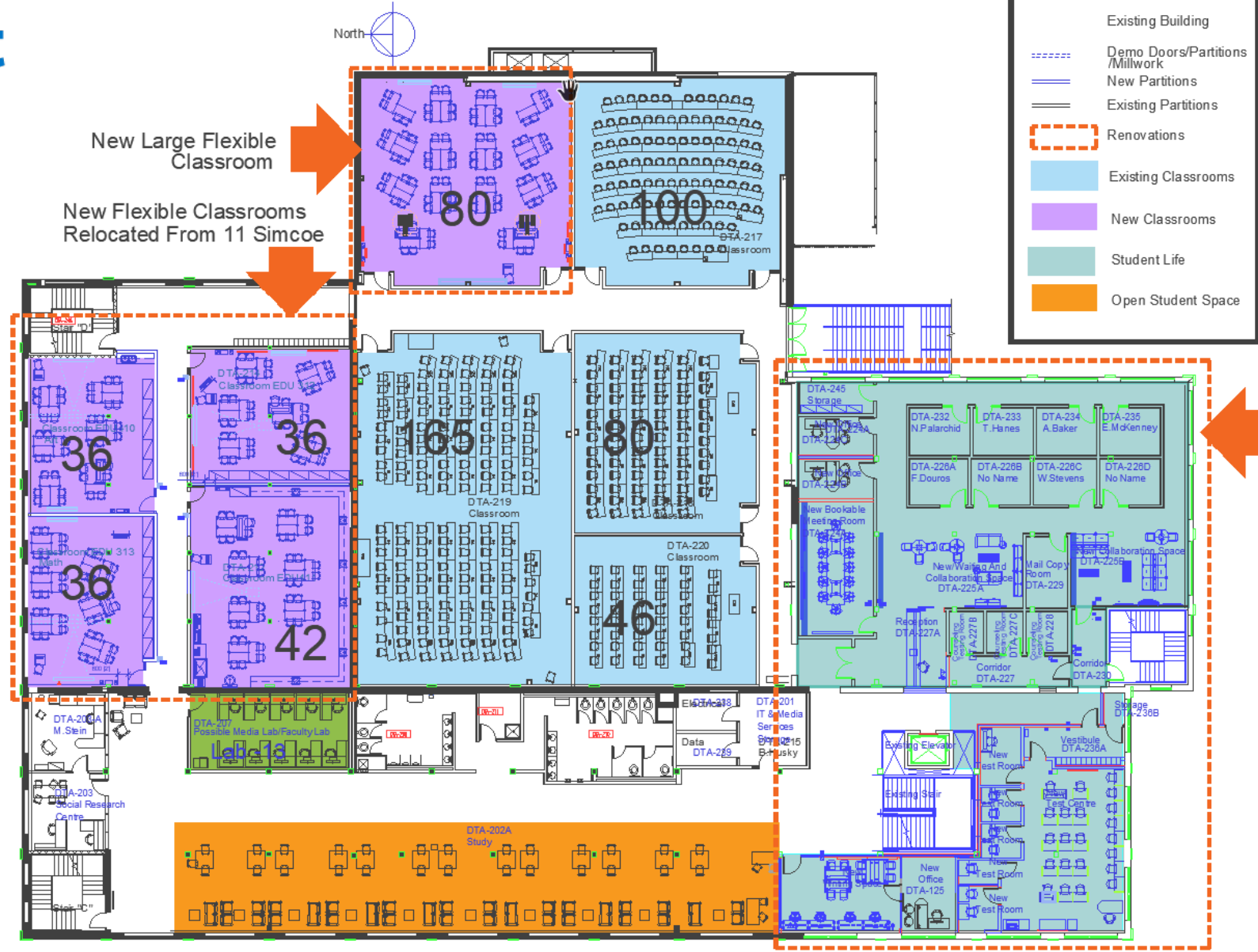
### Second Floor - 61 Charles

Showing  
Existing Conditions

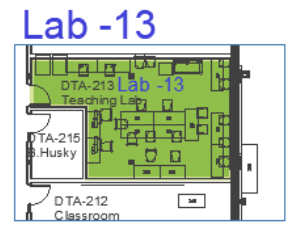


# New Layout Proposed

- Summer 2021
- Fall 2021
- Winter 2021
- Spring 2022
- Summer 2022
- Fall 2022
- Winter 2022
- Spring 2023
- Summer 2023



Possible Relocation Of Digital Media Lab/Shared Lab Space to 55 Bond or Move into Ground Floor Grad Student Space



Program From Alger (81 Charles) Relocated to Allow For Classroom Build Out Second Floor

Student Life Moves From Ground Floor to Second Floor 61 Charles

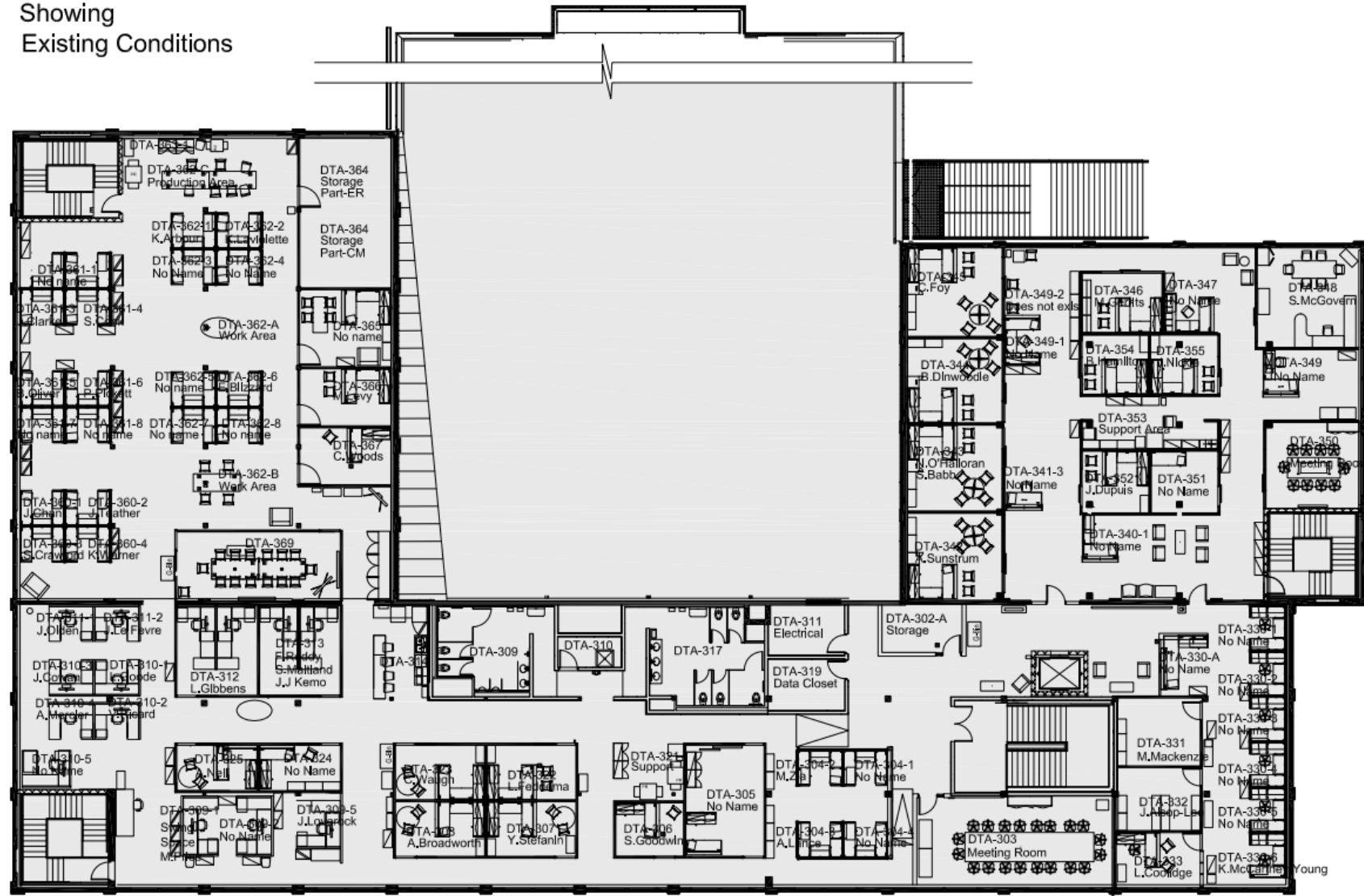


# Charles Hall Third Floor

## Existing Conditions

### Third Floor - 61 Charles

Showing  
Existing Conditions





# New Layout Proposed

## 61 Charles - Third Floor



- Summer 2021
- Fall 2021
- Winter 2021
- Spring 2022
- Summer 2022
- Fall 2022
- Winter 2022
- Spring 2023
- Summer 2023



- Existing Building
- Demo Doors/Partitions / Millwork
- New Partitions
- Existing Partitions
- Faculty Offices
- Existing Offices and Workstations - To Grad Student Space
- Shared Storage, Photo Copy Areas
- Renovations
- New Construction
- Shared Meeting Rooms
- Relocation of 5th floor 11 Simcoe Offices Into 61 Charles Third floor
- Relocation of 5th floor 11 Simcoe Offices Into 61 Charles Third floor ( Deans Suite)
- New Office Furniture
- New Workstations

# Budget Tracking – OCIS Projects

Project	Project Description	Budget	Current Project %	YTD Actuals	Project Status	Rationale	Starting Quarter	Target Quarter
FRP - Pump upgrade in ENG	Upgrade pumps in ENG and replace aged VFDs	\$75,000	50%	\$ 49,708.00	In Progress	Pumps received, install awarded, coordinating install	Q3	Q4
FRP - Lighting projects UA, ENG, SIRC	LED Retrofits in classrooms, labs and hallways including controls	\$365,000	80%	\$ 277,000.00	In Progress	Classes Complete, Controls in SIRC underway	Q1	Q3
FRP - Running Man Exit Lights	Upgrade of old style exit signs to new "running man" signs	\$97,000	20%	\$ -	In Progress	Supplier answering retrofit questions, shop drawing approval underway	Q2	Q3
FRP - FEAS Labs in ERC	Supporting energy storage research, converting ground floor class to research lab	\$300,000	10%	\$ 2,030.63	Delayed	Design + Tender complete. Trigon to start ASAP	Q3	Q4
FRP - Central UPS units installed	Continuing project to centralize electrical protection of research labs UA, UB, ERC	\$380,000	10%	\$ 5,960.00	Delayed	Units in transit - one damaged, walk for delivery start Oct	Q3	Q4
FRP - Solar PV install	Increasing generation on campus towards the 1mW allowance under current agreement	\$275,000	75%	\$ 57,000.00	In Progress	Ozz electric - racking complete, panels and wiring underway	Q1	Q4
FRP - Solar infrastructure work on installed systems	Adjustments and corrections on Collonade, SIRC and CERL installs	\$145,000	80%	\$ 15,980.00	In Progress	Zon engineering - increased efficiency and maintenance of installed systems	Q2	Q3
FRP - Controls upgrades	Upgrade BAS controls to the newest DXR technology in UA, increasing efficiency	\$570,000	60%	\$ 212,449.20	In Progress	DXR nearly complete ENG - UA scope in future. Desigo migration 50%	Q1	Q4
FRP - Modify Center Stairs and Basement ceiling House #20	Structural modifications to reclassify House #20	\$80,000	0%		Cancelled / Deferred	Abatement of asbestos and lead paint increased project complexity and cost	Q2	Q3
FRP - Failed skylight replacement UA	Replacing skylight glazing where seals have gone on existing glass	\$75,000	0%		Cancelled / Deferred	Quotes came back at \$500k due to age of remaining glazing and scaffolding setup	Q2	Q3
Deferred Maintenance not covered under FRP, additional fumehood install	UB Exterior steps, 61 Charles smoke stack inspection, ACE lab fumehood install	\$60,000	20%	\$ 18,950.00	In Progress	Stack inspected, Steps started, Fumehood requires lab re-arrange	Q1	Q3

# Budget Tracking – OCIS Projects

Project	Project Description	Budget	Current Project %	YTD Actuals	Project Status	Rationale	Starting Quarter	Target Quarter
VASO - Structured shelter	Create a sheltered area near the soccer field for athletics events	\$95,000	12%	\$ -	In Progress	Stamped drawings received	Q1	Q4
Furniture Purchases - FEAS, Library	Replacement of aging furniture and expansion of Graduate student space	\$117,477	100%	\$ 117,477.00	Completed		Q1	Q2
Charles Hall - Renovation	61 Charles to become student hub downtown with altered class sizes and research lab additions	\$3,000,000	95%	\$ 2,777,244.00	In Progress	Final deficiencies	Q1	Q3
FRP – Equipment Upgrades: New CS Lab, CCTV Switch upgrade	Equipment supply and install for CS Lab, replace EOL CCTV Switches	\$57,000	50%	\$ 22,000.00	Delayed	Long lead on presentation equipment for lab, long lead repeated update from CCTV supplier	Q1	Q4
FRP - Acoustic panel repairs, UA	Worn and damaged acoustic panels within classrooms replaced with sustainable alternative	\$50,000	20%	\$ -	In Progress	Awarded, install to schedule in winter break	Q3	Q4
FRP – Pump & Motor replacements	Aquatic lab pump, UB Central plant pumps, Major air handler motors North Campus	\$205,000	10%	\$ -	In Progress	Aquatic lab awarded, central plant awaiting quotes	Q1	Q4