Board of Governors Meeting

Open, Confidential and In Camera Sessions

February 3, 2026

1:30 p.m. - 5:30 p.m.

NH 3407

Waterloo, ON N2L 3G1

Think Differently | Act with Purpose | Work Together

2026 02 03 Board of Governors Meeting Book

AGENDA

1 Governance Resources

2 Territorial Acknowledgment

3 OPEN SESSION

1:30 p.m.	4 Approval of Agenda		
	4.1 Agenda and Minutes		
	4.1.1 Declarations of Conflict of Interest		
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	4.1.2 Approval of Agenda and Consent Items	Decision	
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1:35 p.m.	5 Remarks from the Chair [Gamble]		
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University of Waterloo | Board of Governors

For Decision	**Open Session**

Date of Meeting:	February 3, 2026
To:	Members, Board of Governors
From:	Genevieve Gauthier-Chalifour, University Secretary
RE:	**4. Approval of Agenda**

4.1 Agenda and Minutes

4.1.1 Declarations of Conflict of Interest

Members are invited to declare any conflicts related to the open session agenda at this time. Should a conflict of interest arise during the course of discussion, Governors are asked to declare a conflict of interest as it arises.

Governors are reminded that they are to submit an annual conflict of interest declaration in order to comply with Board Bylaw 1, and report any changes in circumstance to the Secretariat. Information and guidance on conflicts of interest is provided on the Secretariat website.

Governors are encouraged to reach out in advance to the Secretariat with questions or anticipated declarations.

4.1.2 Approval of Agenda and Consent Items

Recommendation:
To approve the agenda of the February 3, 2026 Board of Governors meeting, as presented; and, to approve or receive for information consent agenda items 13.1 – 13.4.

Governors wishing to have an item removed from consent to the regular agenda are asked to contact the University Secretary in advance of the meeting. Governors may also request to have items moved to the regular agenda immediately prior to the approval of the agenda.

Matters removed from the consent agenda will be considered under item 14 Items Removed from Consent Agenda.

4.1.3 Business Arising from the Minutes

All matters of business arising are addressed throughout the balance of the meeting agenda

Documentation Provided:
- N/A

For Information   **Open Session**

Date of Meeting: February 3, 2026

To: Members, Board of Governors

From: Genevieve Gauthier-Chalifour, University Secretary

RE: **5. Remarks from the Chair**

Murray Gamble, Chair of the Board of Governors, will provide welcoming remarks to the Board of Governors during the open session.

Documentation Provided:
- N/A

For Information   **Open Session**

Date of Meeting: February 3, 2026

To: Members, Board of Governors

From: Genevieve Gauthier-Chalifour, University Secretary

RE: **6. Report of the President**

6.1 General Update

Dr. Vivek Goel, President and Vice-Chancellor, will provide an update on matters of interest to the Board of Governors.

Documentation Provided:
- N/A

For Decision   **Open Session**

Date of Meeting: February 3, 2026

To: Members, Board of Governors

From: Genevieve Gauthier-Chalifour, University Secretary

RE: **6. Report of the President**

6.2 Statement and Procedures on Principles for Institutional Partnerships

Recommendation:

That the Board of Governors endorse the proposed "Statement and Procedures on Principles for Institutional Partnerships".

In August 2024, Task Force on Principles for Institutional Partnerships (TFPIP) was established to provide a clear, transparent, and values-based framework for how Waterloo establishes, manages, and – when necessary – reviews its institutional partnerships.

The final report of the TFPIP recommends principles to ensure a consistent and transparent approach to partnerships across the University in alignment with our vision, mission and values, and notes that all partnership activities at Waterloo:

- Align with the University of Waterloo's mission, vision, and values
- Respect institutional autonomy and academic freedom
- Prioritize safety and security of Waterloo community members
- Adhere to international human rights standards, referring to recognized standards codified in international legal instruments and guidelines adopted by Canada.
- Embed reciprocity, respect, mutual benefit, and cultural sensitivity
- Comply with law, regulation, and policy
- Respect Waterloo's approach to intellectual property
- Support environmental responsibility in partnership activities
- Uphold the University's commitment to reconciliation and decolonization when initiating institutional partnerships

The report was released in January 2025 and outlined five recommendations:

1. All units managing partnerships should adopt processes that integrate the proposed principles, with clear accountability and documentation requirements.
2. The University should establish a clear and transparent process for reviewing partnerships.
3. The University should review and update, as necessary, University policies relevant to the formation, review, and management of partnerships and related agreements, as well as those relevant to partnership activities on and off campus, to incorporate and ensure observance of these principles.

4. A work plan and accountable senior leader are necessary to oversee the implementation and accountability of these principles and recommendations.
5. The University should ensure equitable access when prioritizing and enacting institutional partnerships.

The enclosed Statement and Procedures represent the implementation of the Task Force recommendations and was endorsed by Senate at its meeting November 24, 2025.

Documentation Provided:
- Statement and Procedures on Principles for Institutional Partnerships

Statement and Procedures on Principles for Institutional Partnerships

The University of Waterloo engages in many partnerships across Canada and the world in support of its mission of teaching, research, and learning. This statement, and accompanying procedures, outlines a set of unified principles and processes for units managing partnerships. A university-wide approach will allow us to consistently and transparently enter, renew, and review such engagements.

Only a subset of the University of Waterloo's partnerships are "*institutional*" in scope. Generally speaking, institutional partners include institution-to-institution partnerships or institution-to-donor relationships (e.g. for research or student mobility, gifts and donations, and sponsored research agreements), but not procurement decisions or individual work-integrated learning experiences such as co-op terms or internships. Collaborations initiated by a researcher with external investigators to conduct investigator-driven research – even when requiring institutional signatures – are not considered institutional partnerships under these guidelines. Similarly, externally hosted student placements, practica, and internships are also outside of this framework.

The University of Waterloo has the overarching objective of "the pursuit of learning through scholarship teaching and research within a spirit of free enquiry and expression," further refined through the Values of the institution (that we "think differently," "act with purpose," and "work together"). The institution's mission and values shall normally be at the core of all activities at the University, including the engagements that the University has beyond its gates.

Principles

The following principles inform the University of Waterloo's institutional partnerships. All such institutional partnership activities must:

1. Align with the University of Waterloo's mission, vision, and values
2. Respect institutional autonomy and academic freedom
3. Prioritize safety and security of Waterloo community members
4. Adhere to international human rights standards, as codified in international legal instruments and guidelines adopted by the Government of Canada or the Government of Ontario
5. Embed reciprocity, respect, mutual benefit, and cultural sensitivity
6. Comply with law, regulation, and policy

7. Respect Waterloo's approach to intellectual property
8. Support environmental responsibility in partnership activities
9. Uphold the University's commitment to reconciliation and decolonization when initiating institutional partnerships

Procedures for Institutional Partnerships

The Executive Council member responsible for the institutional partnership must ensure that the principles are at the core of any decision to enter or renew the partnership. All requests to enter or renew an institutional partnership must document how the partnership activities align with each of the nine principles above.

On an annual basis, a summary report on institutional partnerships will be submitted by the President to the Board of Governors and Senate for information. This will include all partnerships except Gifts, which are reported as per Policy 7 (Gift Acceptance).

Assessment of Concerns Regarding Institutional Partnerships

Concerns from members of the community about a partnership should be brought to the attention of the Executive Council member responsible for the partnership. If the concerns are not resolved at that level, they should be brought to the attention of the Office of the President.

The President and responsible Vice-President(s) will work to resolve the concerns with the members of the community.

In exceptional, acute situations with documented and credible allegations that the partnership is not in alignment with the institutional partnership principles, the President, in consultation with the Board Chair, will strike an ad hoc working group to evaluate the allegation in order to determine whether the partnership should be reviewed.

The ad hoc working group will be composed of members of the community and include individuals with expertise in human rights, social justice, and the development and maintenance of academic partnerships. The majority of members of the ad hoc working group will be drawn from the Board of Governors, and elected members of Senate.

The President will report to the community, through the Senate and Board of Governors, the findings of the ad hoc working group and present an administrative response outlining the actions taken with respect to the partnership.

Appendix A: List of Relevant Policies

- 7 ([Gift Acceptance](#))
- 8 ([Freedom of Speech](#))
- 10 ([Naming Opportunities](#))
- 11 ([University Risk Management](#))
- 13 ([Signing Authority and Approval](#))
- 33 ([Ethical Behaviour](#))
- 34 ([Health, Safety, and Environment](#))
- 53 ([Environmental Sustainability](#))
- 58 ([Accessibility](#))
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UNIVERSITY OF WATERLOO | Board of Governors

For Information	**Open Session**

Date of Meeting:	February 3, 2026
To:	Members, Board of Governors
From:	Genevieve Gauthier-Chalifour, University Secretary
RE:	**7. Audit & Risk Committee Report**

7.1   Report from the Chair

Background:

As a regular item of business at each meeting, a report is provided from each standing committee chair. The Audit & Risk Committee assists the Board in fulfilling its legal and fiduciary obligations with respect to the annual audited financial statements, the overall financial reporting process, the internal and external audit process, the University's system of internal controls, compliance with statutory regulations and policies with the Committee's mandate, along with oversight for University risk management.

Additional information about the Committee can be found on the Secretariat website.

Key Items:

At its meeting held January 15, 2026 the Audit & Risk Committee discussed the following:

Internal Audit
The Committee reviewed quarterly internal audit reports from Deloitte, the University's internal audit firm.

Insurance, Risk and Compliance
The Committee received an update on current risk management initiatives, corporate insurance and compliance.

Update on Enterprise and Information Systems
The Committee received summary of the University's enterprise and information systems and members were provided an update on future plans for these systems.

Documentation Provided:
- N/A

UNIVERSITY OF WATERLOO | Board of Governors

For Information	**Open Session**

Date of Meeting:	February 3, 2026
To:	Members, Board of Governors
From:	Genevieve Gauthier-Chalifour, University Secretary
RE:	**8. Building & Properties Committee Report**

8.1 Report from the Chair

Background:

As a regular item of business at each meeting, a report is provided from each standing committee chair. The Building & Properties Committee oversees campus planning and development activity in the context of the Campus Master Plan and prudent environmental and sustainability practices, and makes recommendations to the Board of Governors on the acquisition, use or disposal of land or buildings. The Committee reviews, approves and makes recommendations to the Board of Governors regarding construction projects, the appointment of architects and design consultants and ensures appropriate maintenance programs are in place for physical infrastructure. The Committee has oversight over the status of capital construction projects and ensures compliance with building codes, fire codes, safety regulations and statutory and regulatory provisions.

Additional information about the Committee can be found on the Secretariat website.

Key Items:
At its meeting held January 14, 2026 the Building & Properties Committee discussed the following:

Campus Plan Report
The Committee considered approval of the Campus Plan project principles. This will be discussed further under agenda item 8.2.

R+T Park Plan Update
The Committee received a progress update on the R+T Park Strategic Plan and Innovation District Design Process. The final plan is anticipated to be presented to the Committee in early 2026.

Annual Sustainability Report
The Committee received the 2025 Environmental Sustainability Report. The Report, which includes key statistics and evaluation of progress towards established objectives, is available on the University's website.

Quarterly Reporting

The Committee received regular updates on deferred capital renewal projects and status, major capital projects and capital financing commitments.

Documentation Provided:

- N/A

For Decision   **Open Session**

To:	Board of Governors
From:	Jacinda Reitsma, Vice-President, Administration and Finance
Date of Meeting:	February 3, 2026
Agenda Item:	**8.1 Campus Plan**

Recommendation

That, on the recommendation of the Building and Properties Committee, the Board of Governors approve in principle the University of Waterloo Campus Plan's vision, principles and design frameworks.

Summary

The Campus Plan is a comprehensive planning process that began in early 2024 to update the University of Waterloo's existing Campus Master Plan, which was last updated in 2009. The Campus Plan is the principal land-use and physical planning document that is intended to guide future change in a way that reflects the University's strategic vision, mission and values. It has been shaped by regular engagement and review throughout the planning process to reflect the needs and aspirations of students, faculty, staff, members of Indigenous communities, and representatives from the City and Region of Waterloo, and local transit authorities. The University's Campus Plan update comes at a critical time as the financial pressures that all Ontario universities are currently addressing requires an updated framework that provides clarity to guide the most efficient use of campus resources, and at the same time allows for flexibility to respond to the changing landscape of post-secondary education.

The plan sets a balanced path forward by encouraging creativity while using resources with discipline for maximum impact. It supports collaboration, advances sustainability, and enhances the student experience. At the same time, it responds to the realities of our time. Fiscal realities require careful stewardship of every investment and asset. Deliberate planning today helps us avoid reactive decisions tomorrow, which too often come at greater cost.

Proposal/Rationale

The University of Waterloo Campus Plan is a forward-looking, comprehensive framework designed to guide the development of the main campus over the next 10 to 25 years. It aims to create a sustainable, accessible, innovative, and inclusive environment that supports academic, research, and community growth.

Vision and Guiding Principles

The plan envisions the University of Waterloo as a campus where people and curiosity thrive, fostering innovation, collaboration, and sustainability. It integrates advanced technology, green infrastructure, and accessible design to create a resilient environment for learning, connection, and everyday life. Five guiding principles direct future change:

i. Innovative and Creative Campus: Provide flexible spaces that inspire curiosity, experimentation, and interdisciplinary collaboration.
ii. Community-Oriented and Inclusive Campus: Cultivate a welcoming environment that supports truth and reconciliation, diverse cultural needs, and community engagement.
iii. Safe, Accessible, and Healthy Campus: Enhance safety, well-being, and universal accessibility through a connected mobility network.
iv. Natural and Sustainable Campus: Promote environmental responsibility, carbon neutrality, and ecological restoration.
v. Financially Resilient Campus: Ensure long-term sustainability through efficient, adaptable, and cost-effective design.

Campus Planning and Design Frameworks

The plan is structured around four design frameworks:
i. Open Space Framework: This framework focuses on enhancing green spaces, ecological corridors, and trails, such as the Arboretum Trail and Healing Forest. It integrates landscape design, placemaking, and ecological infrastructure to create vibrant, inclusive, and educational public spaces. Key initiatives include increasing the tree canopy, transitioning to biodiverse landscapes, and creating village courtyards and common spaces.
ii. Development and Programming Framework: The plan emphasizes renovating existing buildings, constructing new mixed-use facilities, and prioritizing sustainable building practices. It aims to address deferred maintenance, improve accessibility, and optimize space utilization. New buildings will be designed to encourage interdisciplinary collaboration and include flexible spaces for teaching, research, and campus life.
iii. Mobility Framework: The plan reimagines Ring Road as a pedestrian-friendly corridor with dedicated cycling lanes, enhanced pathways, and improved transit hubs. It prioritizes active transportation, safety, and accessibility while maintaining vehicle access. Shared streets, structured parking, and expanded transit hubs are proposed to improve campus mobility.
iv. Innovation and Creativity Framework: The plan establishes innovation hubs, outdoor learning spaces, and collaborative environments to foster interdisciplinary research, creativity, and entrepreneurship. These spaces will include incubators, maker spaces, exhibition areas, and outdoor classrooms.

Phasing and Implementation

The plan outlines a phased approach to implementation:
- Quick Wins: Low-cost, high-impact projects such as pathway upgrades, tree planting, and public realm improvements.
- Short-Term Projects (0-10 years): Early priorities include addressing accessibility upgrades, and sustainability initiatives. Key projects include the construction of new student residences, transit hubs, and energy nodal plants.
- Medium-Term Projects (10-20 years): Focus on replacing older buildings, creating new innovation hubs, and enhancing open spaces like the Library Quad and North Gateway.
- Long-Term Projects (20+ years): Includes the construction of new academic buildings, structured parking, and energy infrastructure.

Governance and Review

The Campus Plan recommends regular updates to align with evolving priorities. A Campus Planning team and accountability program will ensure alignment with strategic goals. Collaboration with stakeholders, including Indigenous communities, students, faculty, and local authorities, is emphasized to create a campus that is innovative, inclusive, and environmentally responsible. The University of Waterloo Campus Plan is a transformative roadmap that seeks to balance academic growth, environmental sustainability, and community engagement, ensuring the campus remains a leader in innovation and inclusivity for decades to come.

Governance Path
The final Campus Plan has been reviewed in detail by the Campus Plan Steering Committee and Working Group. Details about the Campus Plan have been presented to PVP+ (November 25, 2025), Dean's Council+ (November 26, 2025), Executive Council (December 4, 2025) President's Advisory Committee on Design (December 16, 2025), Leadership Forum (December 18, 2025). Upon recommendation by the Building & Properties Committee, the Campus Plan was presented to the Senate (January 26, 2026).

Documentation Provided
University of Waterloo Campus Plan

University of Waterloo Campus Plan

January 7, 2026

Territorial Acknowledgement

The University of Waterloo acknowledges that much of our work takes place on the traditional territory of the Neutral, Anishinaabeg, and Haudenosaunee peoples. Our campus is situated on the Haldimand Tract, the land granted to the Six Nations that includes six miles on each side of the Grand River. Our active work toward reconciliation takes place across our campuses through research, learning, teaching, and community building, and is co-ordinated within the Office of Indigenous Relations.

Figure 1. Skén:nen Tsi Nón:we Tewaya'taróroks gathering structure

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The Campus Plan will move the work of reconciliation forward through a focus on the decolonization of spaces of research, learning, teaching and community building. This work is accountable to members of the University of Waterloo's Campus Plan Working Group and Steering Committee, including representatives from the Office of Indigenous Relations.

Working Group

John Lewis, Associate Professor | AVP (Interim), Indigenous Relations

Mike Pereira, Director, Real Estate and R&T Park

Mathew Thijssen, Director, Sustainability

Amy Bender, Director, Space Planning office

Dolapo Oladiran, Project Manager, Project Management Office

Steering Committee

Jacinda Reitsma, Vice-President, Administration and Finance

Eric Haldenby, Professor, Architecture

Chris Houser, Dean, Faculty of Science

Paul Fieguth, AVP, Academic Operations | Professor, Engineering

Jennifer Gillies, Associate Provost, Campus Support & Accessibility

Christiana Alkiviades, Manager, Corporate Accounting

Glen Weppler, Executive Director, Organizational Strategy & Systems

Rob Hunsperger, Senior Director, Planning, Design and Construction

Roly Webster, Director, Athletics and Recreation

Fred Zhu, Executive Officer. Faculty of Engineering

Sam Toman, Manager, Executive Communications

Damian Mikhail, President, Waterloo Undergraduate Student Association

Meray Sadek, President, Graduate Students Association

Consultant Team

Brook McIlroy, Prime Consultant, Campus Planning and Design

Purpose Building, Sustainability

HDR, Transportation and Parking

Resource Planning Group (RPG), Academic Space Planning

Message from the President on the new Waterloo Campus Plan

Dear Members of the University of Waterloo Community,

It is with pride and determination that I present the University of Waterloo Campus Plan. This plan reflects our shared values and collective aspirations. It is more than a long-term roadmap for facilities and programs. It is a statement of who we are as an institution and a blueprint for meeting the future together with strategic foresight.

Our physical campus shapes the Waterloo experience. It influences how we teach, learn, research, and connect. We all have a stake in this plan. Over the past year, thousands of students, employees, and retirees shared their ideas through surveys, open houses, design workshops, and conversations across campus. Their perspectives shaped the priorities and principles guiding this plan.

The Campus Plan sets a clear direction. It looks beyond immediate needs toward the horizon, anticipating the evolving demands of higher education, the growth of our community, and our responsibilities to future generations. It is intended to guide decisions for decades, ensuring that the choices we make today contribute to a stronger, healthier, more sustainable and inclusive university tomorrow.

While centered on the main campus, the plan considers the role of satellite campuses in Cambridge, Stratford, and Kitchener, and lays the foundation for future work at each site. The plan identifies significant opportunities for improving connections with the community around us. The Campus Plan also envisions a dynamic relationship between the main campus and the Research & Technology Park, recognizing the Park as an extension of the University of Waterloo's academic and innovation ecosystem.

Central to this vision is our commitment to Indigenization and accessibility. We will honor Indigenous knowledge, traditions, and partnerships as integral to our academic and cultural fabric. At the same time, we will ensure that our campus is accessible to all, removing barriers, expanding opportunities, and creating spaces where every member of our community can thrive. These priorities are not optional. They are essential to the university we aspire to be.

The plan sets a balanced path forward. It encourages creativity while using resources with discipline for maximum impact. It supports collaboration, advances sustainability, and enhances the student experience. At the same time, it responds to the realities of our time.

Fiscal realities require careful stewardship of every investment and asset. Deliberate planning today helps us avoid reactive decisions tomorrow, which too often come at greater cost. These challenges call us to live our values more fully.

I thank the members of the Campus Plan Steering Committee and the Working Group for their leadership and enduring vision throughout this work. By thinking differently, acting with purpose, and working together, our efforts focused on what matters most—building a campus that is resilient, durable, and designed to endure. I also thank our Prime Consultant, Brook McIlroy, for their expertise and partnership—especially in our shared goal of Indigenizing this campus.

This plan belongs to all of us. It reflects the power of community and the belief that, united by our values, we can transform our built and natural environment into opportunities and shape a campus that serves generations to come.

Sincerely,

Vivek Goel, CM, OOnt

President and Vice-Chancellor

Figure 2. The entrance to the Student Life Centre and Physical Activities Complex (University of Waterloo)

Figure 3. Dana Porter Library is an iconic campus building and landmark (University of Waterloo)
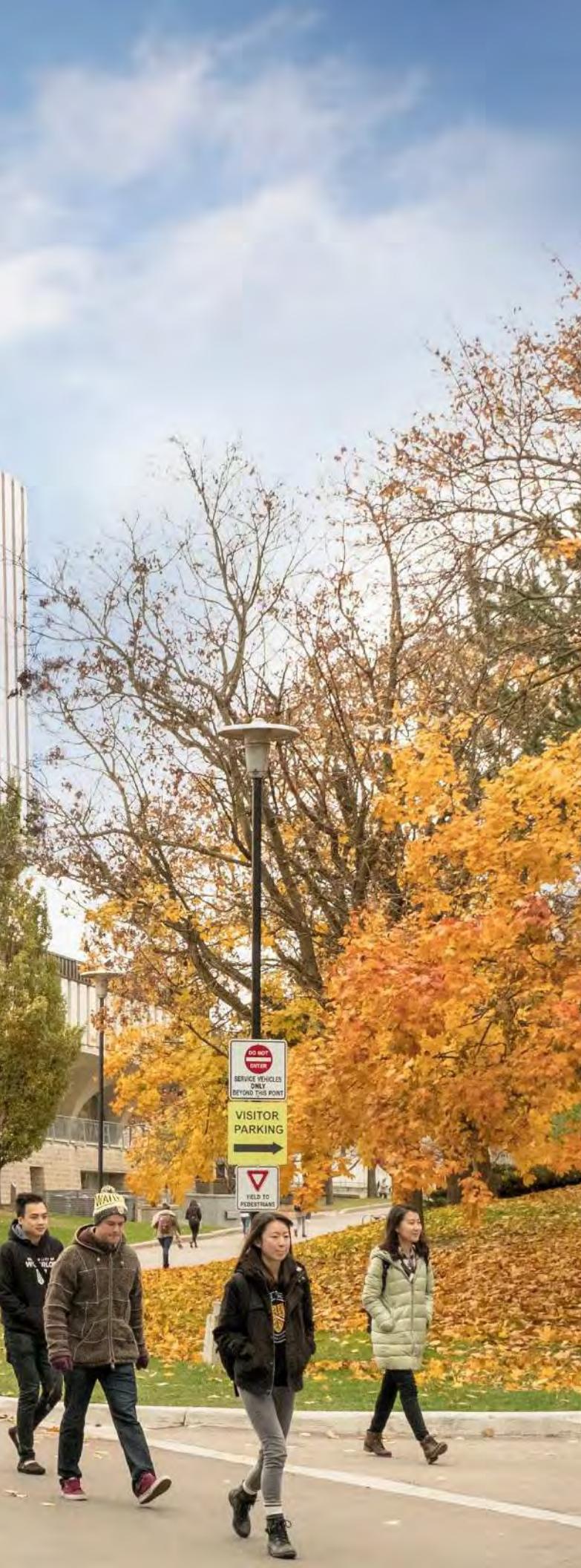
1.0

Executive Summary and Overview

1.1 Executive Summary

1.2 Campus Planning Process

1.3 Existing Conditions

1.1 Executive Summary

The Purpose of this Campus Plan

The Campus Plan envisions the University of Waterloo's main campus ("campus") as a holistic and interdisciplinary learning environment that offers flexibility, adaptability, and long-term resilience.

The Campus Plan is a long-term vision that requires a continued process of review and decision making to reflect the strategic ambitions of the University. Grounded in the vision and guiding principles, the Campus Plan demonstrates how these aspirations can be realized over time. It is not a prescriptive blueprint for construction; rather, it offers a flexible and visionary framework that supports academic, research, and housing growth while strengthening the University's ability to plan, communicate, and implement future projects effectively. The Plan identifies building and open space priorities to shape the campus's evolution for decades to come.

The illustrated campus vision can be used to inspire donors, forecast infrastructure costs, plan for servicing and district energy, as well as facilitate community collaboration and partnerships with authorities having jurisdiction.

A Campus in a Natural Setting

The University of Waterloo is located within the Laurel Creek watershed in the northwestern part of the City of Waterloo. The Campus Plan builds on this setting—its ecological richness, cultural significance, and academic strengths—to guide the future campus for the next 10 to 25 years. The Plan outlines a vision for a more connected, complete, and community-centered campus environment.

The Campus Plan establishes early and long-term goals for where growth and change should happen, and how it can improve and contribute to the unique natural and physical character of the campus and the evolving student experience.

The Campus Plan guides future buildings and outdoor spaces toward cultural-integration and ecological diversity. In response to the loss of open space as academic buildings and campus facilities have infilled over time, a key vision for the Plan is to return ecology and open space to campus. Closely integrated campus buildings and landscape encourage social connection, promote innovation, define and animate outdoor spaces, and advance sustainability and ecological responsibility.

Figure 4. The campus in its Laurel Creek setting (University of Waterloo)

Rooted in Place and Indigenous Context

The Campus Plan embeds Indigenous placemaking principles throughout its framework. Indigenous placemaking is reflected in the proposed Two Row Path, a re-imagined north south campus pathway that includes sculptural Markers based on the Seven Grandfather Teachings. The Two Row Path connects with other campus paths to strengthen connections with the Laurel Creek watershed and proposed Arboretum Trail, as well as the Land of Knowledge within the University's Environmental Reserve. Indigenous placemaking strengthens campus sustainability, natural and cultural inclusion and land-based learning. This includes opportunities for cultural expression in landscapes and buildings, the creation of spaces for ceremony and gathering, and incorporating Indigenous approaches to land stewardship and water protection, which is particularly relevant in the Laurel Creek watershed.

Transforming the Campus Residential Experience

The Plan introduces three new residential villages, each envisioned as vibrant mixed-use enclaves to bring students closer to academic, social, and recreational life on campus. These villages will have a blend of student housing, potential faculty/staff housing, outdoor social and learning commons and local amenities that frame outdoor common green spaces with gardens, places for informal recreation and more intimate courtyards that support well-being and cohesion with the local community. The residential villages help strengthen the campus as green, inviting, and accessible.

Strengthening Gateways and Arrival Experience

Strategic gateway improvements at campus edges are recommended to enhance arrival and better connect the University with the broader City. Improved transit interfaces, clear wayfinding, signature architecture, and landscape treatments will establish distinctive entry points that reflect the University of Waterloo's identity as a place of innovation, inclusivity, and environmental responsibility.

Re-imagining Campus Mobility and Streets

The Campus Plan envisions revitalized campus streets to re-balance mobility on campus. The Plan re-imagines the Ring Road as a connective and enhanced campus boulevard, providing dedicated space for pedestrians, cyclists and drivers to create safer access to adjacent campus lands including the Laurel Creek Watershed, the North Campus and the proposed West, East and South Villages.

Prioritizing pedestrians, cyclists, and transit, the Plan converts select campus streets into multi-modal corridors and people-first outdoor areas. Vehicular access is redefined to improve safety. Re-envisioned streetscapes will strengthen the relationship with the natural environment, creating a safer and more welcoming campus experience.

A Sustainable and Adaptive Future

The Campus Plan promotes long-term sustainability through integrated stormwater management, energy-efficient buildings, and climate-resilient landscapes. Development is strategically concentrated to protect sensitive natural areas while allowing for thoughtful and targeted intensification and/or redevelopment on key parcels envisioned to adapt to future academic and research needs.

The Campus Plan describes four Campus Design Frameworks guiding open space, development and programming, mobility, and innovation and creativity.

The Plan articulates a vision for the University of Waterloo's main campus, and describes proposed interventions across the following areas:

1 **East Village:** currently characterized by surface parking lots and a concentration of engineering buildings and EC 1-5, the East Village is envisioned as a mixed-use and academic area of campus with potential to expand the existing Transit Hub.

2 **South Village:** currently occupied by student residence courtyard and tower buildings, the South Village is envisioned as an expanded site for student residence buildings with active ground floor amenities and mixed uses, complementing the currently under construction NRB1 building in Parking Lot A.

3 **West Village:** characterized by the V1 student residence buildings, West Village is recommended to be a student village with new emphasis on recreation and well-being through the inclusion of a central West Common with access to the Healing Forest.

4 **Inner Campus:** within and abutting Ring Road, the Inner Campus is the site of proposed building renovation and renewal, with selective building removal to enhance open spaces, pathways, and infrastructure, and to create new buildings that restore a greater sense of belonging for the whole campus community.

5 **North Campus:** currently characterized by surface parking, the North Campus is envisioned to connect the Inner Campus and Research and Technology (R+T) Park through upgraded streets and pathways as well as new buildings to support the campus's future growth.

6 **The Environmental Reserve:** the Campus Plan envisions greater access to the Environmental Reserve and planned Land of Knowledge through the Innovation Trail and Arboretum Trail.

7 **The North West Campus:** anticipates improved connectivity to the CLV residence buildings in collaboration with the City and Region.

12   University of Waterloo Campus Plan
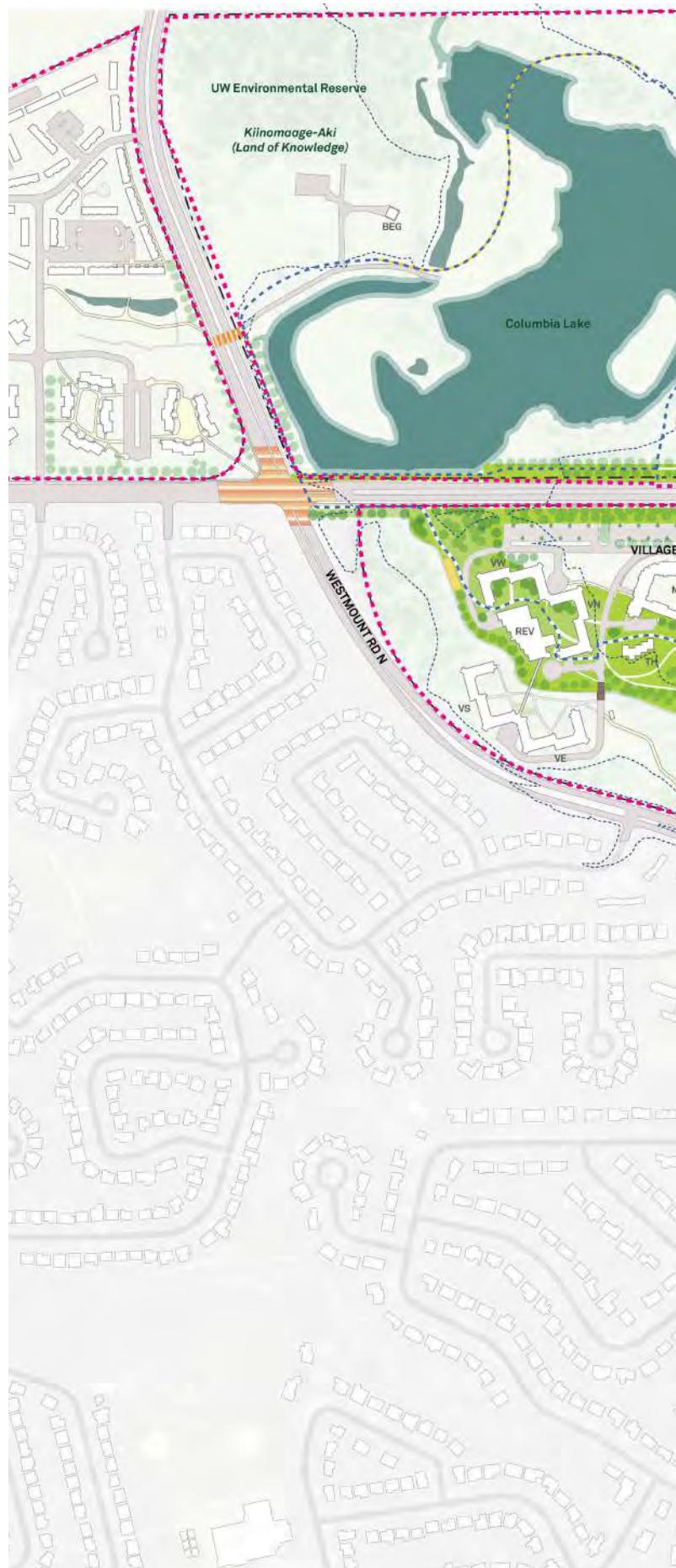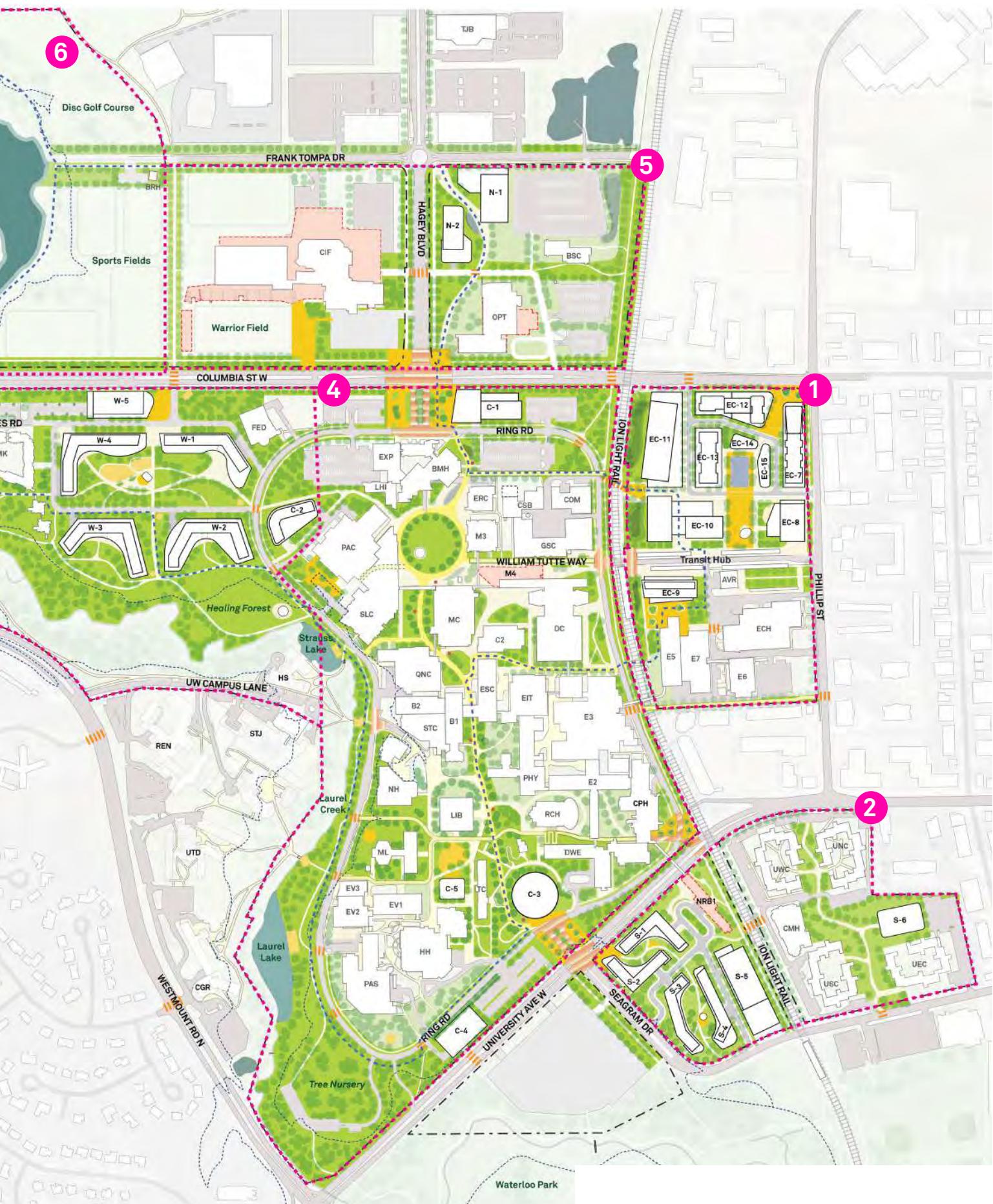
1.2 Campus Planning Process

The University of Waterloo initiated the campus planning process in late 2024 to address the evolving needs of the University's main campus. Informed by the University of Waterloo's mission and values, a robust engagement process, and a comprehensive study of the campus's history and context, the Campus Plan offers recommendations for the next phases of campus development at the University of Waterloo.

The campus planning process was undertaken in four phases between January 2025 and February 2026. The campus planning process was informed by working closely with a Working Group and Steering Committee at regular meetings and included representatives across the University's student groups, faculties and administrative units. Milestone deliverables were presented for feedback throughout each phase of the campus planning process.

The Campus Plan has been shaped by consistent input from stakeholder interviews and meetings with students, faculty, staff, members of Indigenous communities, and representatives from the City, Region, and local transit agencies.

Feedback Summary

To ground the Campus Plan in the lived experiences of the campus community and to meaningfully include input from knowledge holders, stakeholders, and rights holders, the consultant team undertook an extensive and inclusive 12-month long engagement process. This process invited many perspectives, ensuring the Plan reflects a wide range of priorities and aspirations.

The engagement process successfully brought together over 2,900 voices and created multiple opportunities for dialogue and knowledge-sharing.

The following feedback summary reflects key themes gathered throughout the development of the Campus Plan, and reflects the concerns and opportunities brought forward by participants.

PHASE 1	PHASE 2	PHASE 3	PHASE 4
Jan 25' – May 25'	May 25' – Oct 25'	Oct 25' – Nov 25'	Nov 25' – Feb 26'

• Background Doc. Review
• Draft Guiding Principles and Vision
• Stakeholder Engagement Sessions
• Existing Condition Memos
• Open House #1: March 5
	• Draft 3 Scenarios
	• Determine Preferred Concept
	• Draft Land Allocation
	• Draft Sustainability Strategy
	• Draft Transportation and Parking Strategy
	• Space Optimization Study
	• 3D Model Development
	• Engagement Summary
	• Open House #2: June 25
		• Draft Campus Plan Document:
		  • Focus Area Development
		  • Draft Phasing and Implementation Plan
		  • Engagement Summary
		• Open House #3: November 5
			• Final Draft Campus Plan Document
			• Board of Governor's Meeting
			• Open House #4: Late January

Figure 6. Campus Planning Process

Over 24 Community Engagement Events

650+ Open House and Design Charrette Participants	2,900+ Online Survey Participants	5+ Design Consultation Sessions and Conversations
• Phase 1-4: Faculty, staff, and students participated in four on-campus open house events	• Phase 1-3: Four online surveys administered	• Office of Indigenous Relations • Indigenous Faculty Council • Indigenous Staff Network
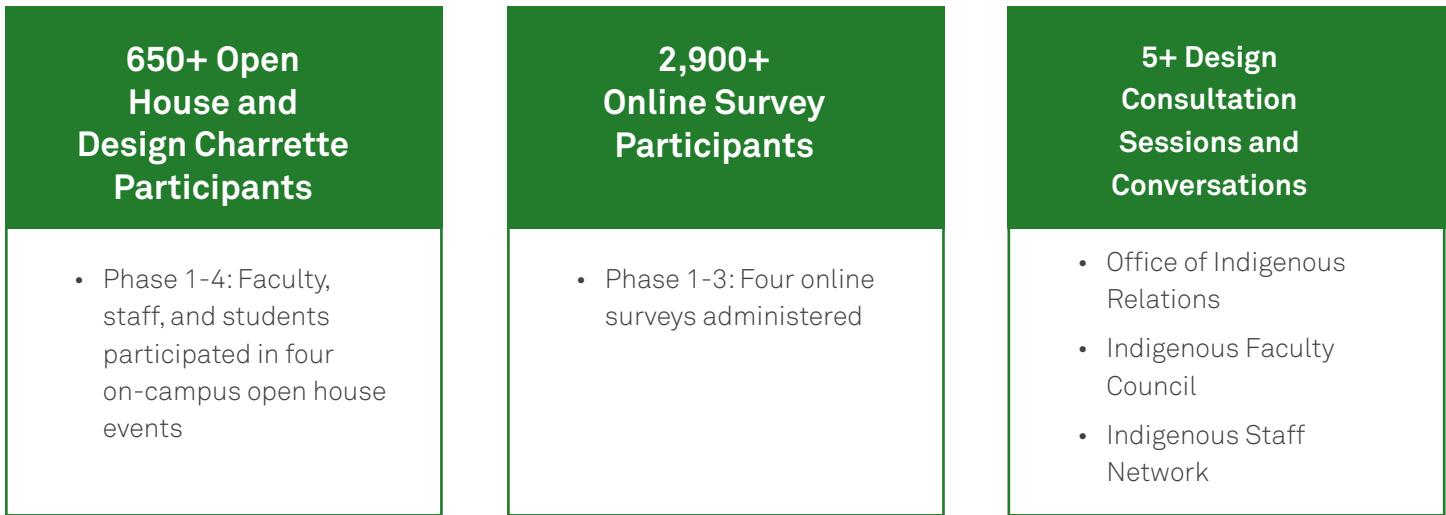
100+ University Staff and Faculty Members Interviewed

Figure 7. A student design charrette for the Campus Plan was held on May 28, 2025 to obtain their early ideas and comments.

Figure 8. Students writing their suggestions on the scale model of the existing campus

What We Heard

The following themes emerged throughout this year-long Campus Plan consultation process. These themes informed the development of the Campus Plan's Vision, Guiding Principles, and Design Frameworks.

Theme 1: Social and Financial Sustainability

- Address deferred maintenance in a fiscally responsible manner while creating a practical phasing and implementation plan for the campus.

- Renew and reuse buildings wherever possible.

- Integrate sustainable and climate responsive design in retrofits, renewals, and new developments.

- Consider opportunities to develop affordable housing, intergenerational housing, net-zero buildings, and mixed-use development.

Theme 2: Safety, Accessibility, and Creating a Legible Campus

- Ensure existing and new buildings comply with Accessibility for Ontarians with Disabilities Act (AODA) standards and move towards a performance-based approach to accessibility.

- Develop consistent signage, wayfinding, lighting, and furnishings within and across the campus.

- Consider diverse abilities holistically, including cognitive, energetic, behavioral, and physical abilities when improving accessibility across campus.

Theme 3: Inclusive Spaces, Diversity, and Placemaking

- Create opportunities for playful indoor and outdoor areas, diverse programming, and four-season spaces.

- Develop placemaking opportunities across campus to increase a sense of well-being and belonging.

- Promote Indigenous wayfinding, art, storytelling, and history of the land.

- Create multi-faith spaces and multilingual signage explaining the use of spaces.

Figure 9. Open House Presentation in Phase 3 of Campus Planning Process

Theme 4: Flexible Learning, Research, and Collaborative Spaces

• Develop the campus as a living laboratory and showcase innovation, research, teaching, and learning indoors and outdoors.

• Create outdoor study spaces, lounge areas, seating, and meeting areas.

• Create multi-purpose spaces that allow for collaboration, quiet studying, event spaces, lounge spaces, experiential learning spaces, maker spaces, informal social areas, research areas, common spaces, and bookable spaces on campus.

• Strengthen opportunities for interdisciplinary collaboration between faculties, academic disciplines, and public and private sectors.

• Create more common spaces for graduate students and alumni, including private meeting rooms for co-op students to have interviews or study for exams.

Theme 5: Multi-modal and Connected Campus

• Enhance campus gateways and entrances.

• Establish strong connections and relationships with the surrounding community, alumni and within the University.

• Address pinch points for crossing Ring Road, especially at William Tutte Way.

• Create better east-west connections across campus.

• Revitalize Ring Road to reduce traffic and be more pedestrian and bike-friendly.

• Create better connections to North Campus.

Theme 6: Enhance and Enrich the Natural Environment

• Strengthen opportunities for land-based learning, outdoor teaching and research, and community engagement.

• Reinforce safety and accessibility to the natural environment, allowing for students to conduct research and active learning.

• Protect existing green spaces as new developments have begun to encroach on the remaining spaces.

• Increase opportunities on campus to grow food and promote health and wellbeing.

Guiding Documents

The Campus Plan is informed by existing reports prepared by the University of Waterloo, including, but not limited to, those summarized below.

The Campus Plan process was completed prior to the finalization of the R+T Park Master Plan and the Library Strategic Plan Update. Efforts to align these plans with the Campus Plan continued as these parallel initiatives progressed.

Waterloo at 100 | Strategic Vision and Plan (W100)

The W100 plan provides a strategy for the University of Waterloo to 2057. The plan envisions the University as "a community of curious, collaborative, innovative and entrepreneurial problem-solvers and leaders who seek to understand and identify equitable and sustainable solutions for the future of humanity and our planet."

Key themes of the W100 document include decolonization and sustainability, prioritizing wellbeing and becoming carbon neutral. Integration with the surrounding community is emphasized.

As a leader in co-op and work-integrated learning, the University of Waterloo's approach to teaching and learning is unconventional. W100 notes the University's long-term commitment to focusing on global and local futures relating to society, health, sustainability, technology, and economy.

W100 contains a vision of the campus to the year 2057, noting that on-campus learning will continue to be important for a more social, interactive learning experience between students and teachers. The plan notes that advanced teaching technology will enhance work and connections, helping students achieve greater academic potential.

The plan notes that the University of Waterloo will be financially and environmentally sustainable and carbon neutral, culturally inclusive, equitable, and accessible physically and economically. Further, the University will promote and prioritize physical and mental health well-being and foster a deep sense of belonging.

The values and goals of the Waterloo at 100 plan have strong spatial implications, and the Campus Plan process aligns the development of the campus with the University's strategic vision.

Campus Housing Facility Strategy (CHFS)

The CHFS was prepared in 2022, and an addendum in 2024. The Strategy outlines the present condition of campus housing buildings and provides a strategy for demolition and development of housing on the University's campus. The strategy recognizes the issue of deferred maintenance and supports the capacity to serve future students with on-campus housing options that meet the needs of a world-class institution.

The CHFS is an evolving document. The Campus Plan has been prepared with the latest available information regarding the assumed timeline for removal of existing housing and construction of new housing.
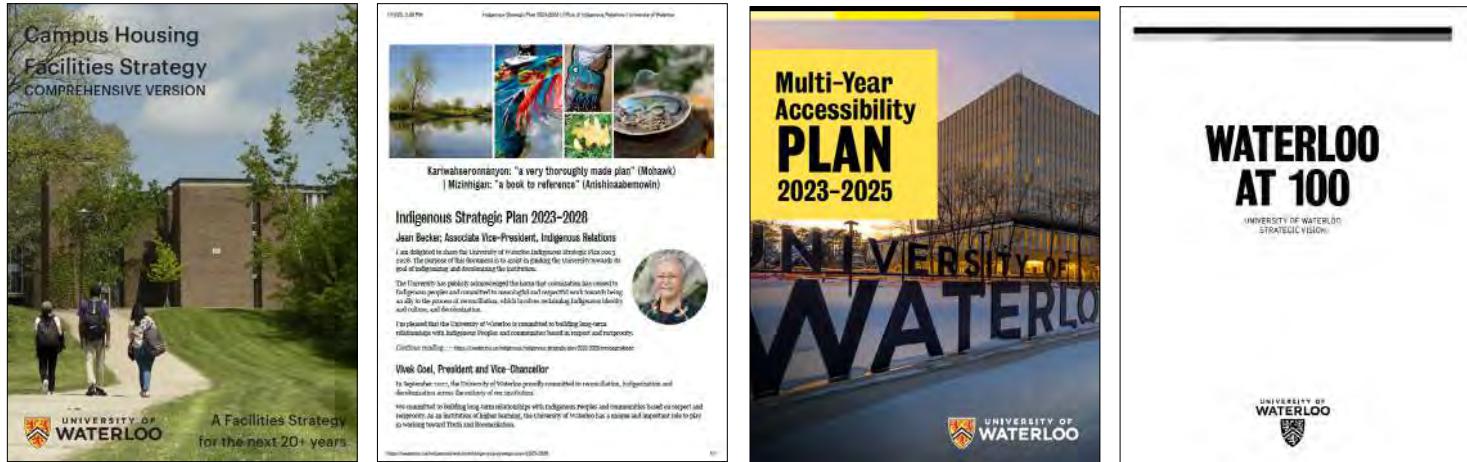
Figure 10. A selection of guiding documents from the University of Waterloo

Environmental Sustainability Strategy (ESS)

The ESS was prepared in 2025 and is presently being updated by the University. The report establishes five foundational actions:

1. Core Value: lay a foundation for sustainability as an important shared value

2. Sustainability Office: build institutional capacity for monitoring, communication, and support

3. Sustainability Action Fund: mobilize resources at all levels to enable action

4. Continual Reporting: transparently communicate progress and celebrate successes

5. Living Laboratory: collaborate between academic and operational units to make the campus a model of sustainable development for study and research

The ESS provides a number of sustainability actions that have informed the Campus Plan, including using the campus as a living lab, expanding stormwater management technologies on campus, reducing water consumption, becoming a zero-waste campus by 2035, and increasing sustainable transportation opportunities.

Multi-Year Accessibility Plan (MYAP)

The MYAP summarizes past progress on accessibility at the University of Waterloo. Section C summarizes progress on the design of public spaces at the campus, recognizing past commitments to develop a consistent strategy to address accessibility limitations, cataloging physical space elements, and embedding accessible features into the University of Waterloo's standard facilities management protocol.

Indigenous Strategic Plan (ISP)

The ISP 2023-2028 addresses the Truth and Reconciliation Commission's Calls to Action and UNDRIP within the University of Waterloo. The ISP sets goals that are relevant to the Campus Plan, including bolstering relationships between local Indigenous communities and the University, having physical places for Indigenous identifiers on campus, and strengthening Indigenous knowledge through education. Specifically, the ISP has a goal of braiding a connection to lands and waters through meaningful partnerships and relationships with Indigenous Peoples and communities.

1.3 Existing Conditions

The Campus Plan Study Area extends north to Frank Tompa Drive, east to Phillip Street, south to Seagram Drive, and west to Westmount Road. The Study Area does not include the Affiliated and Federated Institutions or the Satellite Campuses.

Campus History

The University of Waterloo was established in 1957 with a co-operative learning model. The early setting of the University was predominately agricultural, with initial buildings concentrated at the south edge of today's campus. Early buildings that remain on campus include the Grad House, reflecting the agricultural nature of the area, and Brubacher House, reflecting the German Mennonite community that settled in the Region in the late 1700s to early 1800s. Brubacher House continues to express this history through its on-site and digital museum exhibits and artist-in-residence program.

In 1962, the University purchased over 200 acres of land to extend the campus. The north and northwest campus were purchased in the late 1960s, and remained agricultural for many years. The 1960s saw the construction of many of the campus buildings, including the iconic Dana Porter

Figure 11. Aerial image of campus from southeast, with early buildings: Grad House, Douglas Wright Engineering, E2, E3 (partial), and Physics, 1961 (University of Waterloo Library Special Collections and Archives)

Figure 12. Aerial image of campus from southeast, with early buildings annotated in yellow, 2025 (Google Earth; annotation by Brook McIlroy)

Arts Library (1967) which was expanded in 1970, in response to an increasing student population. During this time, Ring Road was developed, providing vehicular circulation and defining the campus's edge. Beyond these edges, the University constructed campus housing, with the oldest being V1 (1966), Minota Hagey Residence (1967), and Ron Edyt Village (1968), followed by the UWP Courts and Beck and Eby Hall (1972). The separation of housing from academic uses was a common approach to campus development in this era.

Since the 1960s, the Inner Campus has exhibited an incremental development pattern, in which existing and new buildings were sited close together, resulting in clustered building patterns with a variety of outdoor space conditions including courtyards and forecourts. Outside of Ring Road, the campus has evolved to include additional residence buildings (CLV), recreation (CIF), and engineering (E5/E7) buildings, in addition to the R+T Park north of the campus. Within the Campus Plan boundary, over 200 buildings, the internal street network, and approximately 8,000 parking spaces occupy roughly 32% of the campus area.

Legend

- Campus Boundary
- Existing Buildings
- Existing Open Space
- Capital Construction Projects
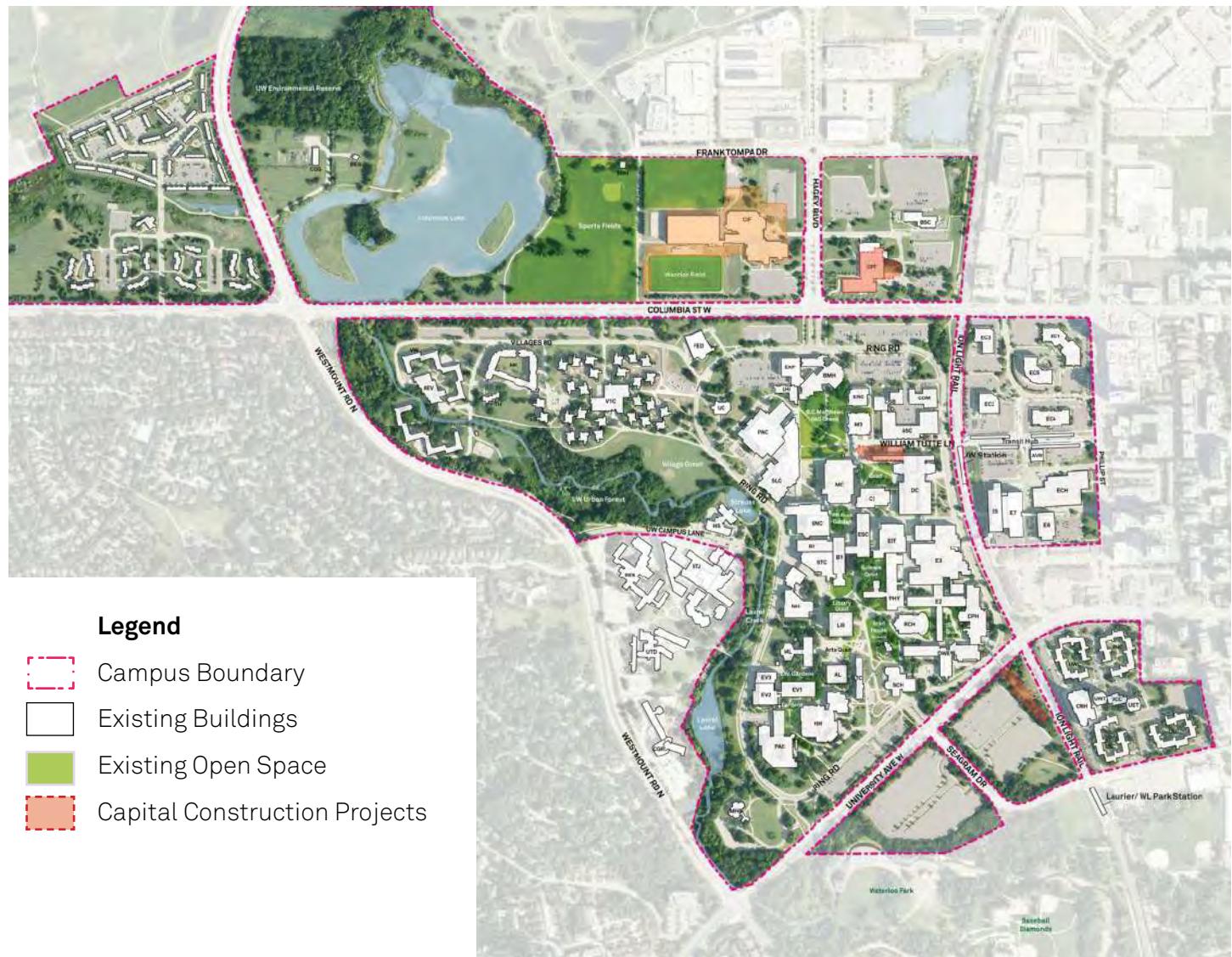
Figure 13. Existing Condition of the University of Waterloo Campus, 2025

Since 2010, the University of Waterloo has continued to grow, primarily within the core, east, and south portions of the campus. Buildings and building additions have continued a pattern of development in close proximity to new buildings, sometimes with covered pedestrian walkways between buildings. In 2014, the University of Waterloo purchased EC 1 to 5 from Blackberry, adding over 1,000 parking spaces and five buildings to the campus.

Currently, a new residential building (NRB1), Math 4, and an expansion to the Optometry Building are under construction. The extension of academic buildings within the Inner Campus has resulted in a tighter arrangement of building fabric and the erosion of campus open space. Presently, an estimated 36% of the area bound by Ring Road is occupied by building footprints, with 14% in campus streets and 15% in paved surfaces and surface parking, leaving approximately 35% for open space.

Building Name	Year of Completion
Mathematics 3 (M3)	2009-2011
Engineering 5 (E5)	2010
Engineering 6 (E6)	2011
Environment 3 (EV3)	2011
Quantum Nano Centre (QNC)	2012
Claudette Miller Hall (CMH)	2017
Engineering 7 (E7)	2018
Physical Activities Complex (PAC) and Student Life Centre (SLC) expansion	2021
Science Teaching Complex (STC)	2015
Expansion (EXP)	2016
Autonomous Vehicle Research and Intelligence Lab (AVRIL)	2019

Figure 14. Buildings and additions constructed on the campus since 2010.

Zoning By-law

Three zoning designations apply to the University of Waterloo's campus: University College (UC) Zone, Station Area Business Employment Two (E2A) Zone, and Open Space Zones (OS1, OS2).

The UC Zone applies primarily to the Inner Campus and supports a broad range of educational, governmental, commercial, and community uses. These include traditional university functions, such as academic facilities, residences, and offices, as well as complementary and ancillary services like cafés, personal service shops, and maker spaces. Zoning policies reinforce a pedestrian-oriented campus environment.

Due to Area Specific Policy 34 in the Official Plan, campus lands south of Columbia St W, east of the ION, north of University Ave W, and west of Phillip St are also designated as an E2A Zone. The E2A

Zone permits a variety of light industrial, office, and technology-based employment uses with associated retail and service uses allowed under defined conditions. The E2A Zone also includes detailed Active Frontage policies requiring active uses such as cafés, offices, and educational centers to front the street at-grade, fostering a lively, pedestrian-focused urban fabric.

The Open Space Zones, including OS1 (Parks & Recreation) and OS3 (Conservation), safeguard natural features and community amenities. OS1 permits uses such as community centers, municipal recreation facilities, and trail networks, while OS3 restricts development to environmental protection and low-impact activities, like conservation, education, and beekeeping.

Three site-specific zones further refine land use on strategically important parcels. Notably:

- C139/C255 (UC-81) at University Avenue and Seagram Drive restricts development to university residences, academic uses, and a limited proportion of ground-floor commercial space. There are also specific setback requirements related to the adjacent rail corridor.

- C159 (UC 81 & E2A) applies a holding provision to East Village lands pending environmental approvals and compatibility assessments with nearby industrial uses.

Cultural Heritage Landscape

In 2019, the City of Waterloo Council approved listing the University of Waterloo on the heritage register as a Cultural Heritage Landscape. The listing is supported by a Cultural Heritage Landscape Study , which describes 27 significant landscapes throughout the city. The study lists preliminary heritage attributes, including the naturalistic campus landscape and the evolving collection of institutional buildings.
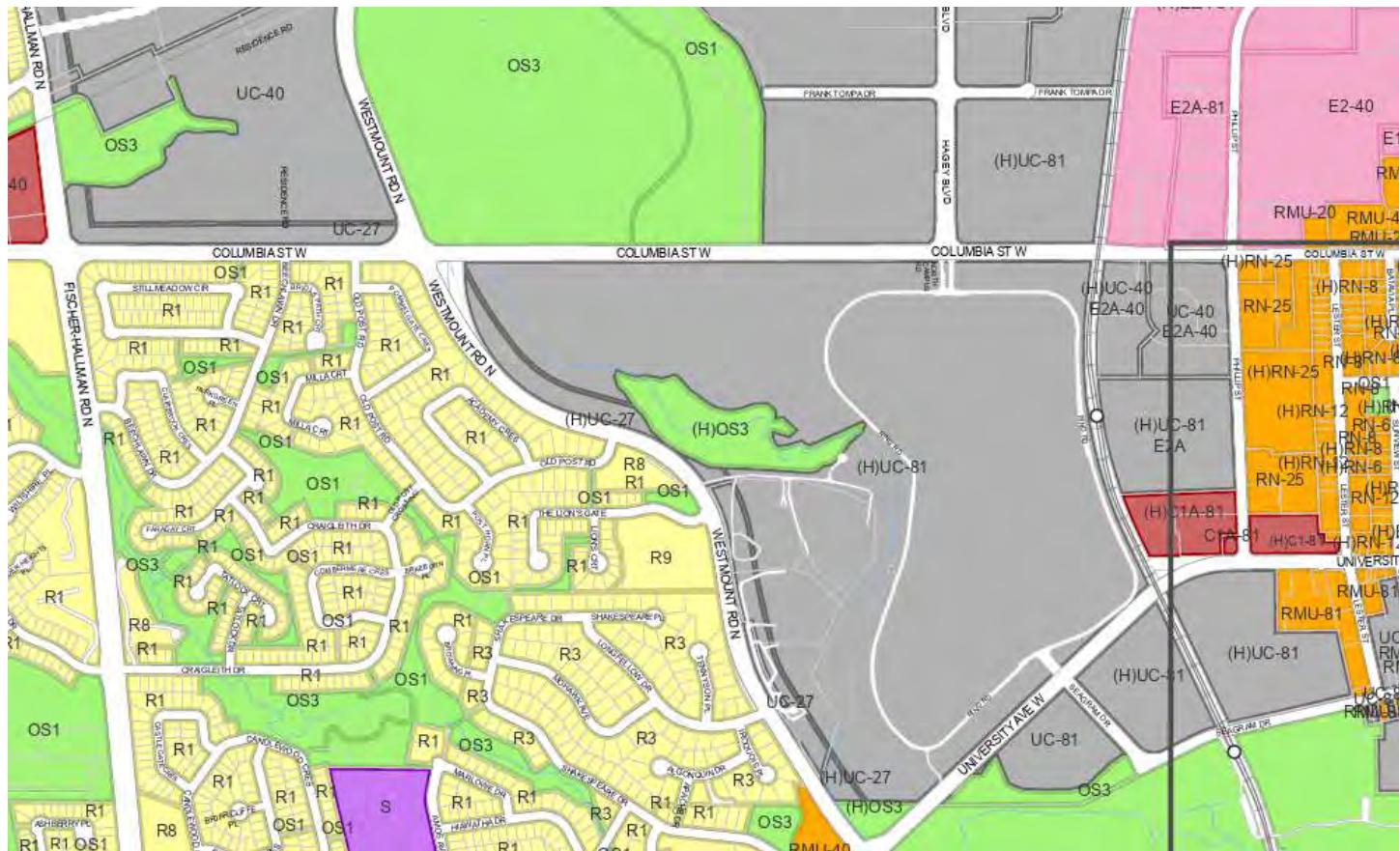
Figure 15. Excerpt of City of Waterloo Zoning By-law Schedule A

Figure 16. Students enjoying informal campus social space (University of Waterloo)

2.0
Vision and Guiding Principles

2.1 Vision and Guiding Principles

2.1 Vision and Guiding Principles

Campus Plan's Vision

The University of Waterloo Campus Plan envisions a campus where **people and curiosity thrive**. As an inclusive and future-focused environment, the campus will foster innovation, collaboration and sustainability.

By integrating advanced technology, green infrastructure, and accessible design, the campus will become a **living laboratory** and a resilient environment for learning, connection, and everyday life.

Campus Plan's Guiding Principles

Five guiding principles have been developed for the University of Waterloo Campus Plan through collaboration with the Working Group, Steering Committee, and the campus community.

These principles are designed to guide, direct, and inform decision-making for future campus developments, planning, and design. Each guiding principle supports the vision and goals outlined in Waterloo at 100 and aligns with the frameworks established by the University.
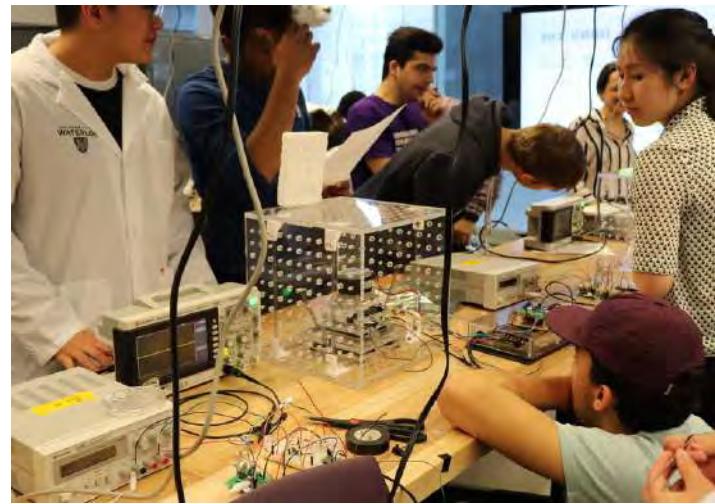
Innovative and Creative Campus

Foster an innovative and creative campus by providing flexible spaces that inspire curiosity, experimentation, interdisciplinary dialogue, and opportunities to showcase the University's work.

Community-Oriented and Inclusive Campus

Cultivate a welcoming and inclusive campus environment that responds to diverse cultural needs, integrates community-facing spaces, supports truth and reconciliation, and strengthens relationships with neighbouring communities.

Safe, Accessible, and Healthy Campus

Create a connected, human-scaled mobility network that enhances safety, well-being, and universal accessibility.

Natural and Sustainable Campus

Create a natural and sustainable campus that serves as a living laboratory for innovation, embeds environmentally responsible practices, advances carbon-neutral operations, and enhances the landscape through restored ecology and expanded open space.

Financially Resilient Campus

Ensure long-term financial sustainability by prioritizing design excellence and delivering buildings and open spaces that are efficient, adaptable, and cost-effective to operate and maintain.

Figure 17. Campus pathways extend through the Peter Russell Rock Garden (University of Waterloo)

3.0

Campus Plan and Design Frameworks

3.1 Campus Plan

The Campus Plan re-imagines the University of Waterloo's campus as a dynamic environment for hands-on learning, interdisciplinary collaboration, and exploration. The Campus Plan reflects the University's ambition to improve existing buildings and open spaces through renovations and retrofits, and recommends the incremental construction of new buildings and open spaces.

Rooted in Indigenous place-keeping, ecological stewardship, and long-term adaptability, the Plan establishes four Design Frameworks to guide the campus's physical evolution over the coming decades.

Illustrated here, the Campus Plan explores key concepts (described on page 30 and 31) to demonstrate how these ideas are applied across the campus.

Disc Golf Course

FRANK TOMPA DR

BRH

Sports Fields

CIF

Warrior Field

HAGEY BLVD

N-1
15

N-2
14

BSC

OPT

13

COLUMBIA ST W

W-5

C-1

RING RD

FED

W-4

W-1

17

19

EXP

BMH

LHI

ERC

CSB

COM

EC-12

EC-11

EC-14

EC-13

EC-15

EC

21

7

ES RD

MK

C-2

18

8

W-3

W-2

PAC

10

M3

GSC

20

EC-10

EC-8

6

2

Healing Forest

SLC

WILLIAM TUTTE WAY

M4

MC

C2

DC

12

11

EC-9

AVR

Transit Hub

4

Strauss Lake

UW CAMPUS LANE

HS

QNC

ESC

EIT

E3

E5

E7

ECH

E6

Laurel Creek

STJ

REN

B2

STC

B1

PHY

E2

CPH

ION LIGHT RAIL

PHILLIP ST

UTD

NH

LIB

RCH

DWE

UWC

UNC

ML

EV3

C-5

TC

1

C-3

9

NRB1

CMH

S-6

Laurel Lake

EV2

EV1

16

S-1

S-2

USC

UEC

WESTMOUNT RD N

CGR

HH

PAS

RING RD

C-4

UNIVERSITY AVE W

SEAGRAM DR

S-3

S-5

S-4

ION LIGHT RAIL

Tree Nursery

Waterloo Park

Key Concepts:

INDIGENOUS PLACE-KEEPING & INNOVATION PATHWAYS: Central to the Campus Plan is an explicit acknowledgment of the traditional territories of the **Neutral, Haudenosaunee, and Anishnaabeg** peoples. The Plan embeds Indigenous knowledge, recognizing its place in the wider Open Space, Mobility, and Innovation and Creativity Frameworks of campus:

1 **The Two Row Path** – a north-south connection that honours the principles of mutual respect, partnership, and shared stewardship. The Path becomes a place of reflection and cultural learning, integrating materials, interpretive elements, and Indigenous-led design.

2 **The Innovation Trail** – an experiential route that weaves together campus destinations, ecological features, and cultural installations, creating opportunities for digital storytelling, education, and celebration of Indigenous histories and recognition of innovative homegrown research at the University of Waterloo.

3 **Kiinomaage-Aki (Land of Knowledge)** – an accessible learning landscape within the Environmental Reserve, offering immersive experiences rooted in Indigenous teachings, ecological restoration, and land-based pedagogy.

4 **The Healing Forest** – a contemplative space dedicated to reconciliation, healing, and education, forming part of a national network of Healing Forests across Canada.

ECOLOGICAL STEWARDSHIP & OPEN SPACE NETWORK: Situated within the **Laurel Creek watershed,** the University of Waterloo retains some of the largest contiguous open spaces within the City. The Campus Plan strengthens the campus's role as an ecological corridor and living laboratory by:

5 **Enhancing access** to naturalized areas, wetlands, and wooded landscapes for learning, recreation, and well-being.

6 **Restoring and expanding green infrastructure**, including stormwater management features, native planting zones, and habitat-supportive landscapes.

7 **Connecting open spaces** through a consistent, multi-modal network of trails, pathways, and outdoor gathering spaces.

8 **Integrating climate adaptation strategies** such as flood-resilient landscapes, shade and cooling strategies, and net-zero site design.

Figure 19. The Campus Plan envisions expanding the existing open space network (University of Waterloo)

INNER CAMPUS RENEWAL & STRATEGIC REDEVELOPMENT: The Plan addresses the aging infrastructure within the Inner Campus through a coordinated strategy of **building renewal** and selective building removal, strategic redevelopment, and public realm enhancement:

9 **Targeted removal** of buildings with unsustainable deferred maintenance, allowing renewal of key sites.

10 **Creation of signature open spaces** that reinforce campus identity, improve wayfinding, and accommodate programming throughout the year.

11 **Development of landmark, future-ready buildings** that support interdisciplinary research, flexible learning, student services, and emerging academic priorities.

12 **Transformation of the public realm** through pedestrian-oriented streets, plazas, and campus greens that elevate the everyday campus experience.

NORTH CAMPUS INTEGRATION & RESEARCH EXPANSION: The North Campus becomes a growth area that strengthens the relationship between the campus and the **R+T Park**:

13 **Improved connectivity** via multi-modal links, pathways, and transit integration with the Inner Campus.

14 **New academic and administrative buildings** positioned to support research, innovation, and emerging partnerships.

15 **Structured parking** integrated within new development to reduce surface lots and free land for higher-value uses.

SOUTH & WEST VILLAGES- DIVERSE HOUSING AND STUDENT LIFE: Supporting the University's **Campus Housing Facilities Strategy**, the Plan envisions the South and West Villages as distinct yet complementary residential mixed-use villages to support the campus:

16 **South Village** is intended to become a vibrant student-centered neighbourhood offering housing, dining, wellness supports, and indoor and outdoor study and social spaces.

17 **West Village** accommodates a broader mix of housing types—including upper-year and potentially graduate student accommodations—supported by recreation amenities and community-serving spaces.

18 **Integrated outdoor spaces** provide safe, inclusive, and accessible environments for socializing, play, study, and gathering.

19 **Walkable connections** strengthen links to academic buildings, transit, and daily amenities.

EAST VILLAGE FLEXIBILITY & LONG-TERM OPPORTUNITIES: The East Campus north-east block is re-imagined as a fully integrated mixed-use campus village. A **highly adaptable framework** is provided for long-term growth, for the evolving needs of the University and surrounding community:

20 **Potential new academic buildings** that respond to shifts in program demand, research priorities, or strategic partnerships.

21 **Block and street configurations** that can accommodate a range of development types over time.

3.2 Overview: Design Frameworks

Design frameworks provide a cohesive strategy for guiding future growth and changes on campus. The frameworks offer flexibility in programming while embedding essential principles such as sustainability, safety, accessibility, wellness, placemaking, and stewardship into a unified vision. These frameworks ensure that new and existing developments maintain a balanced relationship between academic spaces, campus housing, administrative uses, campus life, and open areas.

OPEN SPACE FRAMEWORK

DEVELOPMENT AND PROGRAMMING FRAMEWORK

The Open Space Framework considers:

- Key Landscape Enhancements
- Key Open Spaces
- Key Open Space Connections

The Development and Programming Framework considers:

- Campus Program Needs and Development Enhancements
- Key Building Projects
- Sustainable Buildings

By shaping land use and guiding development, pedestrian circulation, and the integration of open spaces with infrastructure, the frameworks support a development approach that reinforces the campus's unique character and identity.

The frameworks provide a network-based approach to realizing the guiding principles through campus design. The strategy is further refined by the Key Focus Areas and Gateways (Chapter 4.0), which provide site-specific design concepts and recommendations.

MOBILITY FRAMEWORK

Legend:
- Primary Gateway
- Improved Pedestrian Connection

INNOVATION AND CREATIVITY FRAMEWORK

Legend:
- Innovation Hub
- Indoor Exhibition and Discovery Space
- Land-based Learning Facility
- Discovery Trail
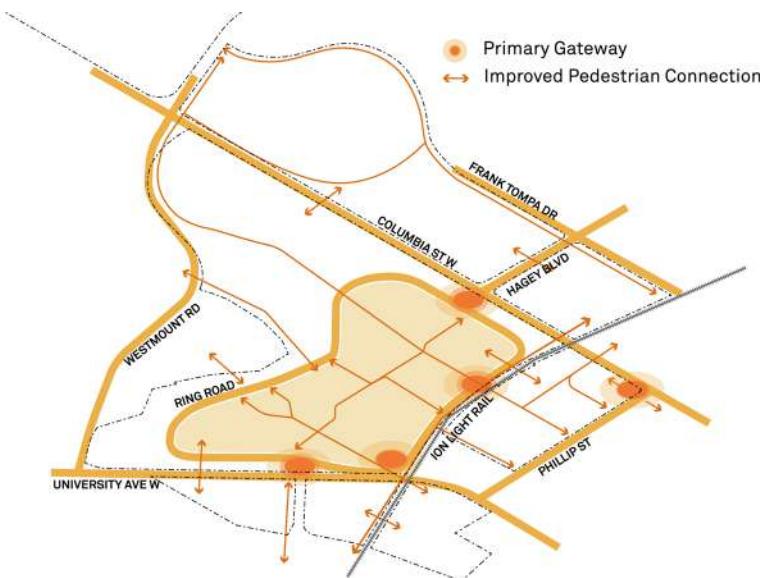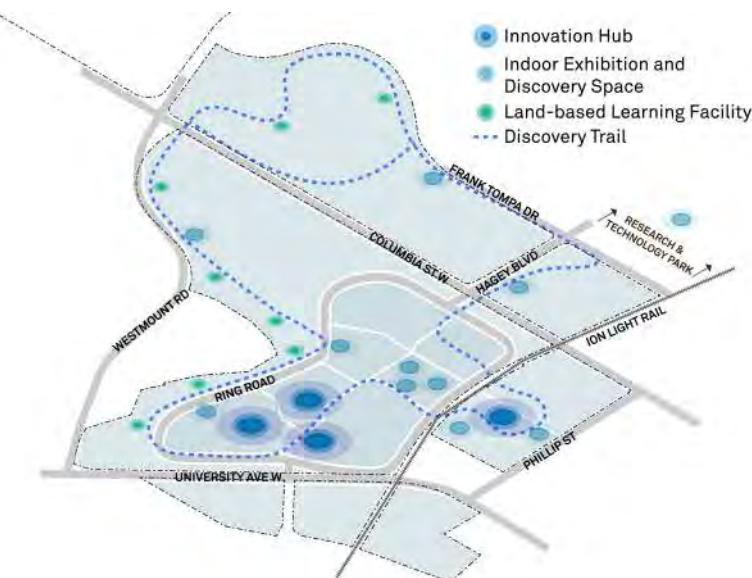
The Mobility Framework considers:

- Key Mobility and Gateway Enhancements
- Path Networks
- Transforming Campus Streets
- Shared Streets
- Parking and Loading
- Tunnel System

The Innovation and Creativity Framework considers:

- Interior Innovation Spaces
- Outdoor Innovation Spaces

3.3 Open Space Framework

The Campus Plan is informed by the rich ecological and natural environment of the University of Waterloo and its connection to the Laurel Creek watershed. Situated within this watershed, the campus contains some of the largest open space in the City of Waterloo. The campus is home to over 1,900 species, with green spaces predominantly located in the northern and western edges of campus.

In alignment with the University's Environmental Sustainability Strategy and Indigenous Strategic Plan, the University of Waterloo is committed to the protection and enhancement of the ecological integrity of its grounds to promote cultural inclusion and ecological resilience.

The Open Space Framework integrates landscape design, placemaking, and ecological infrastructure within a cohesive, campus-wide system. The Framework envisions green corridors that extend throughout the campus and into surrounding areas, reinforcing connections and enhancing the Laurel Creek, Columbia Lake, and the Healing Forest. The Framework balances sustainability, environmental resilience, and civic life, resulting in a vibrant, inclusive, and educational public realm.

The Open Space Framework fosters the integration of research, learning, wellness, health, and community development. It balances natural landscapes with recreational, social, and academic gathering spaces while accommodating renovated, redeveloped, and new campus buildings.

Figure 20. Open Space Framework

- Campus Boundary
- Plazas
- Quads/Commons
- Recreational Fields
- Courtyards
- Enhanced Landscape Buffer
- Learning Landscapes
- Community Gardens

ION Rail

Hagey Blvd.

Phillip St.

Healing Forest

Laurel Creek

Westmount Rd. N

Seagram Dr.

Tree Nursery

University Ave. W

Waterloo Park

Key Landscape Enhancements

1. An Arboretum Trail to Increase the Tree Canopy:

Creating an on-campus tree nursery at the site of Minota Hagey Residence presents an opportunity to strengthen relationships with Indigenous groups and the broader community, while also serving as a valuable teaching resource for students. The Campus Plan supports increasing the urban tree canopy across campus to mitigate flooding and the urban heat island effect, and increase carbon sequestration. Extending an Arboretum Trail along Laurel Creek can provide outdoor teaching and learning opportunities. This key initiative would enhance campus open spaces and support connections to Office of Indigenous Relations projects such as the Two Row Path, Healing Forest, and Land of Knowledge.
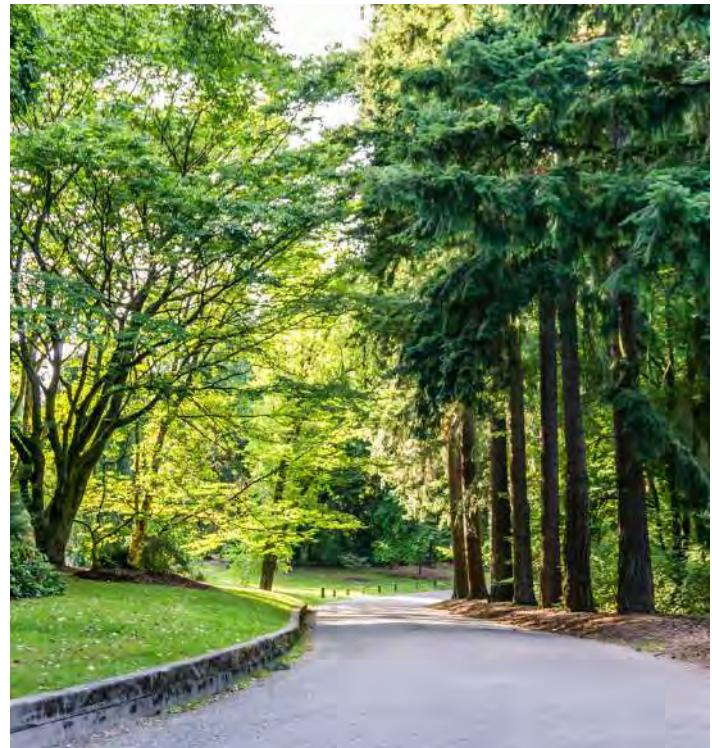
Figure 21. Established tree canopies enhance biodiversity and create comfortable climates for students, faculty, and staff (George Cole, Seattle Arboretum Loop)

2. Biodiverse Campus:

The Campus Plan supports transitioning from extensive and fragmented cultivated campus lawn areas to a more ecologically rich landscape. Multi-functional open spaces that balance ecological resilience, recreation, and social gathering, while reducing excessive hardscaping within the campus core can deliver ecological value and provide educational and cultural opportunities.

Figure 22. Introduction of native, drought-tolerant species on campus supports climate resilient landscapes while limiting maintenance requirements (Tom Arban)

Key Open Space Enhancements

1. Open Space as Village Courtyards and Commons:

New mixed-use residential villages include central gathering spaces as courtyards and commons framed by new residences with active ground floors. These projects, and other open spaces on campus, combine restorative green areas, accessible pathways, and multi-purpose open spaces that provide places for a mix of outdoor programs, informal recreation, and campus community gatherings. Outdoor spaces across campus support a welcoming environment programmed for year-round use.

Figure 23. Campus open spaces encourage a sense of belonging and spontaneous meeting between students, faculty, staff, and visitors

2. Revitalized Arts Quad:

The Campus Plan envisions a revitalized Arts Quad that enhances the Inner Campus with a signature open space. The revitalized Arts Quad showcases innovation within a generally open and flexible outdoor space for collaboration, informal gatherings and campus community building, including student orientation, graduation events, environment-based research, health and well-being. The existing grade change across the Arts Quad will be considered as a more even grade to promote access across and facilitate multiple programs.

Figure 24. Movable furnishings in outdoor spaces support flexible programming and activities (Michael Moran)

3. Gathering Structure: Adjacent to the Healing Forest, a dedicated gathering structure is envisioned as a space for teaching, reflection, and personal renewal. The design of the structure should be rooted in Indigenous iconography, and may reference key elements of traditional sweat lodge construction. The structure's orientation should align with the cardinal directions, with doorways positioned to reflect the sacred relationship to the four directions.

Key Open Space Connections

1. Two Row Path: An Indigenous inspired naturalized promenade within the main north-south walkway supports land-based learning and a vibrant public realm. Markers along the Two Row Path complemented by native plantings, sustainable stormwater infrastructure, and habitat areas provide opportunities for ecological and cultural learning.

The Two Row Path concept is inspired by the Teachings of the Seven Grandfathers, envisioning a tactile and visual experience to support wayfinding on campus. Inlays and interpretative art/signage can offer moments of discovery and reflection in gathering areas, supporting reconciliation on campus.

Two Row Path Markers are recommended to promote Indigenous knowledge, art, and storytelling. The Campus Plan envisions the co-design of the path and markers with on- and off-campus Indigenous groups.

Custom-designed benches are suggested to complement the Path and support diverse and accessible seating arrangements. In combination, seating, planting, and Markers can be designed to reinforce the Two Row Path as a living and culturally inclusive space.

Figure 25. Two Row Path Marker with bench seating

nection
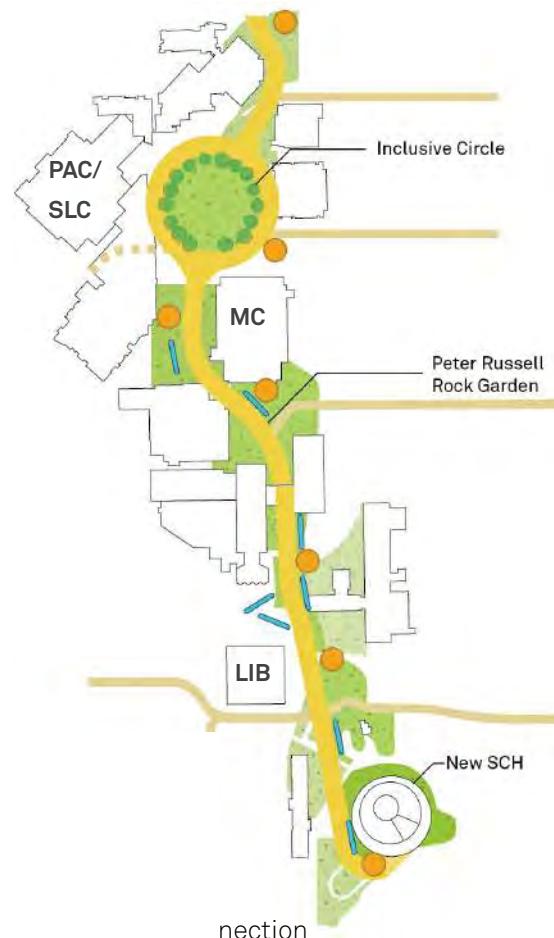
Figure 26. Plan view of the Two Row Path and its supporting elements

2. Landscape and ecological corridors: The Campus Plan establishes a system of landscape and ecological corridors that connect the campus's ecosystems, open spaces, and mobility networks, complementing the Mobility Framework. Landscape and ecological corridors are intended to contribute to student and campus community well-being, provide social and teaching environments, and extend the ecological health of the Laurel Creek watershed and its associated natural areas.

Figure 27. Diagram of Arboretum Trail and Cross-Campus Connections

Campus Connections

The Open Space Framework includes the Arboretum Trail extending 1.5 kilometres along the western edge of campus, connecting the campus from Waterloo Park to the Environmental Reserve's Columbia Lake and the Land of Knowledge. The trail will connect to the Healing Forest in the West Village and include outdoor classrooms and spaces for research, study, and reflection.

The Plan promotes the revitalization of 3.1 kilometres of east-west pathways to further improve campus connections while enhancing ecological function, placemaking, and legibility. Existing service lanes are re-imagined to prioritize pedestrians and cyclists, while integrating native plantings and bioswales that strengthen biodiversity across campus.

Ring Road

Ring Road is envisioned as a 2.6 kilometre green street that prioritizes safe pedestrian movement, enhances stormwater management, and reconnects the campus with its broader landscape. With dedicated cycling infrastructure, widened sidewalks, and improved connections to Laurel Creek, Ring Road can evolve into a green buffer that frames the campus and supports active mobility. Light outdoor structures placed strategically along Ring Road and Laurel Creek offer shade and weather-protected spaces for social interaction and outdoor learning spaces for students and faculty.

Figure 28. Diagram of Ring Road in the Inner Campus

Figure 29. Established tree canopies support well-being on campus (University of Waterloo)

Open Space Recommendations:

General

- Protect and enhance areas with high ecological value including Laurel Creek watershed, Columbia Lake Conservation Area, and the Healing Forest.

- Consider undertaking a comprehensive Stormwater Management Plan to address existing drainage challenges, support sustainable campus growth, and strengthen climate resilience. A coordinated, campus-wide strategy could help reduce flooding risks, improve water quality, and protect natural systems while aligning future development with regulatory requirements and best practices.

- Collaborate with Indigenous faculty, staff, and students to identify areas on campus that are suitable to introduce traditional medicinal plants and sensory gardens as teaching spaces.

- To support the campus as a living lab, implement 'park and ecology-first' demonstration projects, where under-utilized spaces are replaced with naturalized landscapes planted with Indigenous species to increase stormwater infiltration and biodiversity.

Open Spaces

- Consider enhancing open spaces along pathways and within courtyards, forecourts and gardens to allow for flexibility in programming, social activities, recreation, research, and enhanced biodiversity.

- Design and program open spaces for four-season use, ensuring optimal sun/shade and wind conditions throughout the year.

- Prepare maintenance strategies for new or revitalized open spaces to ensure appropriate upkeep.

- Ensure engagement with relevant stakeholders and rights holders for the future design and implementation of open spaces.

- Create a dedicated memory landscape or garden space which transforms the University of Waterloo's campus into a living classroom that reflects the University's braided history and identity, and the ongoing journey towards reconciliation.

Pathways

- Establish key ecological and landscape corridors, including transforming the Two Row Path, Ring Road, and the Arboretum Trail, while creating vital open space pathways between these areas.

- Provide equitable access to nature on campus through well-marked and accessible paths with emphasis on promoting active transportation such as walking and cycling.

- Enhance street and pathway edge conditions with wayfinding signage, furnishings, and plantings to faciliate drainage and establish better connections to the surrounding community.

3.4 Development and Programming Framework

The Campus Plan reflects a Development and Programming Framework that emphasizes flexibility. It recognizes the University's ongoing effort to renovate and renew existing facilities and recommends the demolition of buildings where the re-use potential is limited, deferred maintenance costs are high, and the site's strategic location lends itself to replacement and renewal.

The construction of new buildings is anticipated to proceed incrementally, as outlined in **Section 5.0 Implementation Framework**. Each development will be guided by the University's evolving academic, research, and campus priorities, as well as emerging partnerships and available funding opportunities. This Framework leverages the highest and best use of campus lands by illustrating optimized development intensity and long-term build-out scenarios. Recognizing the need for flexibility, it reflects a high-level or notional vision for the planning and design of campus buildings, open spaces, networks, and gateways. This allows future architects and designers to interpret, refine, and advance the design of each site in response to future conditions and opportunities.

New buildings are located to improve their relationship with campus open spaces and pathways. Strong gateways at the north, east, and south of the campus improve connections to the neighbouring communities.

The Framework equitably distributes campus life spaces and ancillary services in active ground floors across campus. Mixed-use buildings anticipate a flexible approach to the provision of academic/ancillary, commercial, or residential programs in the long-term development of campus.

Figure 30. Development and Programming Framework

Legend

- ☐ Existing Academic/ Ancillary
- Existing Residential
- Proposed Academic/ Ancillary
- Proposed Campus Housing
- Proposed Parking
- Active Ground Floor
- Mixed Use

Westmount Rd. N

Phillip St.

Seagram Drv.

University Ave. W

Campus Program Needs and Development Enhancements

The Development and Programming Framework is informed by the Space Planning Study conducted by Resource Planning Group. As a flexible and strategic document, the Campus Plan provides high-level recommendations for programming and development that can be further referenced and refined through site-specific studies.

Currently, the existing total campus gross floor area (GFA) is approximately 604,700 m^2. The Campus Plan proposes a net increase of approximately 196,475 m^2 of academic, administrative, and campus life space, bringing the total potential campus GFA to 801,175 m^2.

These new buildings provide opportunities to replace end-of-life facilities and address the current shortfall of programmable space on the campus. As described in Section 5.0 Implementation Framework, the intent is to develop the campus incrementally, with an emphasis on the efficient use of existing spaces.

1. Academic Spaces

Most academic uses are currently concentrated within the Inner Campus, with a small number of teaching and research spaces located at the North and East Campus. There are limited shared spaces between faculties, excepting classrooms scheduled by the Office of the Registrar.

While the supply of classrooms and research labs is relatively aligned with institutional needs, issues exist with standardization, utilization rates, and equitable distribution across faculties.

The Campus Plan proposes the inclusion of more flexible building designs to support connections between faculties through centrally-assigned teaching and learning, and innovation spaces accessible to everyone. Where existing buildings are renovated, the incorporation of flexible classrooms and collaborative spaces are recommended.
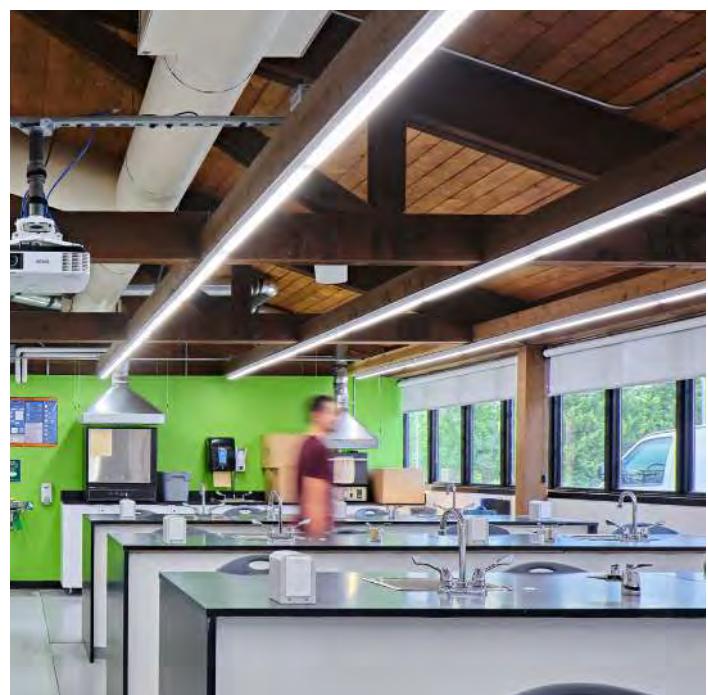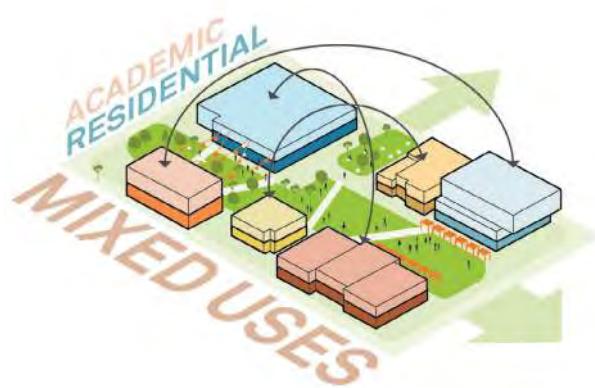
Figure 31. Teaching and learning spaces should be well-equipped with the required technology and provide flexibility to evolve with campus needs (Industryous Photography)

2. Campus Life Spaces

Existing campus life spaces, such as libraries, study space, bookstores, health and food services, and activity/exhibition spaces are currently concentrated in the Inner Campus. Through the expansion of active ground floors, the Campus Plan envisions new campus life spaces throughout the campus to support a sense of belonging on campus.

New residence buildings are recommended to incorporate flexible and open campus life spaces, particularly at grade level, to encourage socializing among residents and other peers. Informal seating, study areas and food services allow for passive activation of campus life spaces.

Figure 32. New social and study spaces can be co-located within the Villages to promote use by all students and the broader campus community (Monash University)

3. Office Spaces

Incrementally re-purposing and right-sizing office spaces where possible will result in more efficient use of space, and provide an opportunity to increase teaching, collaboration, and student-focused spaces across campus.

Office spaces are currently assigned on a permanent basis and are used by faculty, students, and administrative/ support staff. Both academic and administrative offices are currently concentrated on the Inner and East Campus. The Campus Plan recommends that office spaces generally remain within these areas, with new buildings integrating office space as required.

Figure 33. The office of Indigenous Relations is a multi-functional space for students, faculty, and staff.

University of Waterloo Campus Plan   **47**

4. Campus Housing

In line with the **Campus Housing Facilities Strategy** and **Addendum**, the Campus Plan supports the removal of 1,980 beds in demolished buildings, the addition of 3,810 beds in new residence buildings, with further additional beds in the renovation and renewal of existing student residence buildings. Changes to campus housing are anticipated to proceed in a phased manner. The construction of new housing will ensure that the University of Waterloo meets student expectations for quality and accessibility of student residence buildings. The Campus Plan proposes new residence buildings that can accommodate campus life programming and offer a mix of traditional and suite-style units for first- and upper-year students.

New residence buildings are located near existing housing facilities at the West and South Campus. The Campus Plan recommends siting these buildings around central commons and courtyards to provide greater access to outdoor space and provide a range of amenities for students, enhancing well-being and belonging. The proposed character and form of these buildings are described in **Section 4.2 Key Focus Areas.**

Figure 34. Communal and commercial elements enhance student housing experiences (Elkus Manfredi).

Key Building Projects

Recognizing the University of Waterloo's reputation as a leader in innovative co-op education, the Campus Plan envisions the renovation and renewal, or removal of existing buildings and construction of new buildings to meet the University's evolving needs. Future and existing buildings should ensure de-carbonization and climate resilience measures are integrated.

1. Renovation and Renewals

The Campus Plan identifies buildings for renovation and/or deep energy retrofits that support the Shift:Neutral carbon commitment and address accessibility barriers. Deep energy retrofits take a comprehensive approach to improving energy performance by upgrading the building envelope and mechanical systems to significantly reduce overall energy consumption. Potential retrofit strategies

Figure 35. The Physics building is recommended for minor renovation.

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Legend

⊡ Campus Boundary

▨ Ongoing Maintenance

▢ Proposed Buildings

▨ Deep Energy Retrofit

▨ Minor Renovation

▨ Major Renovation

⊡ Capital Projects

✚ Nodal Energy Plant

⬢ Solar Arrays
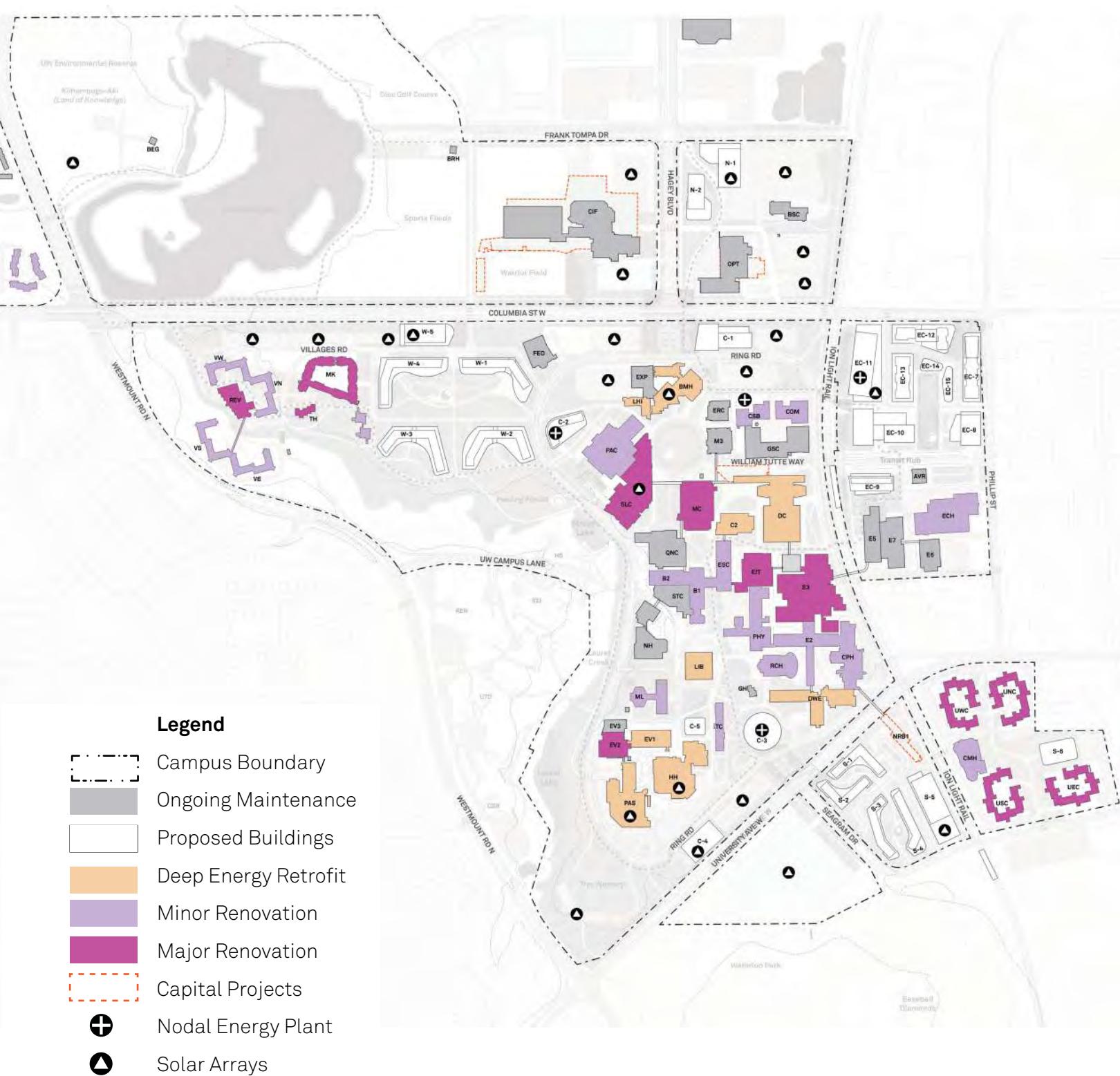
Figure 36. Building Renovation, Retrofit, and Renewal Plan

include upgrading insulation and windows, converting heating systems and smart building automation systems, and integrating renewable energy infrastructure, such as solar panels or district energy systems.

In addition to deep energy retrofits, the Campus Plan recommends district system nodal plants in key areas of campus as per the Shift: Neutral climate action roadmap. These include the current South Campus Hall site, the University Club site, the site near Parking Lot L, and in the East Village (**EC-11**). These decentralized, self-contained utility plants serve specific buildings and areas on campus. Integrated geo-exchange systems, electric hot water boilers, and gas backups will enhance resilience and redundancy in future climate events.

Renovations prioritize barrier-free buildings and sites, improving sustainability, re-purposing underused spaces, and upgrading teaching technology to align with evolving learning, social, and operational requirements.

Figure 37. South Campus Hall is a building with high deferred maintenance. The site has strong potential to contain a new district energy nodal plant, an innovation hub, ancillary services, alumni spaces, an art gallery, and classrooms.

2. Demolition

Following review of available data, the Campus Plan recommends the demolition and replacement of nine academic and administrative facilities. The Campus Plan adopts the Campus Housing Facilities Strategy's recommendation to demolish the identified campus residence buildings.

The removal of select buildings alleviates deferred maintenance burdens and creates the opportunity for new buildings and open spaces to meet the University's vision for student wellness, accessibility and sustainability. Future campus buildings can provide modern teaching and learning space models, consolidated programs, energy efficient mechanical systems and high-performance, cost reducing building envelopes.

Figure 38. The district energy plant building at the University of Victoria features rainwater harvesting, the use of structural wood, and high-efficiency glazing, demonstrating the University's commitment to sustainability.

Legend

Existing Campus Building

Potential Academic/ Ancillary Building to be Demolished

Potential Campus Housing Building to be Demolished
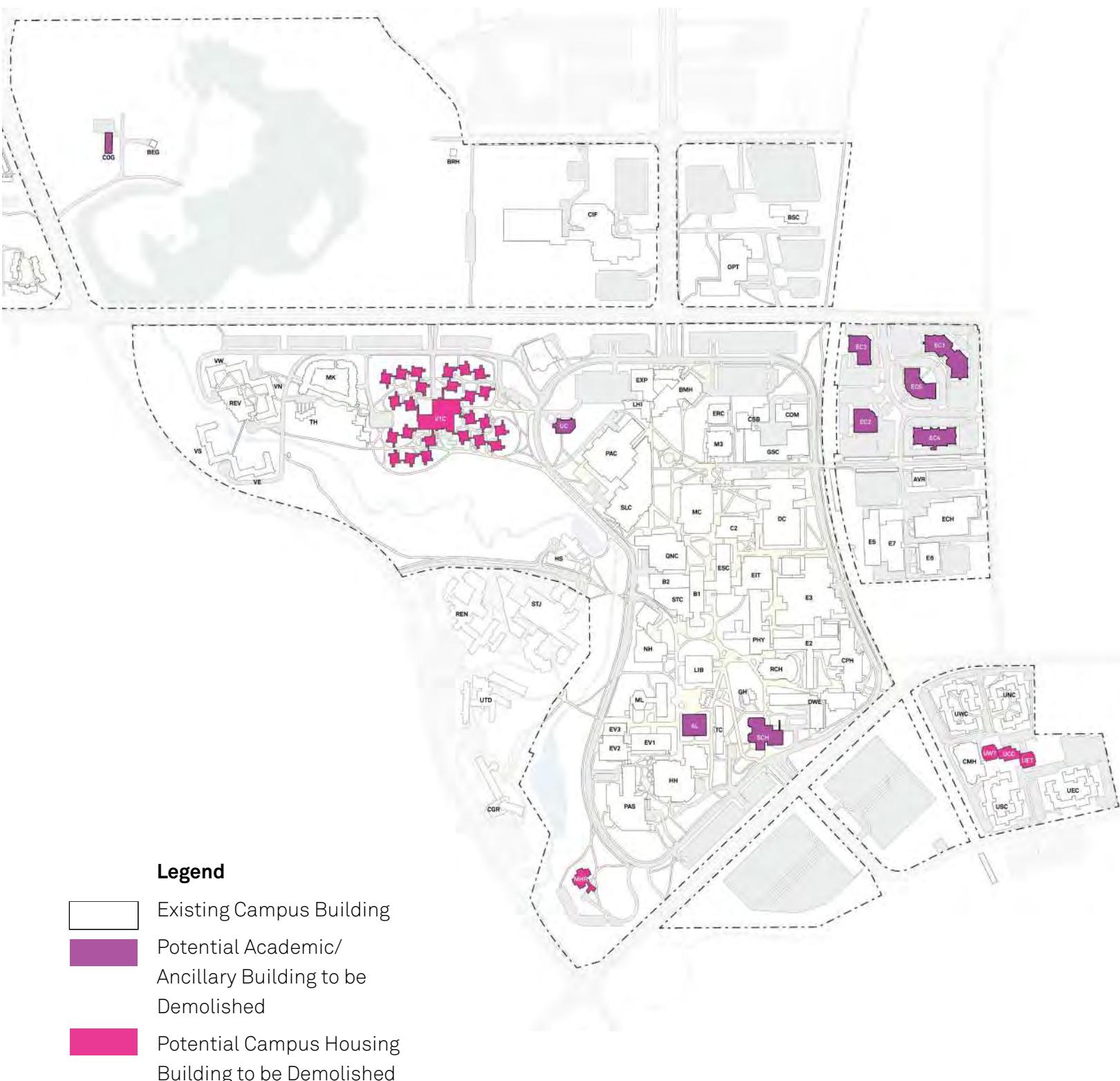
Figure 39. **Potential Building Removal Plan**

Sustainable Buildings

The creation of a Natural and Sustainable Campus is a guiding principle of the Campus Plan, and strategies to improve sustainability are embedded throughout the design frameworks. In addition to aligning with the University's **Environmental Sustainability Strategy**, the Campus Plan recommends specific sustainability strategies related to the campus built form below.

1. Decarbonizing the Campus

Exploring strategies to decarbonize new and existing campus buildings supports the University's net-zero carbon targets. Reducing carbon emissions in both the construction and operation of buildings through building design, clean energy, efficient distribution, and lowered consumption will support a more sustainable Waterloo.

Figure 41. Passive design and selective material choices can promote the de-carbonization of campus (Montgomery Sisam Architects)

2. Efficient Development

The efficient use and scheduling of existing and new buildings supports the responsible and sustainable use of University assets and resources. Land and building optimization reduces construction, operating, and infrastructure costs associated with roads, service and loading, mechanical and utility systems.

When new buildings are under consideration, life-cycle costing (LCC) and flexible design helps future-proof new buildings and ensure long-term sustainability. LCC looks at the total cost of building operations over 50 to 100 years, including design and construction, operations and maintenance, energy and utilities, renovation and upgrades.

Figure 42. Rooftop gardens can provide teaching and learning opportunities and enhance food security on campus

Figure 43. University of Copenhagen Humanities Building

Development and Programming Recommendations:

General

- When planned, new buildings should alleviate documented space needs and prioritize collaboration between multiple faculties. They should meet high sustainable and accessible design standards.

- Proposed academic buildings should not be solely dedicated to a single faculty and instead be designed to encourage collaboration, shared resources, and consider a mix of uses, including food services, and social and study space.

- Ongoing accessibility audits are recommended. A prioritized list of improvements should align with the University's capital renewal plan and phased implementation strategy.

- Implement strategies such as prefabrication to improve construction efficiency, centralized utility corridors to reduce disruptions during system upgrades, and the creation of flexible building layouts adapted to changing uses.

- Collaborate with external stakeholders and explore partnerships for planning future childcare services, health and wellness amenities, affordable housing, and emergency services.

- Minimize shading on buildings from the south and west wherever possible, while implementing glare control.

- Orient new buildings east-west wherever possible, with floor plate dimensions to promote better daylight and energy performance.

- Provide space for arts and cultural activities such as theatres or galleries in partnership with the community.

Space Programming

- Provide "right-size" classroom inventory across faculties to align with instructional needs and utilization data.

- Undertake utilization studies to optimize existing classrooms, labs, shared, bookable or hybrid work environments, and increase classroom flexibility to minimize net physical growth and ensure the wise use of space resources.

- Centralize classroom usage managed by the Registrar's Office to ensure efficient use of classroom space.

- Explore opportunities to modernize and upgrade classrooms to support active learning, flexible furniture configurations, and hybrid lesson delivery.

- Where possible, re-allocate surplus office space on campus to address shortages in teaching, collaboration, or student amenity spaces.

- Consider the re-purpose of existing spaces such as underused lecture halls, libraries, or administrative spaces as open student collaboration zones, maker spaces, or food services.

- Identify opportunities to expand and support existing reuse, repair, and sharing economy initiatives, such as material exchange hubs, tool libraries, clothing swap & repair spaces, or bike repair stations. Ensure capacity to operate and maintain them at scale.

- Provide waste sorting stations for multiple material streams that are readily accessible to all occupants, in locations that enable the traffic flow required to collect the waste.

Sustainability

- Identify opportunities where energy-efficiency technology can be utilized in energy retrofits across the campus.

- Conduct a deconstruction audit to identify the viability of reusing or re-purposing the materials used in buildings scheduled for demolition or renovations. Use this to quantify the embodied carbon impacts of replacing or renovating existing buildings.

- Include space for temporary construction waste storage and collection that considers noise, pedestrian safety, and effective, multi-stream sorting processes.

- Consider locating buildings or departments with complementary operating schedules as shared hubs to reduce space and energy needs and encourage mixed-use development on campus.

- Ensure de-carbonization and climate resilience criteria are integral to new developments and align with the University's net-zero targets and green building guidelines.

- Reduce greenhouse gas emissions from buildings through clean and efficient energy distribution and consumption.

- Create productive roofscapes in developments and existing buildings to promote accessible rooftops, renewable energy production, and resilience against future climates (higher temperatures, increased rainfall, etc.).

- Consider utilizing lifecycle costing and impact analyses to ensure future-proofing of University investments.

- Design future campus infrastructure and buildings to accommodate multiple life cycles through adaptability, reuse, and re-purposing.

- Develop campus heating and cooling infrastructure into a nodal district energy system, reducing emissions and increasing resiliency.

- Meet or exceed the minimum requirements of the Building Design Guidelines for all new development to minimize energy demand and improve indoor thermal comfort.

- Integrate smart building technologies and monitoring into new and existing buildings.

- Consider the preservation of existing high-quality fibre networks and ensure that new data centres, as required, are optimally located for heating and cooling.

3.5 Mobility Framework

The streets, pathways, and trails that form the circulation network play a crucial role in how people connect with the campus and the surrounding community. The Mobility Framework prioritizes active transit, accessibility, safety, and placemaking, while still accommodating vehicle access and circulation. The Campus Plan envisions campus streets and gateways that together create a unique sense of arrival on campus.

This pedestrian-focused approach to circulation promotes health, wellness, and social connectivity on campus. It aligns with the Development and Programming Framework and builds upon the public realm strategies described in the Open Space Framework. Clear and accessible connections throughout the campus facilitate ease of movement for students, staff, faculty, and community members of all abilities.

Innovation Trail & Arboretum Trail Overlap
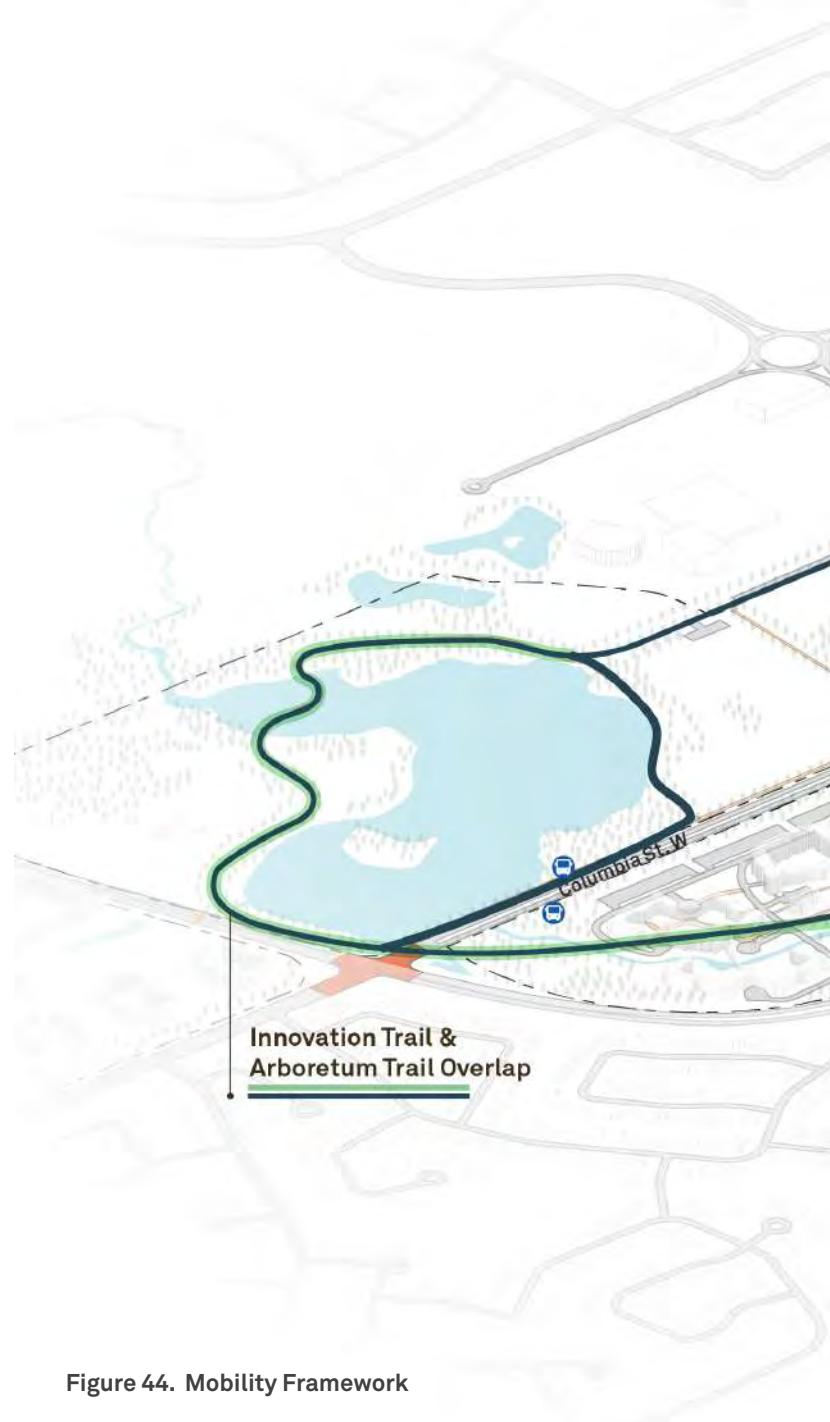
Figure 44. Mobility Framework

- Pedestrian Network
- Structured Parking
- Surface Parking
- Enhanced Surface Treatment
- Transit Hub Expansion
- Bus Stop
- Pick-up Drop-off Area and Shuttle Stop
- Ring Road
- Two Row Path
- Primary Pedestrian Path
- Innovation Trail
- Arboretum Trail
- Flexible/Shared Streets
- ION LRT
- Potential Future Traffic Signal

Research and
Technology Station

Transit Hub
Expansion

University of
Waterloo Station

Hagey Blvd.

Phillip St.

Laurier-Waterloo
Park Station

Seagram Drv.

Westmount Rd. N

University Ave. W.

**Innovation Trail &
Two Row Path Overlap**
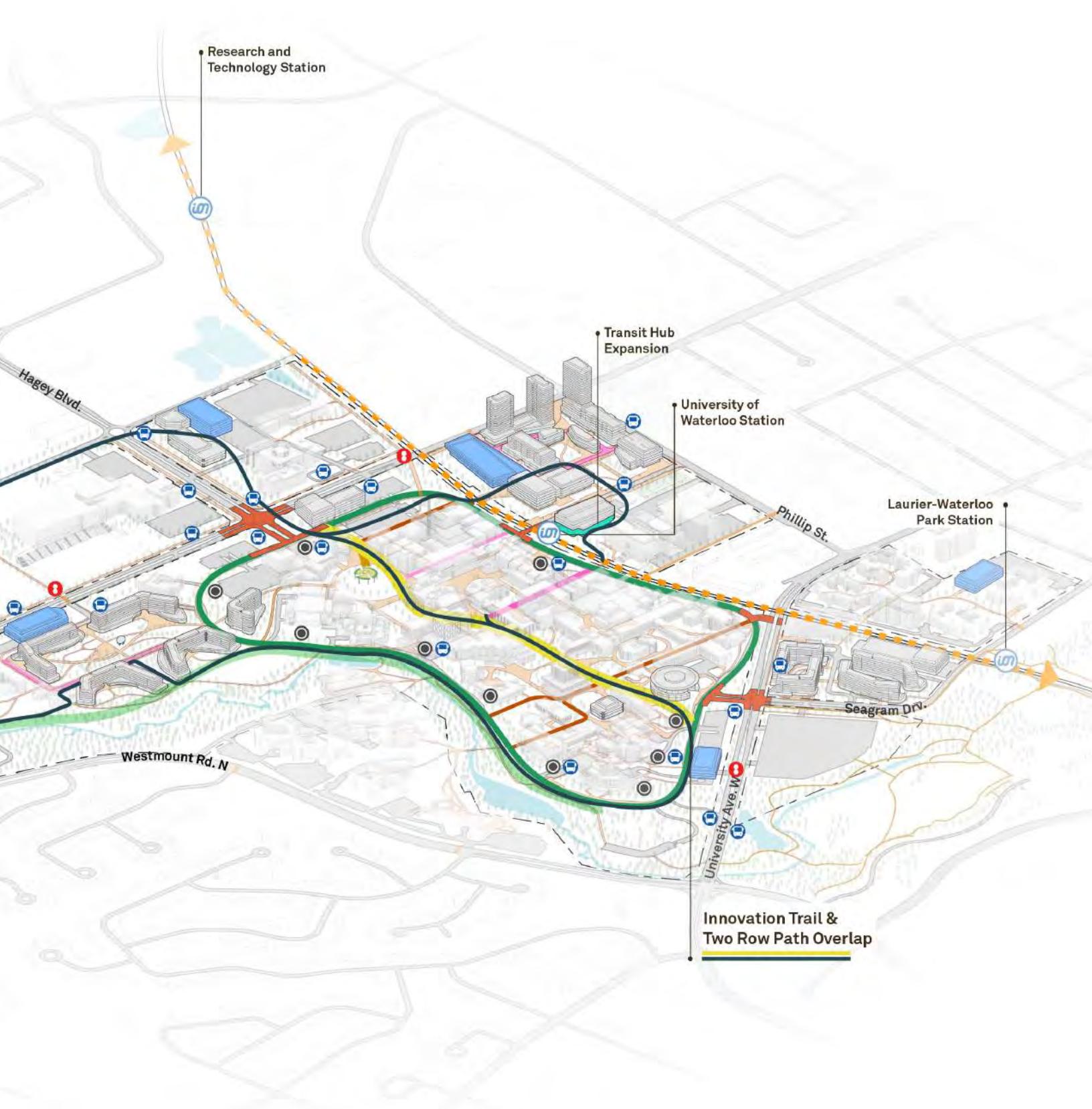
Key Mobility and Gateway Enhancements

1. Ring Road Re-imagined:

The Campus Plan proposes transforming the car-dominated Ring Road into a street that prioritizes pedestrians and cyclists, focusing on sustainability, accessibility, and fostering connections among people. Trees and green spaces framing the outer edges of the street treat the Ring Road like a continuation of the natural and urban areas surrounding it. A banner program to celebrate the campus's history and distinguished alumni is envisioned to further enhance the frontage and support placemaking across the campus.

Figure 45. Separated cycling infrastructure and generous walkways will transform Ring Road into a place of connection and enjoyment

2. Gateways as Campus Thresholds:

The Campus Plan envisions defined and inviting gateway entrances to mark a transition into the campus. Landscapes, public art and building design combine to express campus identity and place, connecting to the key pathways through the use of distinct materials, landscape and building design. Each gateway is recommended to express a cohesive yet site-specific design, ensuring they respond to their context and become legible and navigable for campus visitors and users.

Figure 46. Contrasting pavers and custom-designed furnishing enhances gateway placemaking (Northeastern University)

3. Transform Surface Parking:

The Campus Plan re-imagines existing surface parking lots as high-value redevelopment opportunities that support the University's long-term growth, sustainability goals, and enhance campus experience. By consolidating parking into new structured facilities as needed, the Plan utilizes strategically located land for academic buildings, housing, open spaces, and innovation-oriented uses. Structured parking with active ground-floor amenities such as retail, student services, bike hubs, or collaboration spaces can meet campus parking needs while enhancing street life and contributing to a more vibrant campus environment.

Parking structures can be designed with long-term adaptability in mind. Flat floor plates, higher ceiling heights, and flexible structural grids allow these buildings to be converted into future academic, residential, or recreational uses as campus needs evolve. Electric vehicle chargers are recommended to support **Shift:Neutral** goals for the campus.

4. Expansion of the Transportation Hub and enhancing the William Tutte Gateway:

The Plan envisions a new Transit Hub building that provides ground-floor amenities to improve daily travel for students, staff, and visitors, creating a comfortable arrival experience. The facility can offer essential rest areas and operational support to improve service reliability. A combination of enclosed waiting areas, covered walkways, and weather-protected platforms provide for all-season comfort and encourage greater transit use year-round.

The Plan recommends exploring ways in which the adjacent ION rail corridor can improve safety, accessibility, and capacity at key crossing points. Upgrades may include new tactile and accessibility features, upgraded signals, and widened pathways to accommodate high pedestrian volumes. These improvements can create safer, more efficient crossings and reinforce strong connections between Inner and East Village, and through South Village.

Figure 47. Multi-use parking structures incorporate active ground floors and can be converted as mobility shares change (Open Platform and JAJA Architects)

Figure 48. Covered walkways and enhanced visibility create a safer and more enjoyable transit experience (Community Hub at Georgia Institute of Technology)

Path Networks

The Campus Plan establishes a hierarchy of pathways to create a cohesive, inclusive, and barrier-free system. The Plan envisions a path network that supports four-season activity, enhances wayfinding, and reinforces campus identity.

1. Accessibility Improvements

The current path network poses many accessibility challenges, including uneven or deteriorated surfaces, narrow pathways, high curbs, and curb cuts that are missing or misaligned. Many exterior stairs lack convenient or appropriate alternate routing for those with reduced mobility. Several pathway connections are interrupted by stairs without accessible alternatives. A notable example is the network flanking RCH, where two major staircases force people with reduced mobility to either detour through the building using elevators or reroute via other campus areas.

The Campus Plan proposes the redesign of primary and secondary paths and the upgrading of existing surfaces, including the provision of standard widths and materials. The Plan recommends that areas with exterior staircases, such as RCH, provide exterior accessible alternatives, such as ramps, to ensure equitable access to circulation. A full accessibility study of the campus is recommended.

In addition to pathways, building entrances would benefit from improved signage and lighting to improve accessibility and wayfinding. The campus is currently undertaking a wayfinding project to address a lack of cohesion, standardization, and legibility across campus signage. Directional signage along pathways is inconsistent, presenting challenges for pedestrians navigating through campus.

Designated accessible parking for employees is limited and frequently located far from central buildings, situated on inclines, or overlapping with servicing and loading areas, reducing both convenience and safety. There is also a lack of designated spaces for pick-up drop-off across the campus.

Legend

→ Existing Accessible Entrance
→ Proposed Accessible Entrance
— Two Row Path
— Proposed Primary Pathways
— Enhanced Secondary Pathways
— Enhanced Ring Road
— Proposed Flexible Streets
⬚ Capital Projects
▲ Enhanced Pedestrian Crossings
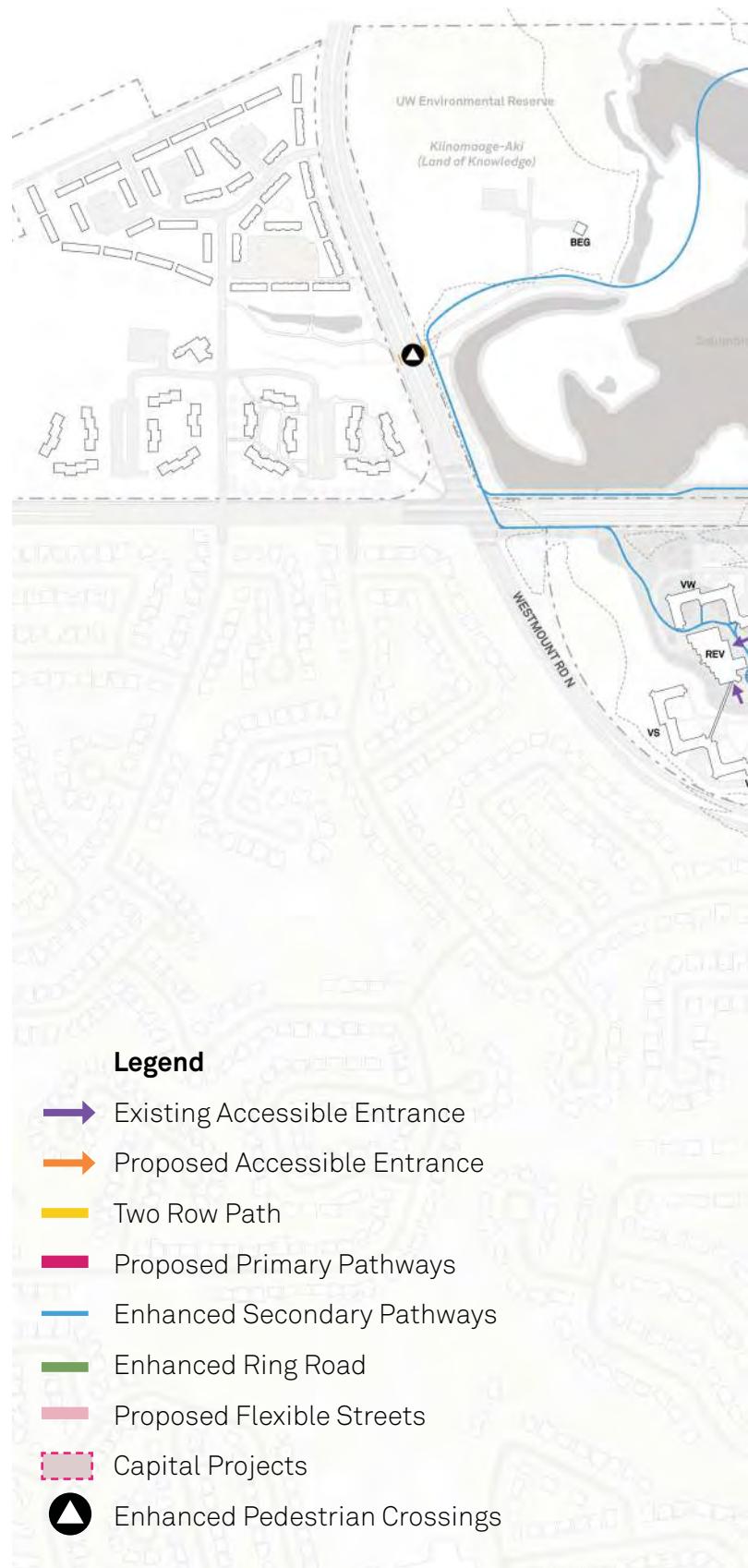
Figure 49. Pathway and Accessibility Upgrades Plan
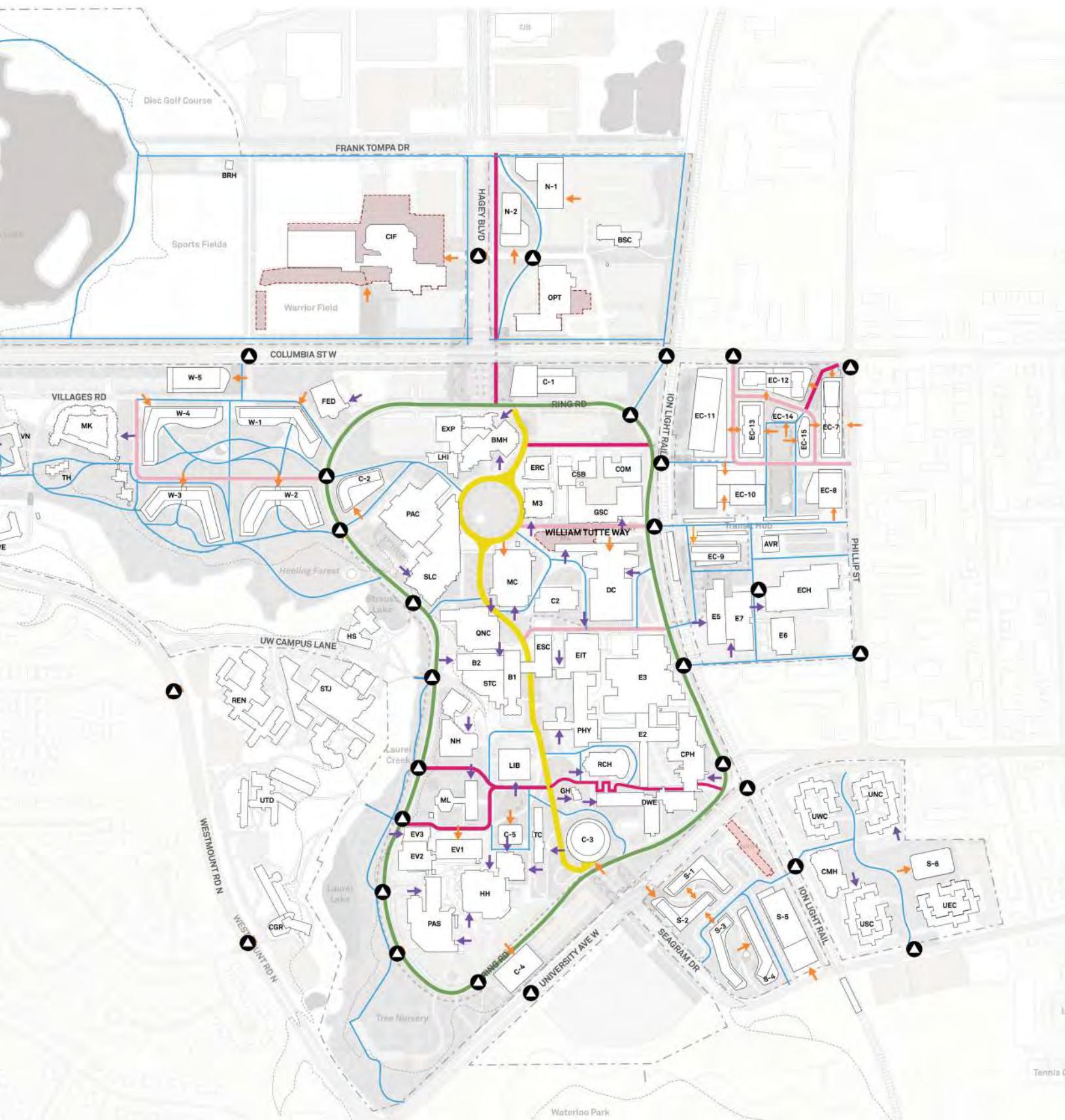
2. Primary Pathways

Primary pathways complement Ring Road and shared streets as higher-order pedestrian routes on campus. The Campus Plan envisions these routes to connect gateways, transit hubs, and major campus destinations, offering wide, accessible corridors with high-quality paving, landscaping, and enhanced street furniture. Primary paths are located in the Inner Campus and East Village. The Campus Plan anticipates a width of up to 6.0 metres for Primary Pathways across the campus.

Two Row Path anchors this system as the primary north–south path through the Inner Campus, linking to the North Campus and South Village and fronting key academic buildings, open spaces, and points of interest.

Other primary pathways connect through the Inner Campus extend this framework at and east-west orientation to support clear and direct connections. One primary path extends along the north elevation of the CSB and COM buildings, anticipating a potential energy nodal plant, and reconnecting Ring Road and East Village to the Two Row Path. A second primary path connects the Inner Campus from CPH and RCH to ML.
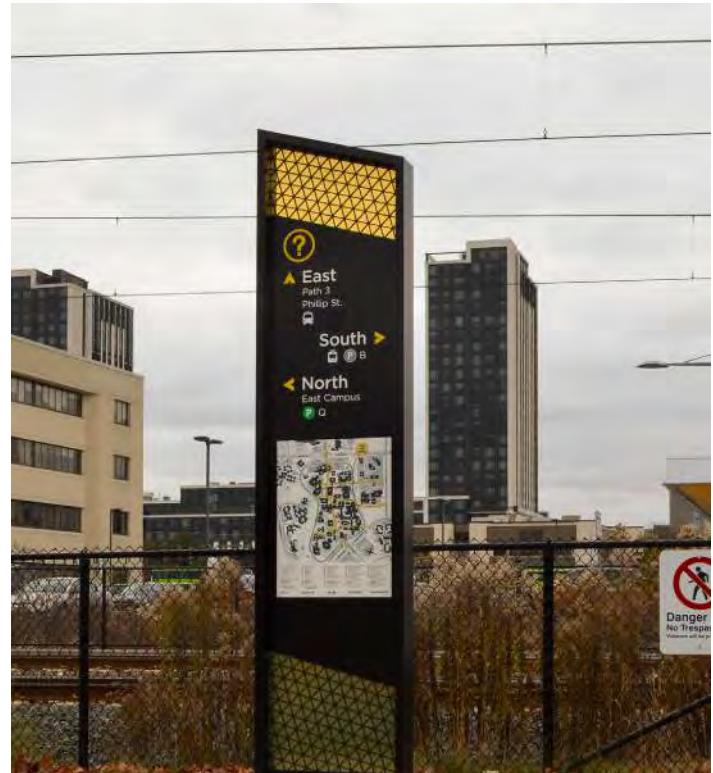
Figure 50. Existing campus wayfinding signage

Figure 51. The recently upgraded section of the Two Row Path emphasizes this primary pathway through the campus

3. Secondary Pathways

Secondary pathways and trails complement the higher-order pathways by providing a more intimately scaled circulation network. These routes carry lower pedestrian volumes but play an important role in stitching together the broader circulation system.

Secondary paths are envisioned to feature consistent paving, furnishings, and lighting, ensuring barrier-free access. They also encourage informal interactions and create opportunities to pause, reflect, and engage with the surrounding campus landscape through the use of plantings and furnishings.

Integrated into the campus Arboretum Trail, recreation areas, and secondary gateways, these routes are envisioned to enrich the everyday campus experience and support alternative, quieter pedestrian routes.

3. Tertiary Pathways

The Campus Plan envisions incremental upgrades of existing and new tertiary pathways that connect secondary pathways to building entrances, gardens, outdoor learning spaces and smaller courtyards. Consistent paving, furnishings, and lighting is envisioned to ensure barrier-free access and clarity across the campus.

Figure 52. A typical cross-section of a primary pathway on campus. May vary with site constraints.

Figure 53. A typical cross-section of a secondary path on campus. May vary with site constraints.

Transforming Campus Streets

The Campus Plan recommends significant enhancements to Ring Road, the existing Transit Hub, and the surrounding streets, to transform the campus into a more ecologically resilient learning environment that supports public transit and prioritizes cyclist and pedestrian safety while maintaining loading and vehicular access.

1. Transit Hub Expansion

The Campus Plan introduces a new Go Bus drop-off area adjacent to AVR and the ECH Parking Lot in the East Village. This area is envisioned with a bus lay-by to accommodate the buses that currently park in the existing East Campus and North Campus.

The Campus Plan envisions a Transit Hub building in the East Village to support the provision of amenities for bus drivers and transit users.

2. Ring Road Pilot Project

The Campus Plan recommends that the University undertake a pilot project east of the North and South Gateways to test a one-way street configuration combined with targeted traffic-calming measures on a select segment of Ring Road. This pilot will allow the University to evaluate operational performance, user experience, and safety outcomes before committing to a full capital redesign of the right-of-way. The proposed pilot should utilize temporary measures, such as a reduced speed limit, pavement markings, modular curb extensions, and planters to establish the one-way configuration.

As part of the pilot, a structured data collection program is critical to evaluating the pilot's success. Baseline conditions should be recorded before the installation, including vehicle speeds and volumes, pedestrian and cyclist activity, GRT and shuttle operations, and parking utilization. The same metrics should be used to evaluate and monitor throughout the pilot.

Campus Boundary
Potential Shuttle Stops
Bus, Service, and Shuttle Stops
Mixed-Use Parking Structures
Pick-up/Drop-off Locations
Potential Future Traffic Signal
Two-way Cycle Track
Bus, Shuttle and Services-Only Lane
ION Stations
Two Way Vehicular Traffic
One Way Vehicular Traffic
Direction of Travel
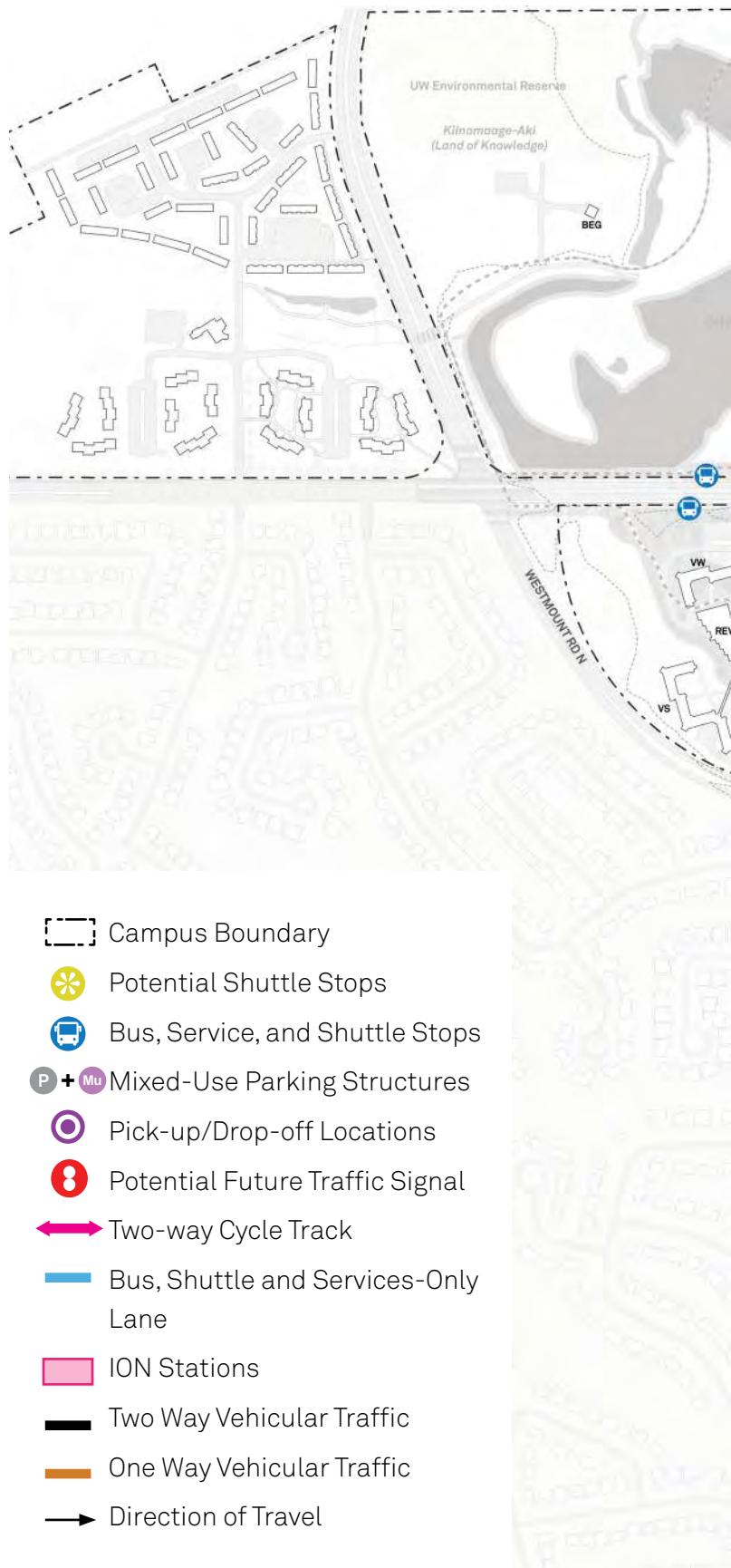
Figure 54. Ring Road Circulation Plan

Regular Vehicles
(Two-way, N-S Edges)

***Maintain Ring Road Bus Route**

Go Bus Drop-Off

Regular Vehicles
(One-way, E-W Edges)

Maintain Ring Road Bus Route (clockwise)

Laurier/ WL Park Station
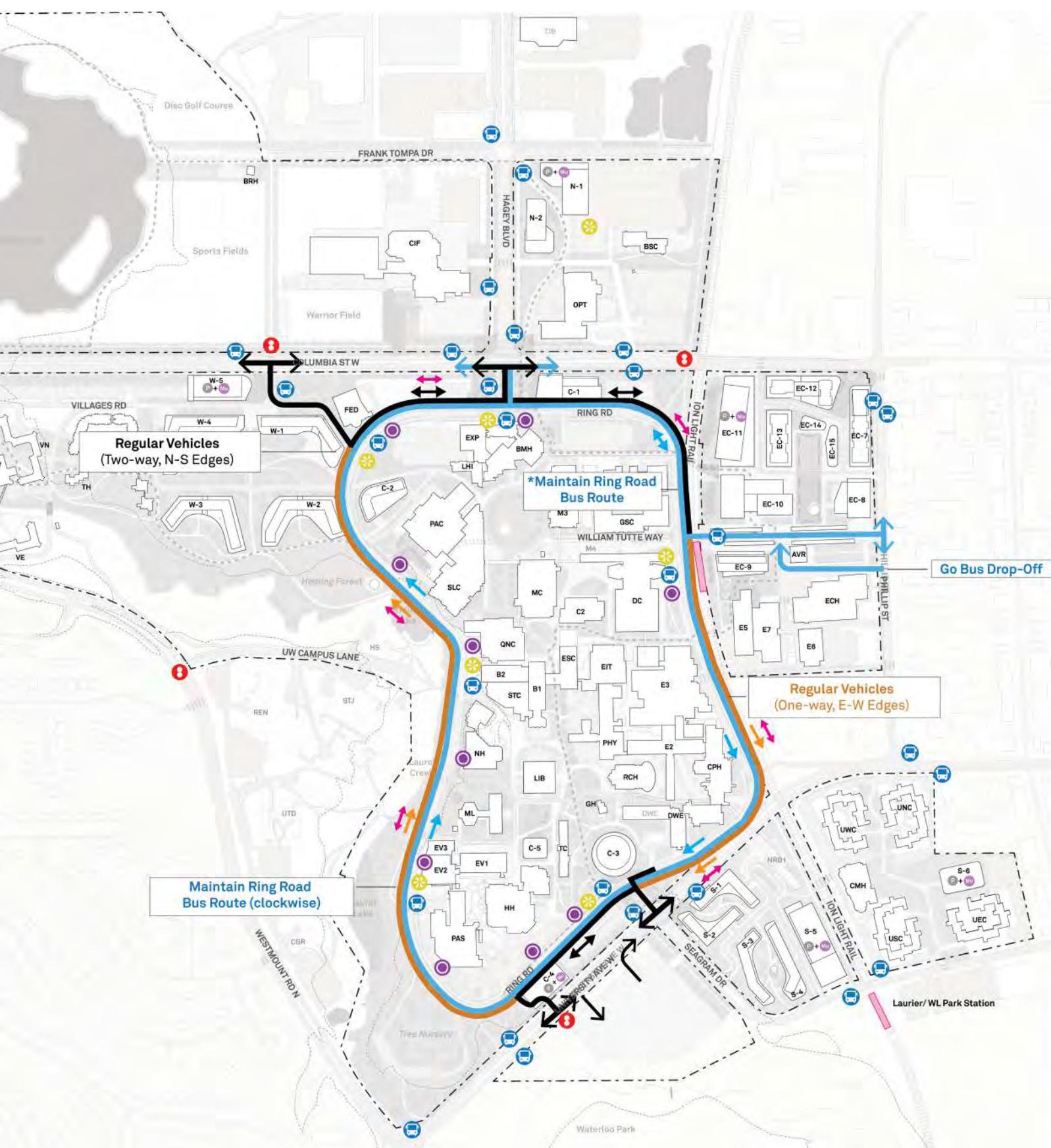
If evaluation results demonstrate positive outcomes, the University should consider proceeding with a phased program to transition the temporary pilot into a permanent right-of-way redesign using durable materials, integrated landscaping, seating, and upgraded accessibility, branding, and lighting features.

This pilot-based approach allows the University to test solutions in real conditions, refine the design based on evidence, and build broad community support. By implementing a temporary demonstration project before major capital investment, the University can reduce risk, strengthen confidence in design decisions, and ensure that the long-term campus street network aligns with its goals for safety, sustainability, and enhanced campus experience, treating the campus infrastructure as a living lab.

3. Ring Road Enhancements

The reconfigured Ring Road transforms the main campus street into a safer, greener, and more vibrant street. By re-allocating parts of the existing right-of-way, the design reduces the dominance of vehicle lanes. The Campus Plan introduces two-way cycle tracks, connections to the existing Laurel Trail multi-use pathway, and clearly designated lanes for buses, shuttles, and essential service vehicles.

Select one-way segments on Ring Road help calm traffic and create more predictable movement patterns for all users. Additional traffic calming measures include reducing speed limits, minimizing pedestrian crossing distances, and embedding vertical markers and tactile paving at crossings, all aimed at improving safety for pedestrians and cyclists.

The Plan also integrates existing bus stops, pick-up/drop-off (PUDO) locations, and designated shuttle areas, and incorporates features such as banners, lighting, and vertical markers.

Expanded planting areas and an increased tree canopy strengthen the road as a green spine, enhancing comfort, mitigating heat, and contributing to campus biodiversity. Together, these improvements elevate the campus experience by strengthening access to key destinations, encouraging active and sustainable travel, and fostering a healthier campus environment.

The following pages provide cross sections of the existing and proposed conditions of segments of Ring Road. They illustrate how Ring Road can be reconfigured to provide more space for pedestrians and cyclists to extend and connect the campus's generous open spaces, while prioritizing transit access to the campus.

Figure 55. Section A. Existing condition of Ring Road (western edge).
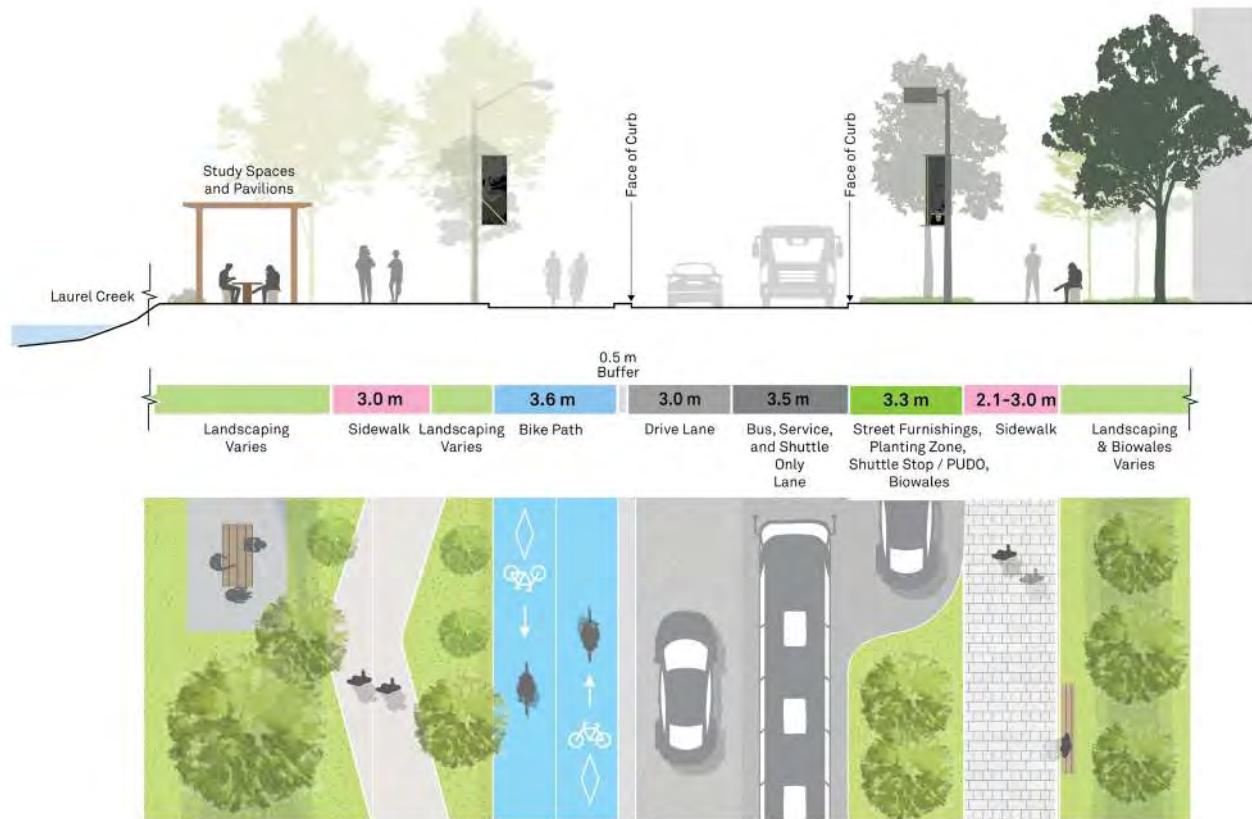
Figure 56. Section A. Proposed condition of Ring Road (western edge).

	3.0 m	4.0 m	4.0 m	4.0 m	6.0 m	
Street Furnishings, Landscaping Varies	Sidewalk	Street Furnishings, Planting Zone, Street Parking	Drive Lane	Drive Lane	Landscaped / Parking Buffer	Parking Lot N
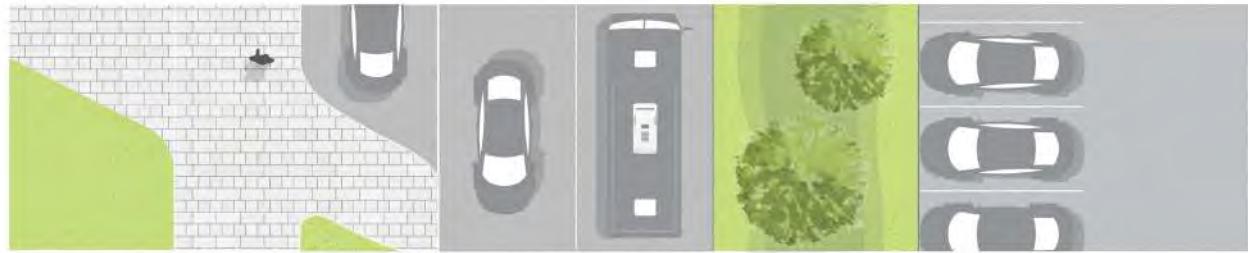
Figure 57. Section B. Existing condition of Ring Road (northern edge).

	3.0 m	4.0 m	3.5 m	3.5 m	3.5 m	0.5 m	3.6 m	2.5 m	1.8 m	
Street Furnishings, Landscaping Varies	Sidewalk	Street Furnishings, Planting Zone	Bus, Service, and Shuttle Only Lane	Drive Lane	Drive Lane	Buffer	Bike Path	Landscape	Sidewalk	Building Forecourt
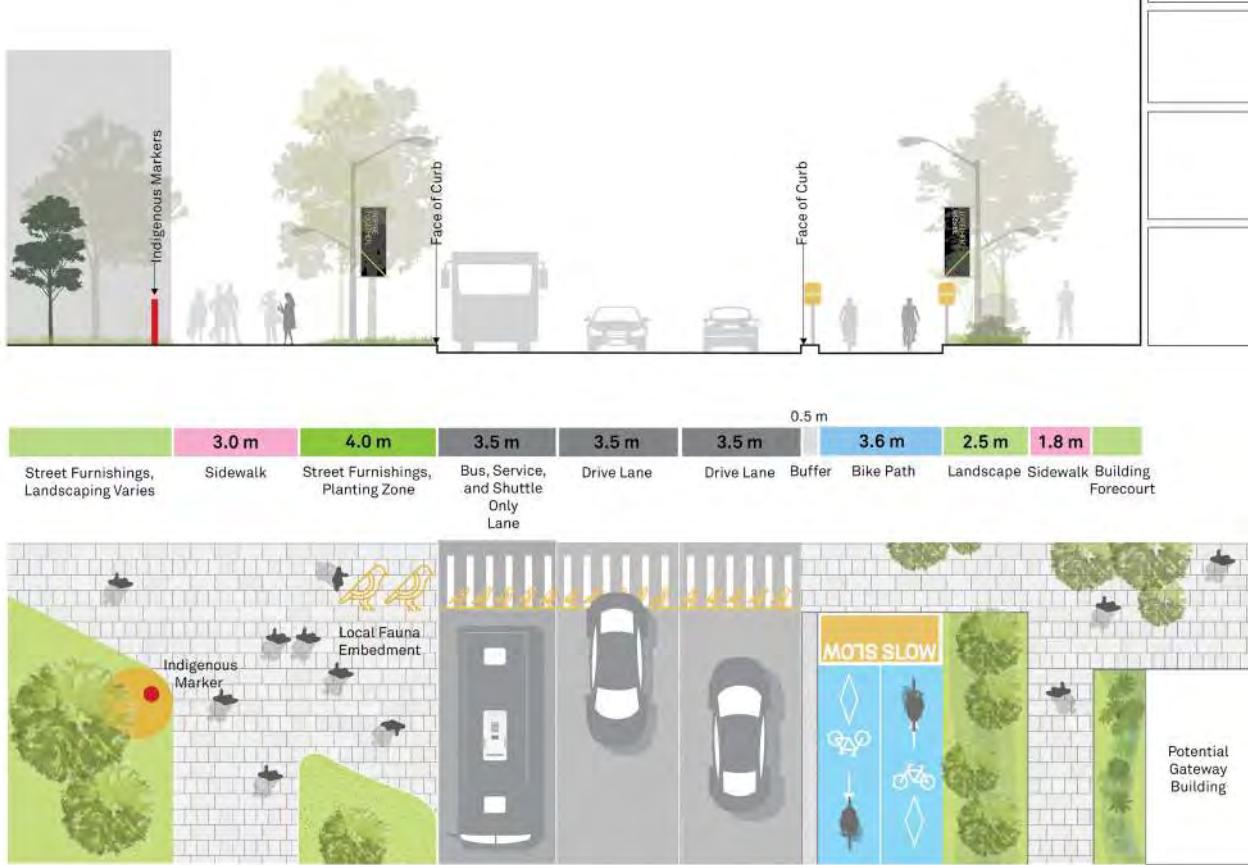
Figure 58. Section B. Proposed condition of Ring Road (northern edge).
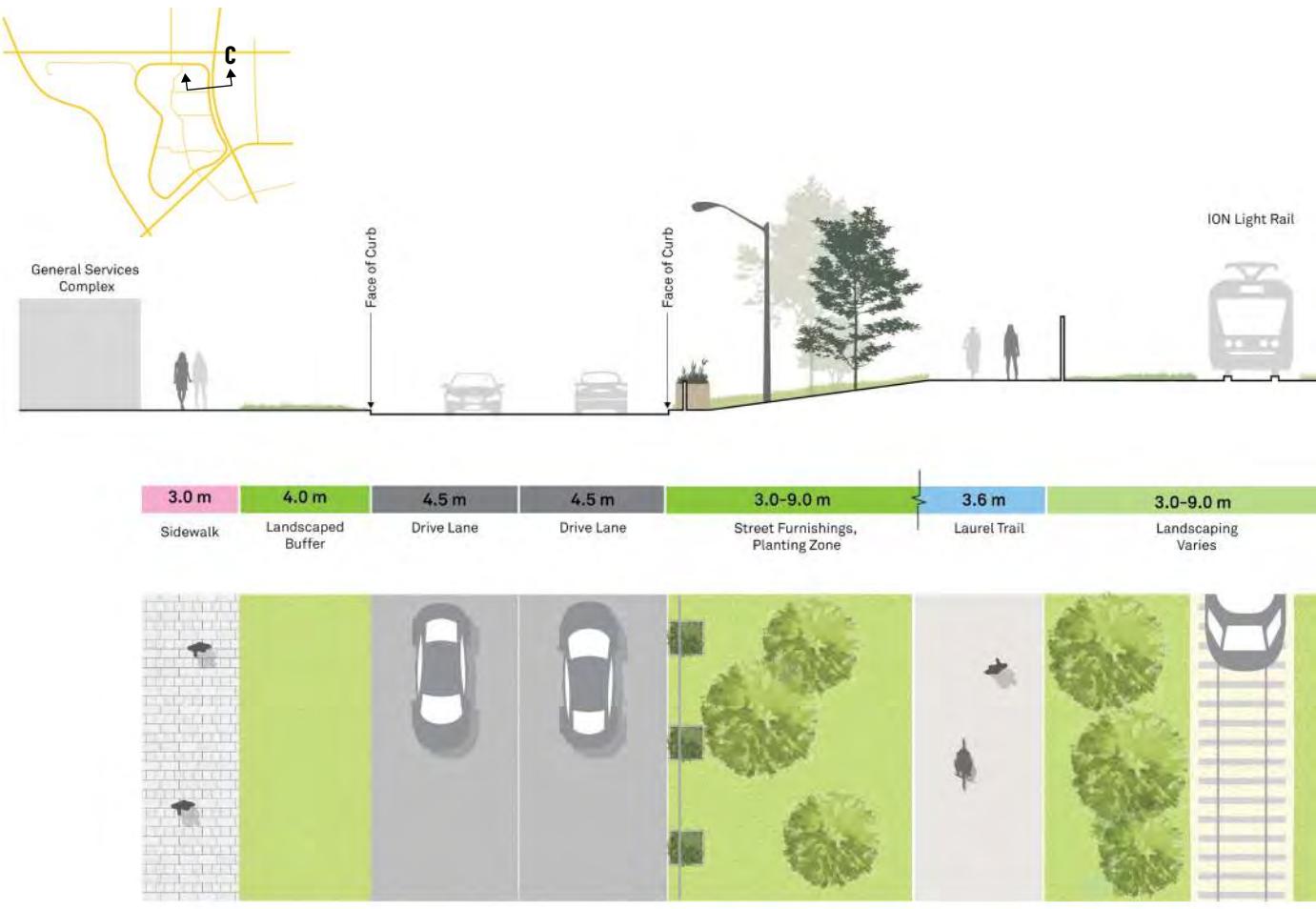
Figure 59. Section C. Existing condition of Ring Road (northeast edge from Hagey Blvd to William Tutte Way).

3.0 m	4.0 m	4.5 m	4.5 m	3.0-9.0 m	3.6 m	3.0-9.0 m
Sidewalk	Landscaped Buffer	Drive Lane	Drive Lane	Street Furnishings, Planting Zone	Laurel Trail	Landscaping Varies
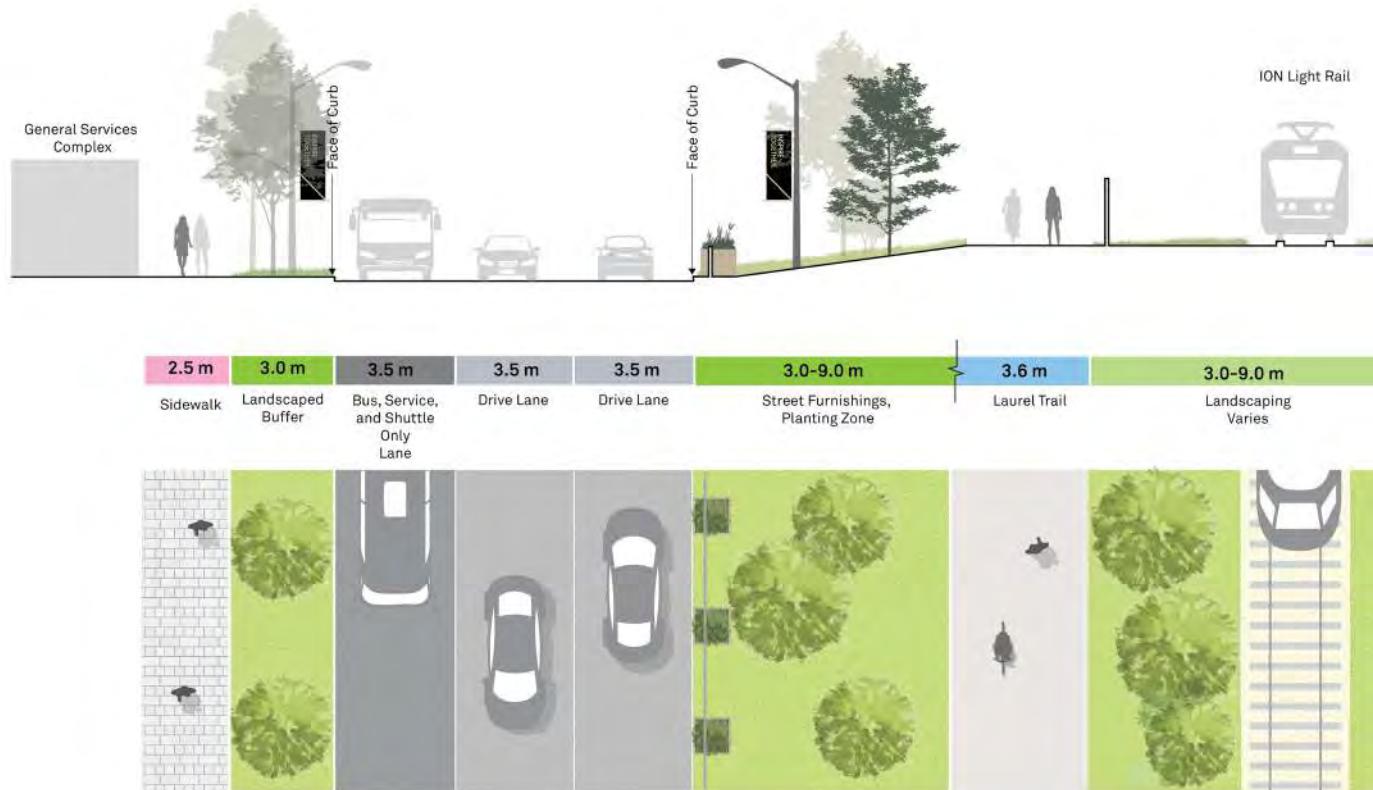
Figure 60. Section C. Proposed condition of Ring Road (northeast edge from Hagey Blvd to William Tutte Way).

2.5 m	3.0 m	3.5 m	3.5 m	3.5 m	3.0-9.0 m	3.6 m	3.0-9.0 m
Sidewalk	Landscaped Buffer	Bus, Service, and Shuttle Only Lane	Drive Lane	Drive Lane	Street Furnishings, Planting Zone	Laurel Trail	Landscaping Varies
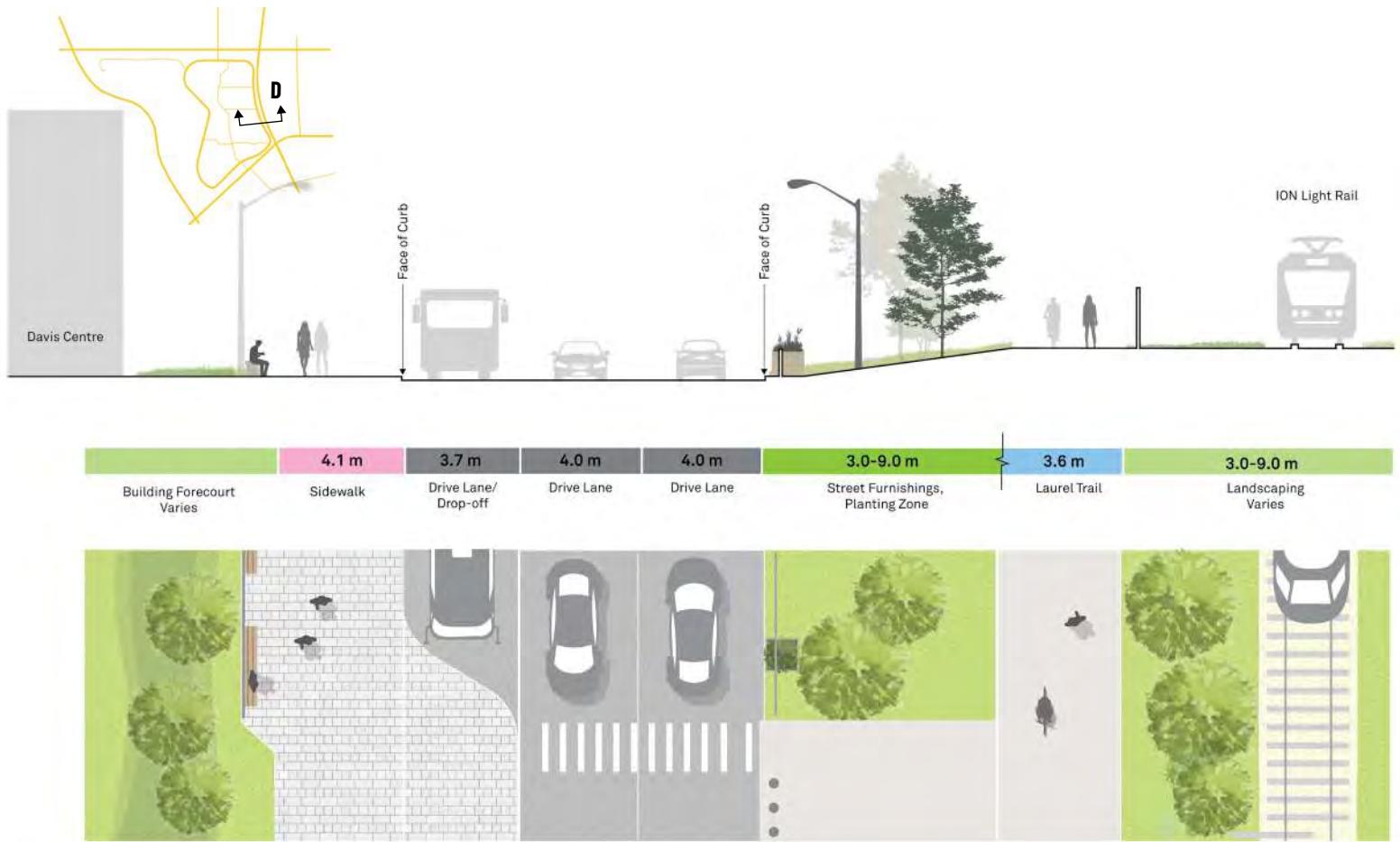
Figure 61. Section D. Existing condition of Ring Road (eastern edge).

| Building Forecourt Varies | Sidewalk 4.1 m | Drive Lane/ Drop-off 3.7 m | Drive Lane 4.0 m | Drive Lane 4.0 m | Street Furnishings, Planting Zone 3.0-9.0 m | Laurel Trail 3.6 m | Landscaping Varies 3.0-9.0 m |

Figure 62. Section D. Proposed condition of Ring Road (eastern edge).

| Building Forecourt Varies | Sidewalk 2.8 m | Street Furnishings, Heated Bus Shelter, 3.0 m | Bus/Shuttle Only Drop-off 3.5 m | Bus, Service, and Shuttle Only Lane 3.5 m | Drive Lane 3.0 m | Street Furnishings, Planting Zone 3.0-9.0 m | Laurel Trail 3.6 m | Landscaping Varies 3.0-9.0 m |

Carl A. Pollock Hall

ION Light Rail

Building Forecourt Varies	2.5-3.5 m Sidewalk	4.0 m Drive Lane	4.0 m Drive Lane	3.0-9.0 m Street Furnishings, Planting Zone	3.6 m Laurel Trail	3.0-9.0 m Landscaping Varies

Figure 63. Section E. Existing condition of Ring Road (southeast edge).

Carl A. Pollock Hall

ION Light Rail

Building Forecourt Varies	3.0-3.5 m Sidewalk	3.5 m Bus, Service, and Shuttle Only Lane	3.0 m Drive Lane	3.0-9.0 m Street Furnishings, Planting Zone	3.6 m Laurel Trail	3.0-9.0 m Landscaping Varies

Local Fauna Embedment

SLOW SLOW
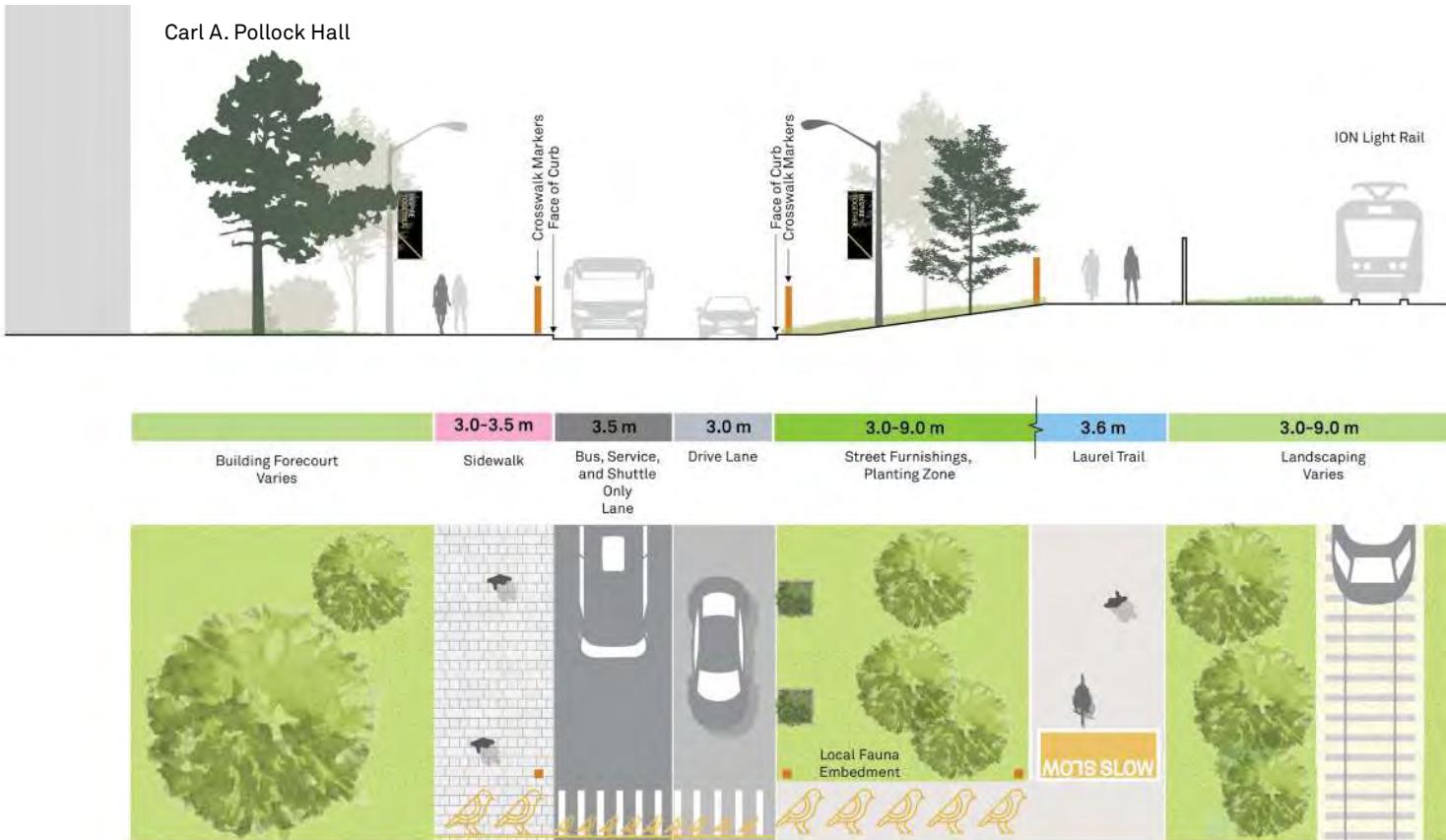
Figure 64. Section E. Proposed condition of Ring Road (southeast edge).

University of Waterloo Campus Plan **71**

		2.8 m	2.5 m	4.5 m	4.5 m	5.4 m	
Street Furnishings, Landscaping Varies		Sidewalk	Bus Drop-off	Drive Lane	Drive Lane	Landscaped / Parking Buffer	Parking Lot H

Figure 65. Section F. Existing condition of Ring Road (southern edge).

		3.0 m	3.3 m	3.5 m	3.0 m	3.0 m	0.5 m	3.6 m		2.1-3.0 m	
Street Furnishings, Landscaping Varies		Sidewalk	Street Furnishings, Planting Zone, Shuttle Stop / PUDO, Biowales	Bus, Service, and Shuttle Only Lane	Drive Lane	Drive Lane	Buffer	Bike Path	Landscape Varies	Sidewalk	Building Forecourt
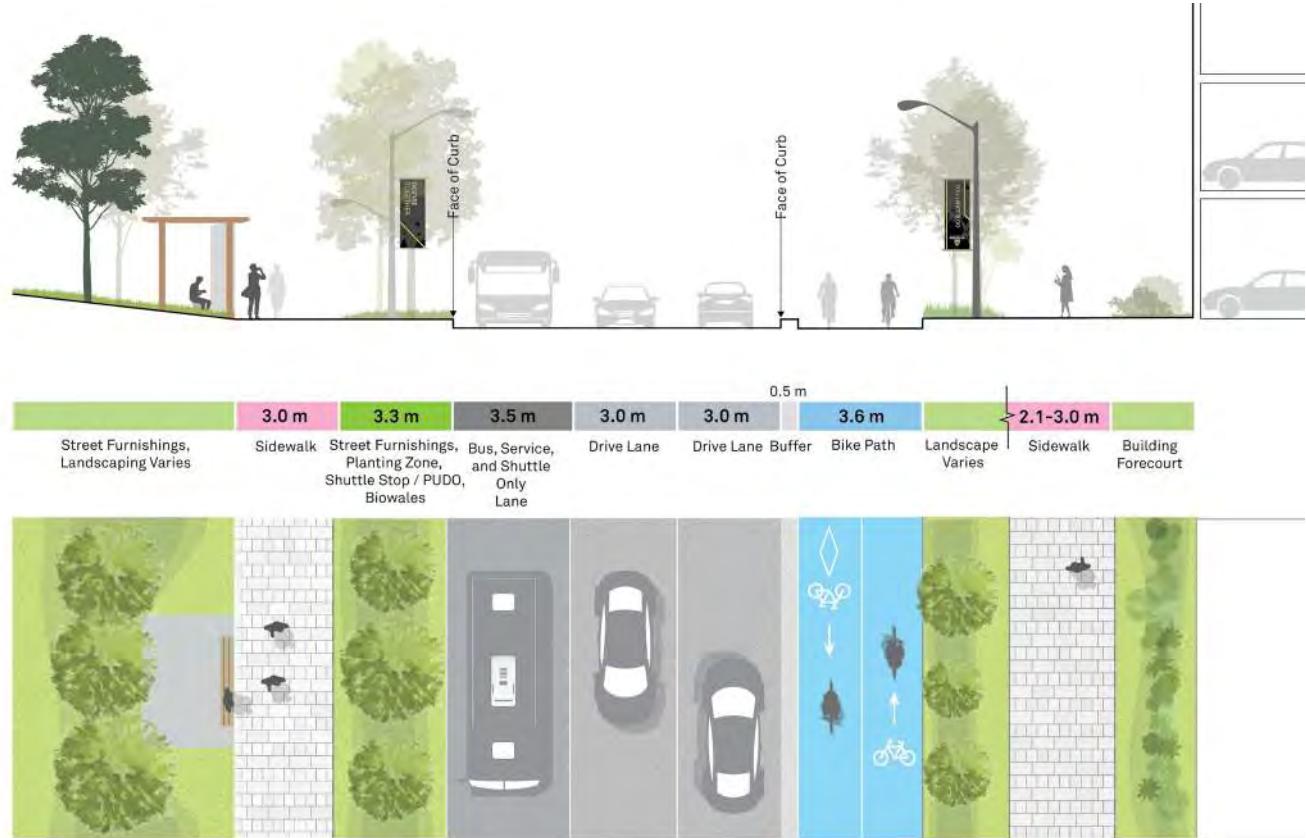
Figure 66. Section F. Proposed condition of Ring Road (southern edge).

Shared Streets

The Campus Plan re-envisions William Tutte Way, the engineering service lane, and the primary road within the East and West Villages as shared streets, transforming them into a flexible, people-first extension of the campus public realm, while allowing for emergency and service vehicles.

The following cross sections illustrate how these streets can facilitate vibrant, programmable, and adaptable spaces that balance mobility, safety, and social activity across the campus public realm.
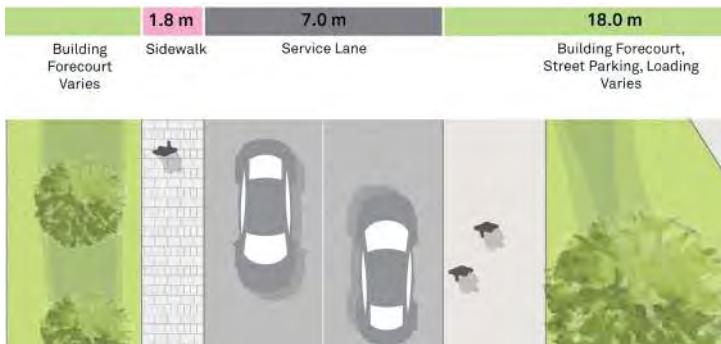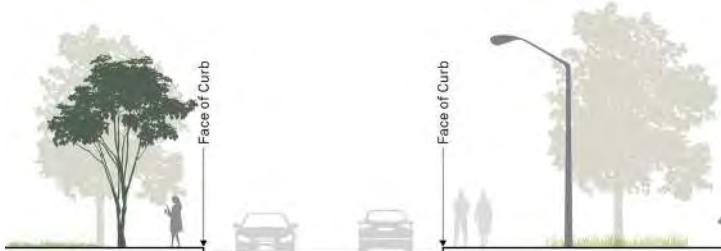
Figure 67. Section G. Existing Condition of William Tutte Way
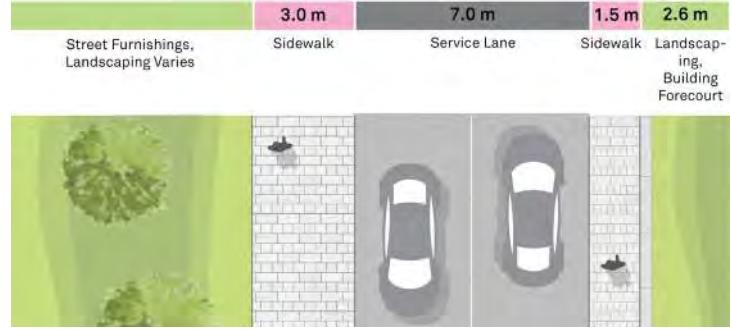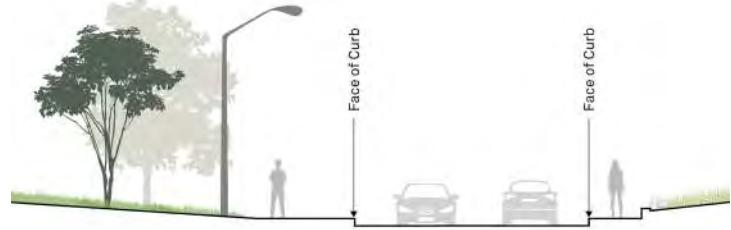
Figure 69. Section H. Existing condition of Engineering Service Lanes between DC and E3

Figure 68. Section G. Proposed Condition of William Tutte Way.

Figure 70. Section H. Proposed condition of Engineering Service Lanes between DC and E3.

Parking and Loading

The Campus Plan supports the University of Waterloo's goal of shifting toward sustainable modes of transportation. The University presently manages over 7,200 parking spaces across campus. These surface parking spaces are typically permitted and are underutilized.

The Campus Plan proposes the partial or full redevelopment of a number of existing surface parking lots to optimize the value of campus lands and balance the need for parking spaces. Upgrades to retained surface parking lots include low impact development (LID) measures, such as rain gardens and bioswales, to infiltrate surface run off, and solar photo voltaic carports to generate energy. These land use changes are proposed in an incremental manner, and ongoing parking studies are recommended to ensure that campus parking is right-sized and efficiently managed with smart technology. The Campus Plan also incorporates a total of six new structured parking lots containing a maximum of approximately 1,900 parking spaces.

Parking structures are envisioned to incorporate a variety of active ground-floor uses to contribute to a vibrant campus. These include academic, campus life, retail, or innovation, collaboration, and incubation spaces. The reduction of surface parking supports broader objectives related to pedestrian safety, accessibility, and public realm enhancements to result in smoother transitions to the adjacent urban fabric.

Loading areas remain essential to campus operations. The Campus Plan retains key loading and servicing locations and integrating these into the surrounding built form to support and enhance walkability, safety, and overall campus character.

Legend

- ⬚ Campus Boundary
- ▢ Existing Loading Areas
- ▢ Proposed Loading Areas
- ▢ Proposed Structured Parking
- ▢ Retained Surface Parking Lot
- ◯ Proposed PV/LID Parking Enhancements

Figure 71. Parking and Loading Plan

375 Parking stalls

244 Parking stalls

460 Parking stalls

285 Parking stalls

295 Parking stalls

280 Parking stalls

FRANK TOMPA DR

HAGEY BLVD

CIF Parking
124 Cars

N-1

N-2

Parking Lot X.2
310 Cars

BSC

DPT

Parking Lot O
148 Cars

Parking Lot
OV
69 Cars

COLUMBIA ST W

Parking Lot V
72 Cars

Parking Lot S
71 Cars

Parking Lot K
67 Cars

W-5

VILLAGES RD

Warrior Field

Sports Fields

Parking Lot W
190 Cars

Parking Lot R
146 Cars

C-1

Parking Lot N
128 Cars

RING RD

EC-11

EC-12

EC-13

EC-14

EC-15

EC-7

W-4

W-1

FED

Parking Lot M
173 Cars

EXP

LHI

BMH

ERC

CSB

COM

EC-10

EC-8

Parking Lot L
196 Cars

W-3

W-2

C-2

PAC

M3

DSC

WILLIAM TUTTE WAY

M4

Transit Hub

EC-9

AVR

Healing Forest

SLC

MC

C2

DC

ECH

E5

E7

Silver
Lake

QNC

B2

ESC

EIT

E3

E8

E6 Parking
83 Cars

UW CAMPUS LANE

HS

STC

B1

REN

STJ

NH

PHY

E2

CPH

Laurel
Creek

LIB

RCH

UTD

ML

DWE

UWC

UNC

285 Parking stalls

EV3

C-5

TC

C-3

NRB1

UWP Parking
81 Cars

S-6

CMH

EV2

EV1

S-1

USC

UEC

PAS Parking
14 Cars

HH

S-2

S-3

S-5

CGR

PAS

Laurel
Lake

WESTMOUNT RD N

RING RD

C-4

Parking Lot H
131 Cars

UNIVERSITY AVE W

SEAGRAM DR

S-4

Tree Nursery

Parking Lot C
1,034 Cars

Waterloo Park

Tunnel and Bridge System

The existing pedestrian campus tunnel system connects Inner Campus and West Village, allowing students, faculty, and staff to traverse many existing campus buildings without exiting indoor temperatures. The system allows for shelter from inclement weather. An additional tunnel system within the UWP Courts connects existing buildings. The existing bridge system connects buildings through the Inner Campus, and connects Inner Campus to South Village and the East Village.

The Campus Plan has recommended new buildings **C-2, C-4,** and **C-5** in locations that can be tied into the tunnel system to ensure contiguous access to the existing network. The tunnel system is envisioned to connect West Village to the Inner Campus. The Campus Plan recommends consideration of wayfinding signage and artwork within the pedestrian tunnel network to help students, faculty, and staff to navigate the network with ease. Upgraded lighting could support comfort and safety within the tunnel system, and a system-wide study is recommended.
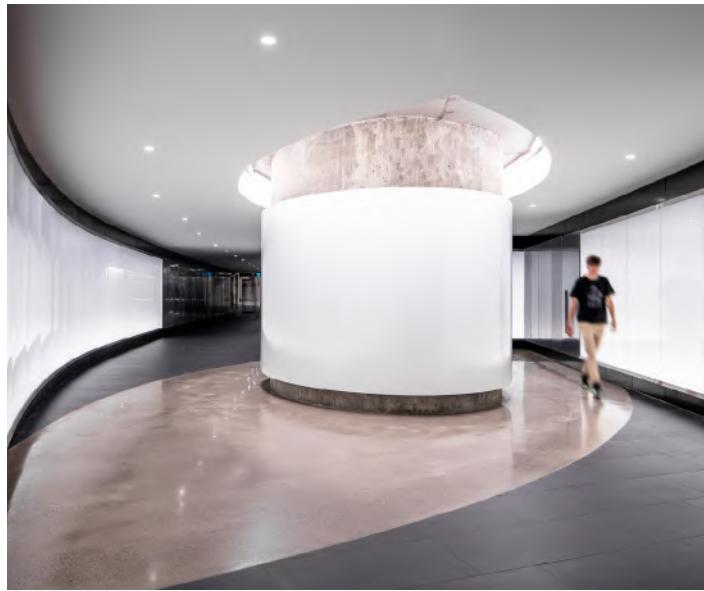
Figure 72. Upgraded tunnels can enhance pedestrian comfort and safety (EXP University of Montreal)

Legend

- ⬜ Existing Tunnel
- ⬜ Proposed Tunnel
- ▬ Existing Bridge

Figure 73. Tunnel and Bridge Plan
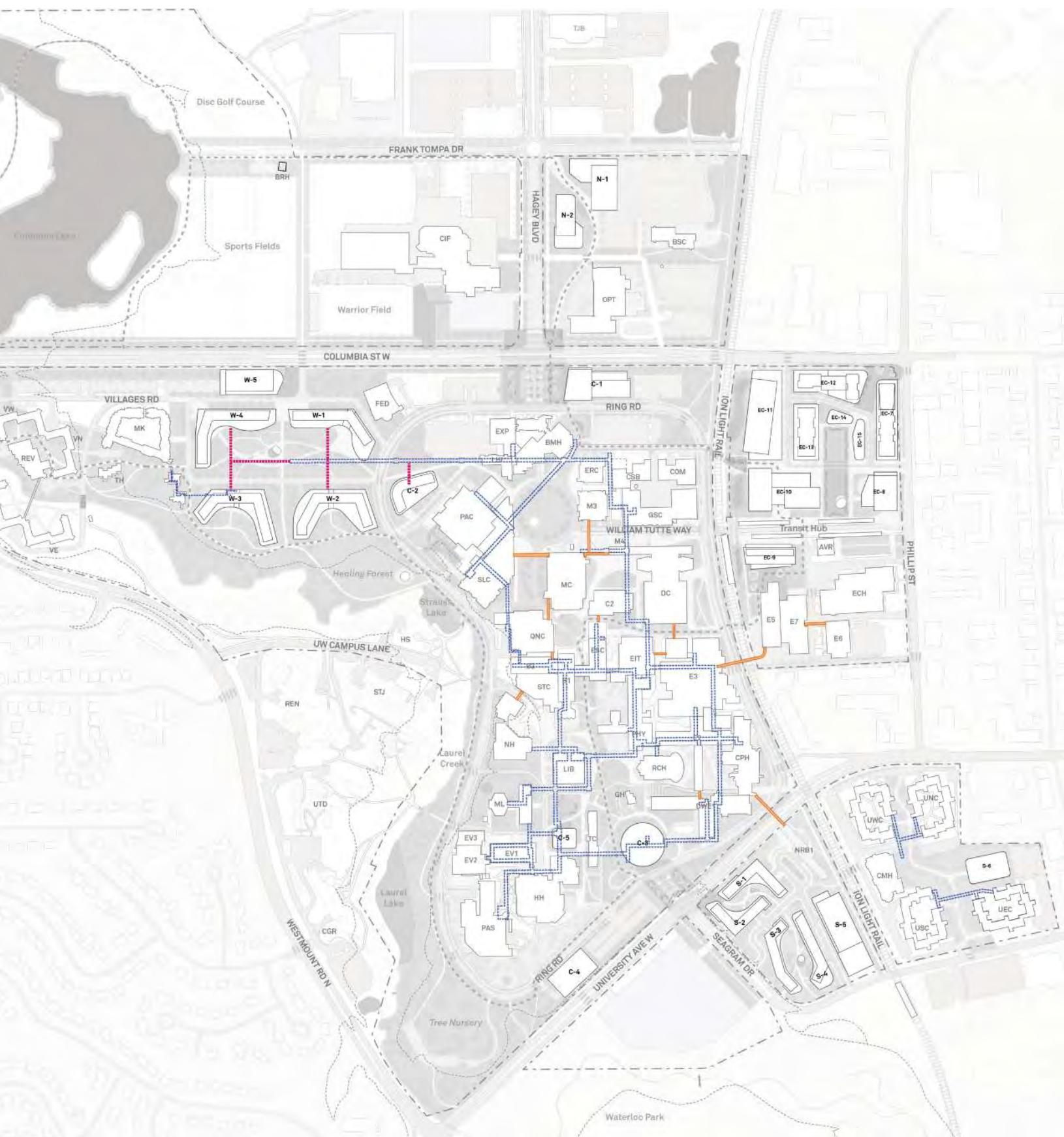
Figure 74. Conceptual rendering of Ring Road and the West Village.

Mobility Recommendations:

General

- Establish a clear hierarchy of paths throughout campus that cultivate community integration and interactions.

- Ensure that all paths, streets, and trails are fully accessible and promote universal design, fostering connections and creating an inclusive campus environment.

- Maintain sightlines along pedestrian pathways, with multiple points of entry and exit, and continuous lighting to increase safety for vulnerable campus users.

- Transform lanes and service routes into shared streets that promote active transportation, safely move pedestrians into the core of campus, and animate the public realm.

- In collaboration with the City and Region of Waterloo, strengthen external connections to campus by implementing enhanced street crossings, traffic calming measures, and improved pedestrian infrastructure at key intersections.

- Balance the functional requirements of the campus, including vehicle movement, loading/deliveries, pick-up/drop-off, and transit needs, with the need for an inclusive and safe public environment for pedestrians and cyclists.

- Create campus gateways that are clear destinations that welcome people into the campus environment.

- Support the ongoing analysis of parking demand as the campus develops.

Public Roads

- Collaborate with the City and Region to improve street design and crossing of collectors and arterials (Phillip Street, Columbia Street, University Avenue, Westmount Road, Seagram Drive, Hagey Boulevard, Frank Tompa Drive) as multi-modal corridors.

- Expand the widths of existing grade-separated cycling lanes (minimum 1.8 m) and introduce multi-use paths (minimum 3.5 m) along surrounding streets.

- Provide universal accessibility through additional curb cuts, tactile paving, and barrier-free design elements.

- Enhance safety and visibility with pedestrian-scale lighting and improved signalization (e.g., leading pedestrian intervals, or activated signals).

- Improve Hagey Boulevard by reducing the amount of driving lanes and providing protected bike lanes to allow for better access to north campus, R+T Park, and the future hospital site.

Ring Road

- Redesign Ring Road as an inclusive, safe corridor that accommodates all modes of transportation while still facilitating vehicular traffic.

- Consider minimizing vehicular movement to one-way direction at key segments of Ring Road, allowing for a redesign of the surface treatment, functionality, and programming of the road.

- Consider moving the curb inward toward the centreline at crosswalks to shorten crossing distance and improve visibility.

- Enhance and create new pedestrian street crossings that integrate traffic calming features. Designs can include local flora/fauna motifs.

- Provide consistent, barrier-free pedestrian clearways of at least 3.0 metres where pedestrian volumes are high.

- Integrate site furnishings, planting zones, and public artwork that enhance the sense of place, including at primary gateways.

- Introduce high-visibility, textured crosswalks and distinctive paving treatments at key intersections to calm traffic.

- Standardize curb heights (maximum 6") to improve accessibility.

- Introduce grade-separated, buffered cycling lanes to ensure safety and comfort.

- Consider raised crosswalks as an enhanced traffic calming at key locations where vehicle-pedestrian conflict frequency is higher.

- Create new outdoor study areas, pavilions, and gathering nodes fronting Laurel Creek, linking learning environments to the campus mobility network.

Shared Streets

- Prioritize people over vehicles on shared streets by calming traffic, narrowing vehicular travel lanes,and creating curbless pedestrian clearways in strategic locations to support accessibility and inclusivity.

- Integrate sustainable design elements, including permeable paving, native landscaping, bioswales, and other LID practices that improve ecological performance while enhancing campus character.

- Activate the public realm with integrated seating, pedestrian-scale lighting, and flexible outdoor spaces that encourage social interaction and programming.

- Reinforce the William Tutte Gateway and cross-campus connections by designing shared streets as welcoming, permeable entry points into campus. Include enhanced crossings where shared streets intersect with Ring Road.

Parking and Loading

- Design parking structures to include a mix of uses. Consider integrating residential, recreational facilities, mobility hubs, academic programs, and campus life amenities such as food courts, social spaces, and entertainment at-grade or directly above parking decks.

- Incorporate public art, vertical landscaping, or unique architectural elements to reduce the visual impact of parking and loading on the public realm.

- Design parking structures to be adaptable and flexible, allowing for potential future retrofits.

- Integrate smart parking technologies to encourage more efficient use of the parking supply.

- Install electric vehicle chargers in alignment with best practices or the Shift:Neutral goals.

- Site pick-up and drop-off areas along Ring Road to allow people of all abilities to access campus via ride share or taxi.

- Locate barrier-free parking and drop-off areas as close as possible to primary accessible entrances.

- Locate accessible parking in proximity to building entrances where possible.

- Consider providing paratransit drop-off zones adjacent to accessible entrances. Explore the implementation of a continuous shuttle service along Ring Road to connect all campus areas

- Design service lanes as flexible shared spaces that can safely accommodate both pedestrian use and service vehicle access, depending on time of day.

- Use consistent, high-quality materials (i.e., brick, stone, metal) for service elements to visually align with adjacent buildings.

- Incorporate landscaping elements such as trees, hedges, planters, or green walls to soften the visual impact of service areas and create buffers from public spaces.

- Use green screens and plantings to conceal loading docks, waste bins, and mechanical equipment, while ensuring they remain fully accessible for operations.

Pathways and Crossings

- Provide intuitive, direct, and accessible routes to and from key areas, building entrances, and transit stops.

- Construct pathways of firm, stable, and slip-resistant materials and provide adequate drainage to ensure a barrier-free environment.

- Provide direct connections from sidewalks and parking areas to building entrances and open spaces, allowing for unimpeded mobility through a site.

- Where grade changes cannot be avoided and existing stairs are present (such as the path network surrounding RCH), provide ramps with a running slope not exceeding 5% (1:20).

- Ensure all curb cuts and pedestrian crossings are aligned and marked with bright white lines or contrasting materials and colours. Raised crosswalks are encouraged in high-traffic locations that support high pedestrian volumes such as Ring Road.

- Maintain lines of sight along pedestrian pathways, with multiple points of entry and exit, and continuous lighting to increase safety for vulnerable campus users.

Primary Pathways

- Establish the central north-south pedestrian corridor as a highly navigable, interconnected route through the heart of campus.

- Provide a minimum width of 6.0 metres, with distinctive paving and abundant seating to support social activity and outdoor learning where possible.

- Reinforce the Two Row Path as an inclusive and vibrant corridor that supports accessibility and year-round activity.

Secondary Pathways

- Standardize path widths, paving treatments, lighting, and furnishings to establish a cohesive campus identity. Secondary paths should provide a minimum width of 3.0 metres.

- Address accessibility concerns by improving inconsistent paving and grade changes using universal design principles.

- Provide clear, navigable and barrier-free connections to buildings, open spaces, and surrounding transit stops.

- Support smaller-scale social use by incorporating seating, shade, and moments for pause and reflection within landscapes.

- Integrate paths into gardens, courtyards, and naturalized areas to enhance ecological connectivity and provide alternative routes through campus.

Building Entrances

- Ensure primary building entrances are fully accessible, clearly identified with signage, well lit, and weather protected.

- Ensure that entrances connect directly to accessible exterior routes and are free of steps or abrupt grade changes where possible. If steps cannot be avoided, highly visible and accessible entrances should be located nearby.

- Incorporate automatic or power-assisted doors and ramps with best-practice slopes and safety standards at main entrances for equitable access.

- Locate signage that identifies building entrances where it is fully visible from pathways, streets, and open spaces.

Wayfinding

- Support and enhance the existing wayfinding strategy through a comprehensive wayfinding audit to investigate redundancy or points of conflict at the campus and exterior/interior building levels.

- Establish clear and navigable wayfinding standards to communicate the hierarchy of path networks on campus.

- Locate high contrast wayfinding signage along pedestrian corridors.

- Integrate cultural and educational markers, including Indigenous wayfinding and interpretive signage, at key destinations such as the Peter Russell Rock Garden, the Indigenous Gathering Space, and campus gateways.

- The Moccasin Identifier project can serve as a cultural landmark and educational tool to reinforce the University's commitment to reconciliation in visible and lasting form.

- Integrate dual-language signage and interactive digital maps that centre Indigenous place-names alongside settler history, revealing the layered historical and cultural narratives of the campus.

- Digital initiatives such as the Office of Indigenous Relations self-guided walking tour can highlight and connect Indigenized spaces on campus.

Figure 75. The campus can further support active transportation in the City of Waterloo

3.6 Innovation and Creativity Framework

The Campus Plan envisions a campus-wide ecosystem of innovation and creativity that connects students, faculty, and alumnae across the campus. This network will include indoor and outdoor spaces for collaboration and idea exchange, integrating departments, schools and programs across the campus.

New and renovated spaces will transform the campus into a place that fosters collaboration and innovation across faculties and disciplines. By enabling knowledge sharing, the Innovation and Creativity Framework will help the University meet its mission to address the challenges facing society, health, the environment, technology, and economic development, in line with the University's **Global Futures Vision**.

In alignment with **Waterloo at 100**, the Innovation and Creativity Framework will reinforce the University's commitment to co-op and work-integrated learning, innovation and entrepreneurship, as well as fundamental and applied research. The campus-wide Innovation network establishes innovation hubs and creativity spaces that bridge disciplinary boundaries creating spaces for collaborative solutions to the complex challenges of the 21st century.

Figure 76. **Innovation and Creativity Framework**

Campus Boundary

Purpose-built Innovation Hub

Land-based Learning

Innovation Trail

Two Row Path Marker

Land-based Learning Facility

Indoor Exhibition and Discovery

David Johnston Research & Technology Park

Hagey Blvd.

er House

Museum of Vision Science

Student Life Centre

Velocity Common Room

Davis Computer Research Centre

Earth Sciences Museum

Waterloo RoboHub

Incubator Space

East Campus Hall & Longhouse Labs

Phillip St.

Healing Forest

Needles Hall & Indigenous Student Centre

EV3

Village 1 (7/8)

Westmount Rd. N

Tree Nursery

Seagram Dr.

University Ave. W

Outdoor Classroom

Innovation Trail & Two Row Path Overlap

Interior Innovation and Creativity Spaces

To support the campus's ecosystem of innovation and creativity, the Campus Plan envisions new and renovated buildings with new, flexible spaces that encourage creativity in non-traditional learning environments, such as incubator spaces, maker spaces, exhibition and studio spaces, creating opportunities for creative expression and collaboration.

Highly visible innovation spaces should be designed to welcome and encourage use by students, faculty, and staff of all educational fields. While the creation of high-quality and flexible innovation spaces is a recommendation of the Campus Plan, the management and programming of innovation spaces is equally important to ensure their success in encouraging collaboration across faculties. The use of innovation spaces can be programmed into curricula across all faculties.

1. Innovation Hubs

As flexible ecosystems, Innovation Hubs support the testing of ideas through access to specialized labs, prototyping facilities, collaboration areas, and studio environments. Strategically located along key pedestrian corridors and campus gateways, Innovation Hubs should feature active, transparent ground floors that invite participation and animate the public realm. A mix of uses, including study zones, classrooms, maker spaces, and food services, encourage spontaneous interaction and strengthens community connections.

The Campus Plan proposes the development of four Innovation Hubs at key nodes on campus: the proposed **C-3** and **C-5** buildings, Dana Porter Library, and the proposed **EC-9** building. The Campus Plan recognizes the **Library Master Plan Update** is presently underway, and anticipates the transformation of Dana Porter Library into an Innovation Hub.

The proposed **C-3** building in its location at the site of South Campus Hall provides an opportunity for an Innovation Hub with new space to exhibit
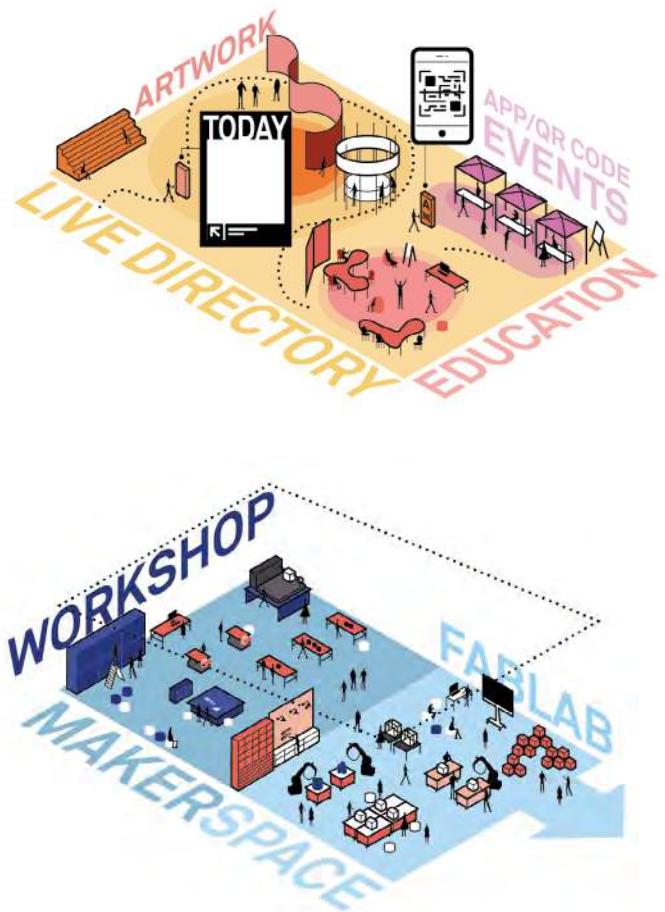
Figure 77. Innovation hubs can support the University's existing innovation ecosystem (Harvard Innovation Labs)

alumnae, student, faculty and staff innovation and creativity. The Hub should be welcoming to visitors and accommodate event spaces, lecture halls, and galleries.

The proposed **C-5** building is envisioned to replace the Arts Lecture Building and its program of classrooms and lecture theatre. The Campus Plan envisions the building to showcase the creative side of innovation, supporting spaces that bridge technology and the human imagination. Studio spaces and digital innovation labs are recommended.

In the proposed **EC-9** building, the Campus Plan envisions a building with both Transit Hub and Innovation Hub uses to activate the William Tutte Gateway. A highly visible program of both specialized and flexible labs is envisioned in this building.

The programming of new Innovation Hubs are envisioned to encourage collaboration across educational fields, and may be grouped according to strategic research goals, such as those within the **Global Futures Vision**. New Innovation Hubs can also serve the University's existing incubators and centers, including The Problem Lab, GreenHouse, and Velocity, supporting their continued growth and fostering greater integration across campus innovation and entrepreneurial ecosystems.

2. Exhibition Spaces

The Campus Plan envisions dedicated spaces within and adjacent to academic and ancillary buildings, where faculty projects, research, historical documents, and artwork are displayed. Existing academic buildings should be retrofitted to provide dedicated ground-floor exhibition space that highlights research, innovation, and creative outcomes of each faculty. These spaces should be augmented by innovation workspaces and labs.

Existing exhibition and Innovation spaces should be reviewed to ensure alignment with the vision of providing landmark spaces for creativity and the celebration of student and alumnae success.
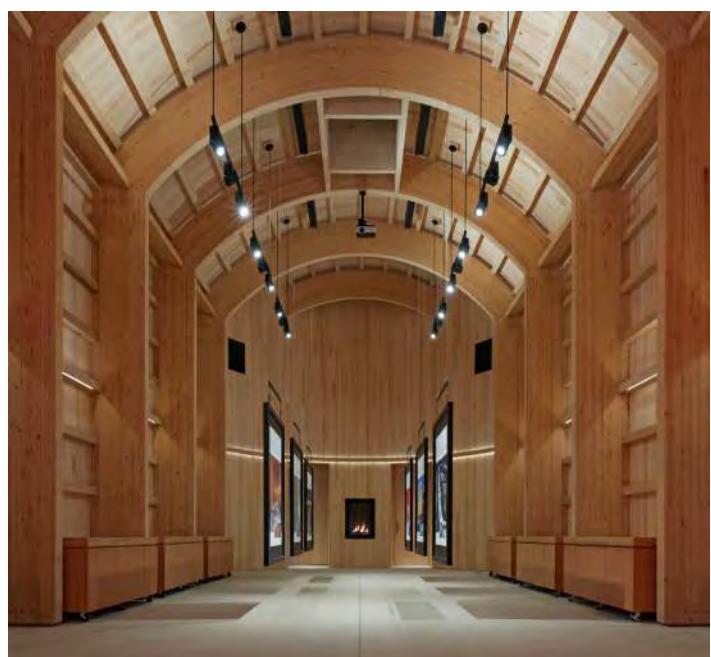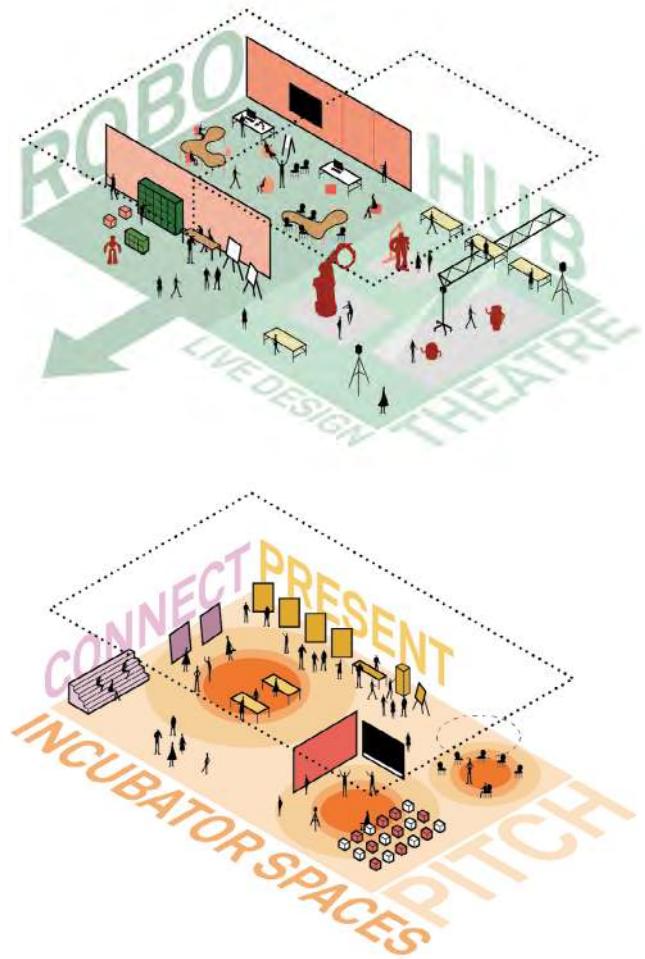
Figure 78. Exhibition and Innovation spaces should be welcoming and reflective of their purpose (David Whittaker)

Outdoor Innovation and Creativity Spaces

The Campus Plan envisions outdoor innovation and learning spaces, including study pavilions, outdoor classrooms, field research areas, and collaborative art and learning installations to enliven the campus, support placemaking, and foster creativity.

1. Outdoor Teaching and Learning Spaces

The Campus Plan envisions outdoor learning spaces strategically placed in areas with ecological value, such as Laurel Creek, Laurel Lake, Strauss Lake, Columbia Lake, and adjacent to the Healing Forest. Opportunities for land-based learning spaces include formal outdoor classrooms, fieldwork stations, gardens or test plots.

The Campus Plan supports outdoor classrooms with permanent or flexible seating for both lecture and seminar configurations to account for a range of class sizes. Recognizing the University of Waterloo's unique year-round study schedule, these outdoor classrooms can provide novel teaching and learning spaces and allow flexibility as existing indoor classrooms are upgraded in the summer months.

2. Study Spaces and Pavilions

The Campus Plan supports informal study spaces and pavilions located throughout the Arboretum Trail, creating dedicated spaces for informal study and learning in the natural environment. These study pavilions are envisioned as light structures that can support year-round use.

3. Collaborative Art and Learning Installations

The Campus Plan envisions outdoor interactive, semi-permanent exhibitions that merge art, education, and interdisciplinary collaboration. Exhibitions at campus gateways, academic building forecourts and courtyards, and along key pedestrian routes transform the campus into a dynamic environment of interdisciplinary projects. Examples of collaborative art and learning stations include augmented reality tours, interactive murals, light installations, physical structures and other displays.

Figure 79. Outdoor classrooms and teaching and learning spaces reconnect students and faculty with the landscape and enhance well-being

Innovation and Creativity Recommendations:

- Design accessible and visible collaboration spaces in buildings that encourage the convergence of students, staff, and faculty members from all faculties and departments.

- Activate ground floors of new and existing buildings with learning, social, and community uses, and strategically align these spaces with adjacent academic buildings to cultivate a dynamic and flexible culture of cross-collaboration and knowledge exchange.

- Highlight ongoing projects from departments and faculties through displays, installations, and interactive exhibits in both indoor and outdoor spaces as opportunities for passive learning and inspiration.

- Integrate these features into the broader built form and open space network to create a campus environment that sparks curiosity and reflects the University's culture of innovation and experimentation.

- Provide either permanent or flexible seating for outdoor classrooms, accommodating both lecture and seminar configurations to account for a range of class sizes.

- Design outdoor classrooms to provide sun and rain protection.

- Fieldwork stations, located in ecologically rich areas, should operate as dedicated sites that support data collection, research, and education in a practical, hands-on environment.

- Integrate learning opportunities for students while undertaking upgrades to campus infrastructure and buildings, using the campus as a living lab.
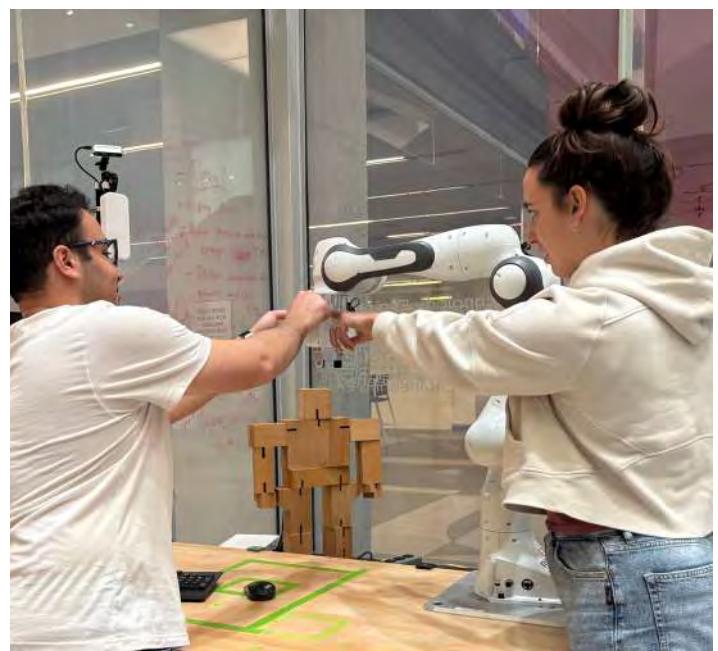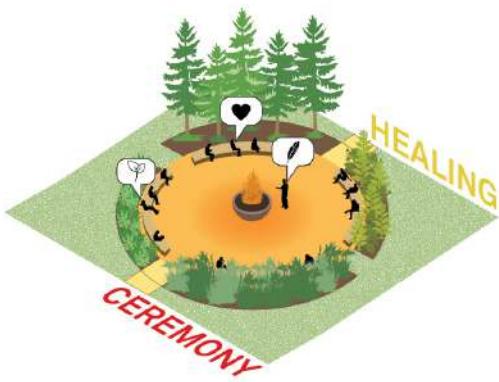
Figure 80. Locating labs in highly visible locations encourages a sense of discovery on campus

Figure 81. Campus open spaces reflecting the University's branding promote wayfinding (University of Waterloo)

4.0

Key Focus Areas and Gateways

4.1 Gateways

Campus gateways function as key entrances into campus and often define people's first impression of the campus. A well-designed and integrated gateway orients visitors, provides a sense of arrival, and defines the boundaries and character of the broader campus. Today, many existing campus entry points lack clarity, resulting in undefined entry points that weaken the overall arrival experience. Illustrated on the Plan to the right are primary and secondary gateway opportunities that will function as key pedestrian entry points into campus.

Primary Gateways serve as the campus's main points of arrival, expressing institutional identity and creating a strong sense of placemaking through prominent design, signage, and public space along major streets and transit corridors.

Secondary Gateways support everyday access to the campus edge, prioritizing walkability and connections to surrounding neighbourhoods through more modest, consistent design treatments.

Together, primary and secondary gateways balance clarity and identity with accessibility, re-inforcing the campus and integrating it within the context of the City of Waterloo.

Figure 82. Primary gateways establish a strong first impression and signal arrival. By integrating safe crossings, seating, and cohesive architectural, open space, and landscape features, gateways become recognizable entry points that anchor the campus experience (Northwestern University)

Figure 83. Well-designed campus gateways become memorable entry points that help define the campus experience
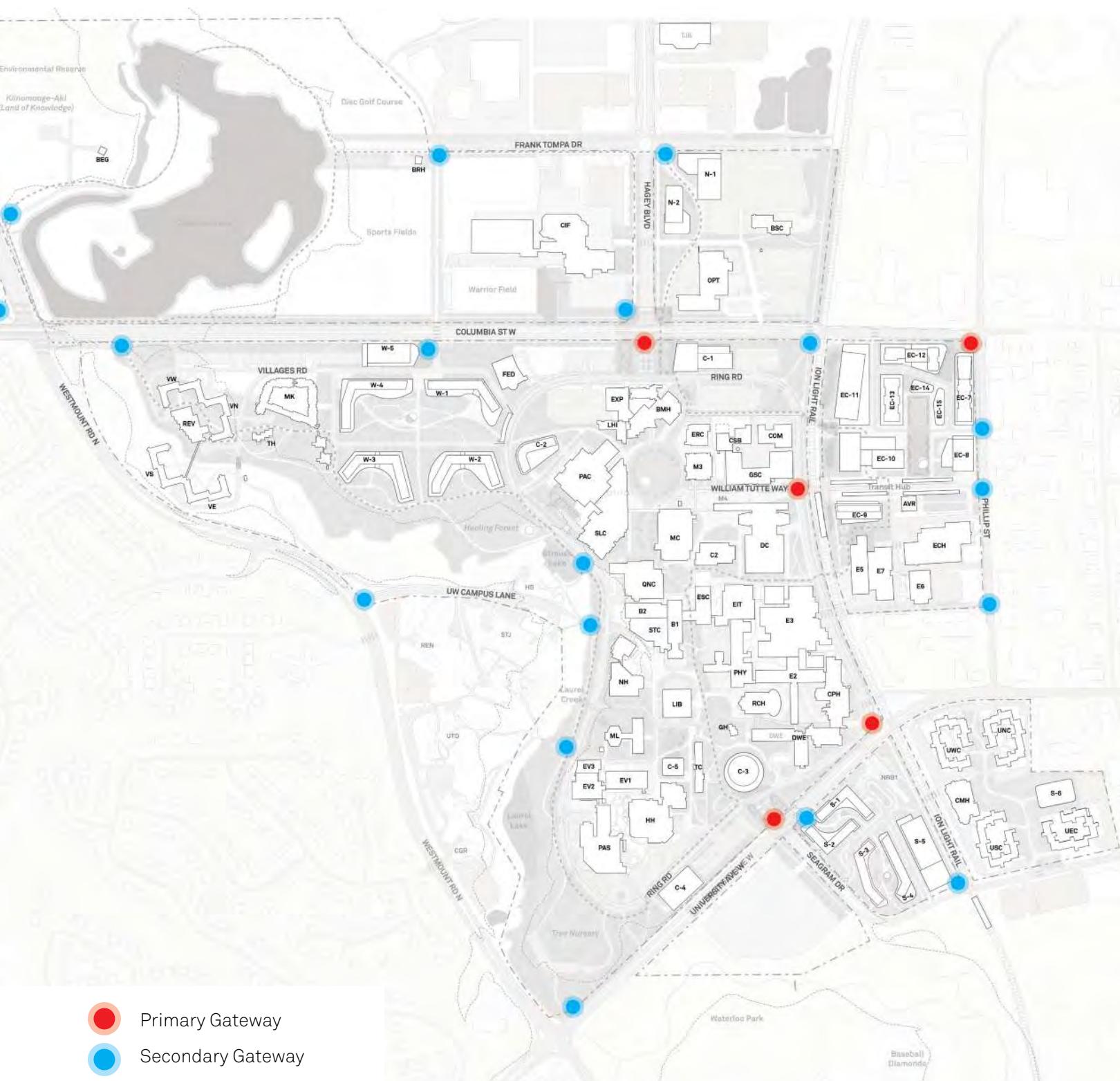
Figure 84. Campus Gateway Plan highlighting primary
and secondary gateways

● Primary Gateway

● Secondary Gateway

4.1.1 North Gateway

The North Gateway at Columbia Street West is re-imagined as a vibrant, welcoming campus entry for both the North and Inner Campus. The proposed plaza and upgraded paving can extend across Columbia Street West. A new building (C-1) presents an opportunity to combine academic and ancillary uses and create a prominent and engaging campus frontage.

The existing landmark signage is set in a new context, with a pedestrian-focused plaza containing verdant planters and seating. New pavement treatments help to calm traffic entering the campus, while a University branded banner program helps signal arrival into campus. Pavers extend across Ring Road can further calm traffic and allow for safer pedestrian crossing at the north access to the Two Row Path.

Tree plantings, landscaping elements, lighting, and seating provide a welcoming setting along this interface with the City and local community.
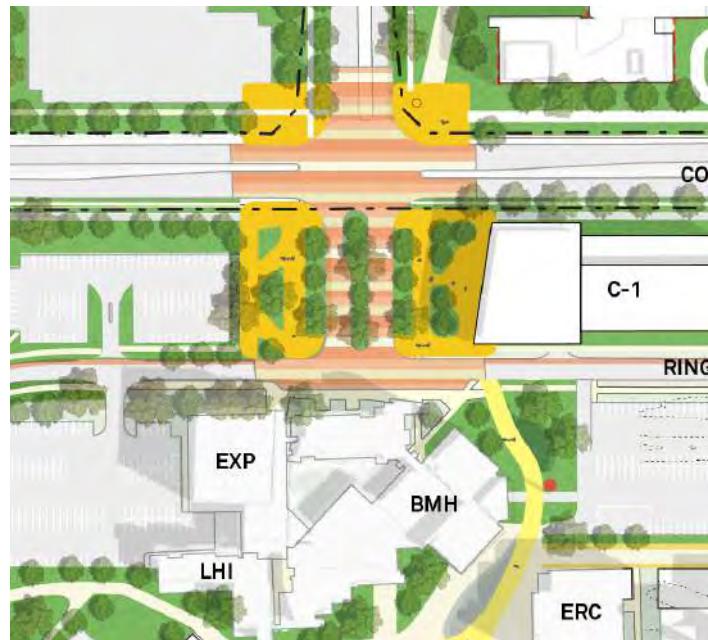
Figure 85. North Gateway Concept Plan
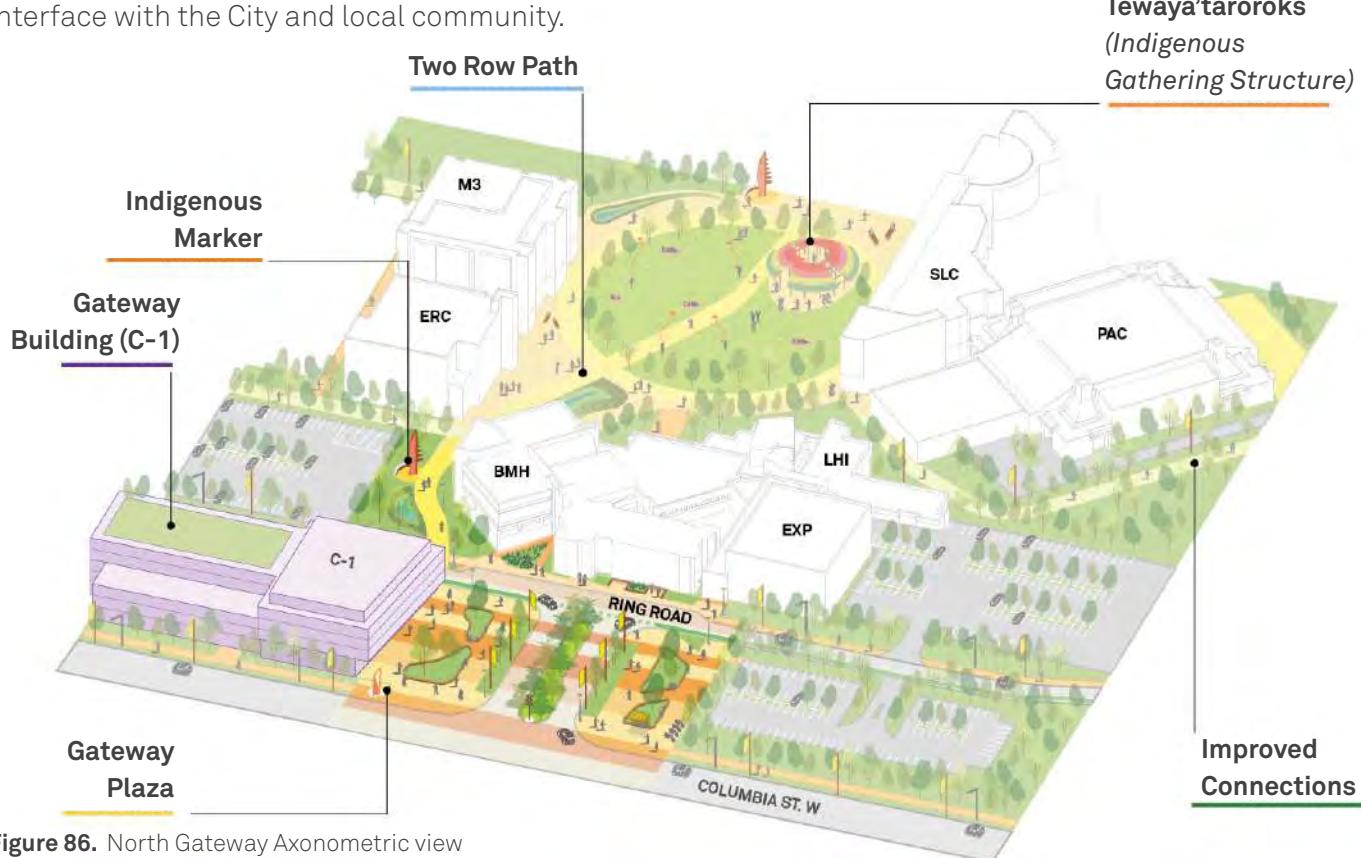
Figure 86. North Gateway Axonometric view

4.1.2 William Tutte Gateway

The William Tutte Gateway joins the Transit Hub and East Village more seamlessly with the Inner Campus. The Gateway treatment responds to the pedestrian flow from the Transit Hub and East Village across the ION LRT to the Core Campus. A widened pedestrian crossing is proposed to accommodate safer access to the Inner Campus. Collaboration with transit authorities on the design and implementation of an enhanced crossing would be required.

A raised crossing and accent pavement can support traffic calming, complementing recommended one-way vehicular movement at this section of Ring Road. Design strategies are intended to ensure that William Tutte Way is viewed by drivers as a pedestrian-primary entrance while allowing service vehicles to access the area. Adjacent pick up and drop off areas ensure accessibility is maintained.
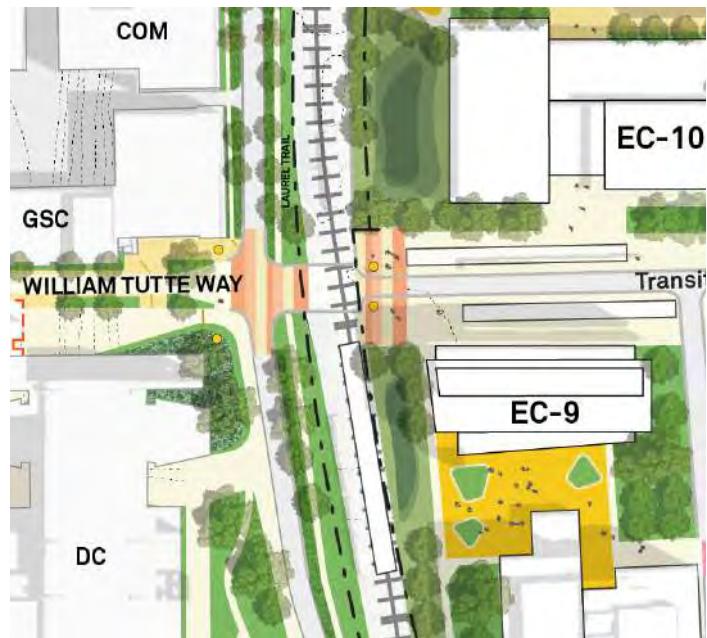
Figure 87. William Tutte Gateway Concept Plan
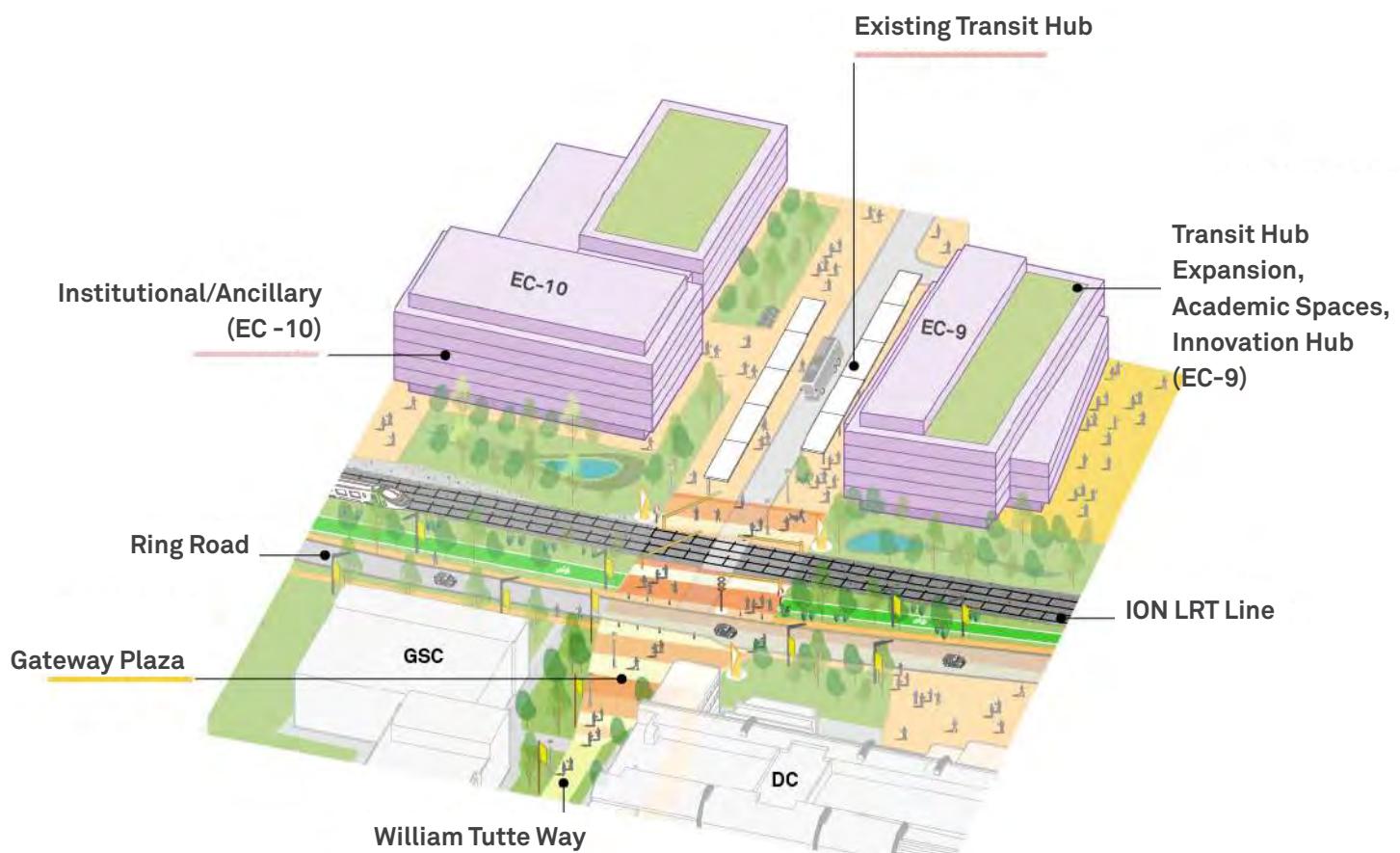
Figure 88. William Tutte Gateway Axonometric view

4.1.3 South Gateway

The South Gateway at University Avenue is re-imagined as a vibrant entrance to campus at the south end of the Two Row Path. The new **C-3** building is envisioned to bridge the significant grade change and provide ramped access within and on the exterior of the building, introducing a prominent new campus building. The Gateway is imagined as a meeting place for campus tours, drawing prospective students and community members into a welcoming plaza. The Gateway design can integrate the future design of the Two Row Path and incorporate Indigenous placemaking elements, creating a space for reflection, learning, and innovation.

The Campus Plan recommends setting the existing gateway signage within an enhanced pedestrian-focused plaza with significant tree planting, seating, and art installations. New pavement treatments and a banner program will further enhance arrival into campus. Upgrades to the University Avenue crossing are suggested to bridge the South Village with the Inner Campus.

Figure 89. South Gateway Concept Plan

Figure 90. South Gateway Axonometric view

4.1.4 South East Gateway

The South East Gateway envisions an enhanced crossing at University Avenue, supporting safer pedestrian and cycling access between these segments of Laurel Trail. As a frequent site of pedestrian access to the campus, the Gateway is imagined to include upgraded pavers at this segment of Ring Road to promote traffic calming and enhance pedestrian safety at this highly used campus entrance. The gateway area extends to the rail crossing north of University Avenue. The addition of lighting and campus security emergency buttons is recommended to support pedestrian safety.

The Campus Plan recommends providing gateway signage to enhance the University's presence along the University Avenue West corridor. The addition of trees and planting beds will enhance arrival and preserve views to the campus. Seating and furnishing is suggested to provide users of the Laurel Trail with space for rest and recovery.

Figure 91. South East Gateway Concept Plan

Figure 92. Campus security emergency buttons support campus safety (Tom Ridout)

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4.1.5 Secondary Gateways

Secondary gateways are generally located at campus edges. These gateways reinforce pedestrian access and encourage traffic calming to create a safer environment for entering the campus. Signage that complements the existing signage at the North and South Gateways is recommended. Secondary gateways provide, where desirable, seating, lighting, and plantings that promote placemaking and places for pedestrians to rest and socialize.

Internal secondary gateways are envisioned to emphasize a connection to their context. Secondary gateways that bridge the campus and Affiliated and Federated Institutions have the opportunity to integrate design elements that reference the unique characteristics of the Affiliated and Federated Institutions and their importance to the University of Waterloo.

Following a co-design process, outdoor areas and plazas can include paving designs, custom seating, and cultural markers can honour the Affiliated and Federated Institutions' contribution to the Waterloo region, while intuitive wayfinding and signage can assist visitors and students in navigating the Affiliated and Federated Institutions. These internal gateways can welcome students and visitors to explore historic and ongoing connections between the Affiliated and Federated Institutions and the University of Waterloo.

Figure 93. Secondary gateways should contain signage with a related but secondary hierarchy to existing gateway signage

Figure 94. Relevant cultural iconography should be explored in the design of internal secondary gateways and plazas (Mennonite Archives of Ontario)

Secondary gateways in the North Campus include the entrance to R+T Park from Hagey Boulevard at Frank Tompa Drive. As part of the Innovation Trail, the design of this gateway could provide interpretive elements relating to the University of Waterloo's many contributions to research and innovation. A secondary gateway at Brubacher House is recommended to be co-designed with the Brubacher House Museum to interpret Mennonite history in the area, complementing this 1850s Pennsylvania German Mennonite farmhouse in-situ and extending its educational mission.
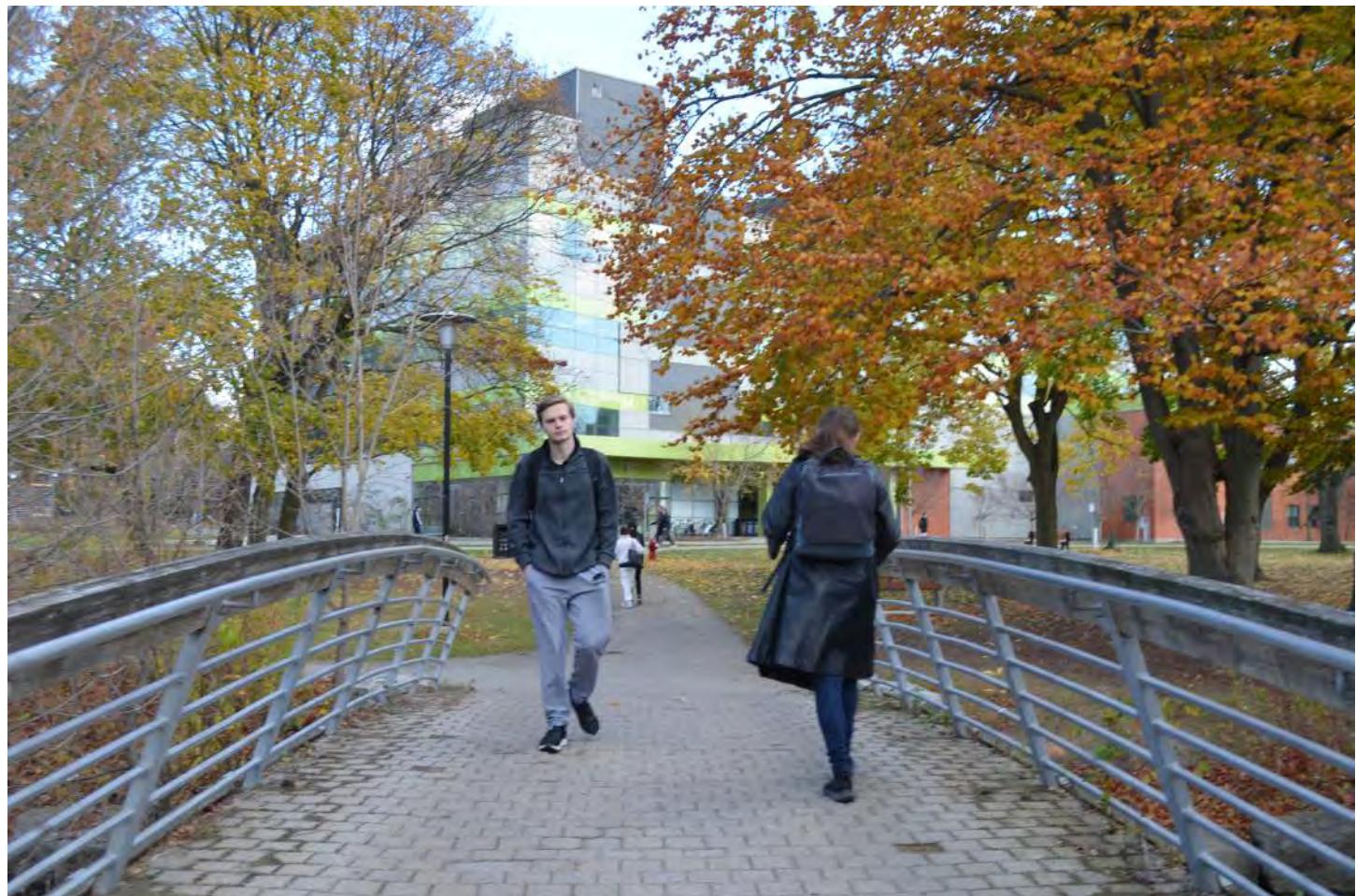
Figure 95. Footbridges connecting the campus with the Affiliated and Federated Institutions are secondary gateways that provide strong placemaking opportunities

4.2 Key Focus Areas

While the Campus Plan takes a holistic approach, key focus areas have been identified to provide more detailed guidance for potential development sites.

These key focus areas are conceptually illustrated as one way of reflecting the highest and best use of the campus lands as well as the vision and guiding principles of the Campus Plan, and demonstrating how a balance of built form and open space can be achieved over time.

1. East Village illustrates a long-term concept which includes new mixed-use, residential and academic/ancillary buildings as well as a Transit Hub and Innovation Hub. The urban character envisions mixed-use redevelopment for potential revenue generation.

2. South Village complements the under construction NRB1 building with envisioned student residence buildings to support supportive amenities at scale.

3. West Village explores the planned removal of V1 and envisions replacement with contemporary residence buildings and an open space commons and greater connection to the Healing Forest.

4. The Inner Campus envisions culturally inclusive open spaces and new buildings that emphasize accessibility, well-being, and connection between the Inner Campus and the surrounding areas. Replacement of select buildings within the Inner Campus offers the opportunity for new academic and innovation-focused buildings and complementary open spaces.

5. North Campus is envisioned to connect the Inner Campus, Research and Technology (R+T) Park, and future hospital through upgraded streets and pathways as well as new buildings to support the campus's growth, complementing the expanding CIF and Optometry buildings.

Key Focus Areas

1. East Village and East Gateway
2. South Village
3. West Village
4. Inner Campus
5. North Campus
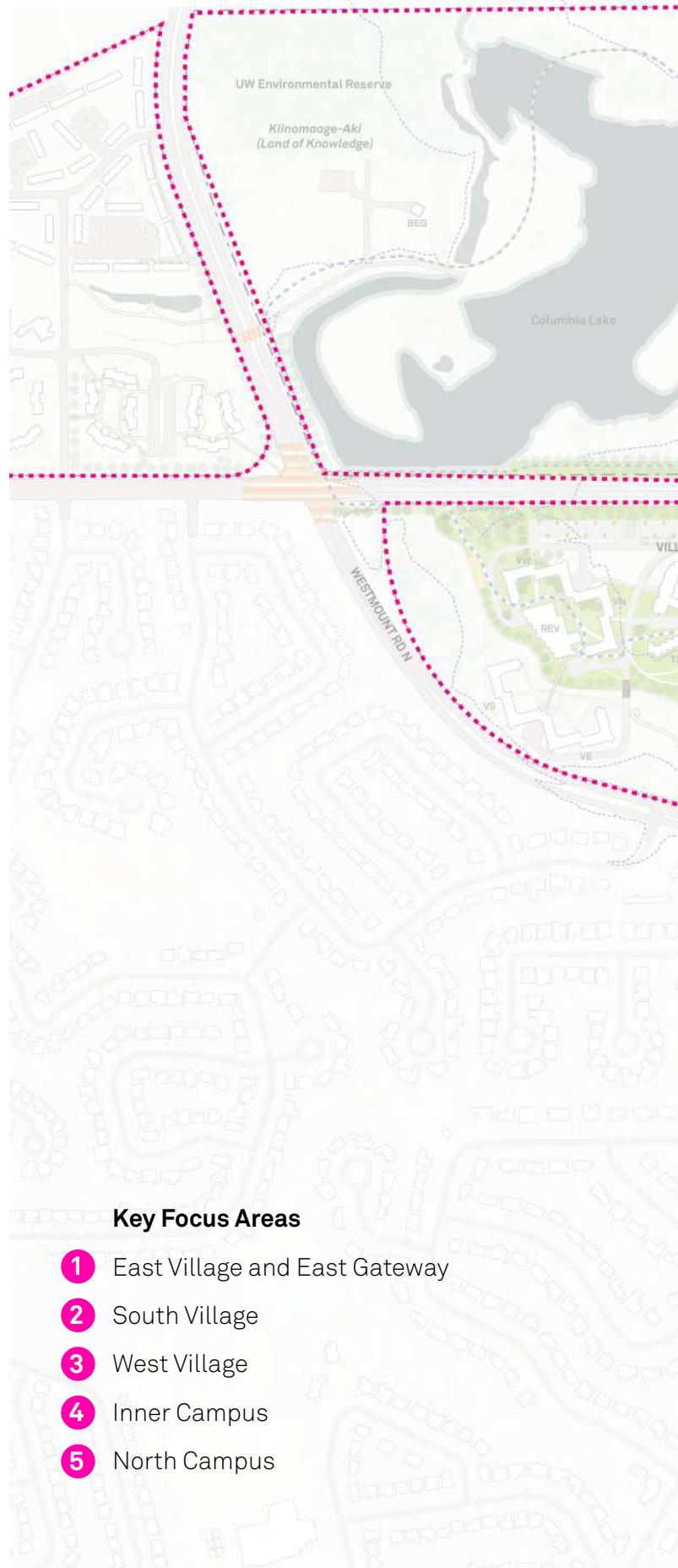
Figure 96. Campus Gateway and Focus Area Map
highlighting key building and landscape interventions

4.2.1 East Village and East Gateway

Phillip Street is an important boundary that mediates the campus's relationship with the city. This campus edge is a common pedestrian access point and introduces the campus's transit hub. The East Village is envisioned as a mixed-use academic and residential pedestrian-oriented village. The East Village focus area is north of the existing Transit Hub, framing a north-east village gateway at Columbia Street East and Phillip Street, the East Village has the potential to balance dense urban forms at the campus edge with mid-scale buildings that frame a proposed East Commons.

A shared street network within the East Village promotes active transportation, with people arriving primarily by foot and transit. The Campus Plan recommends an additional rail crossing north of William Tutte Way, and the widening of the existing at-grade rail crossing to distribute pedestrian activity and reduce safety concerns.

Potential Programming & Community Well-Being:

- **The East Commons:** Serving as the heart of the East Village, a central open space is envisioned to connect with the East Gateway and serve as a versatile open space for multiple events, including concerts, orientation events, outdoor classes, and pop-up markets. A covered structure is envisioned to support year-round activity, with the potential to include a skating loop and host art installations.

- **An Innovation Hub and Transit Hub (EC-9):** A new building is envisioned to contain a ground-floor transit hub with amenities for transit riders and academic spaces. A co-located Innovation Hub is envisioned to welcome all faculties, students, and local community members to experiment, explore, and learn. Facilities including high-tech research labs, exhibition spaces, incubators, and maker spaces are recommended. Locating centrally-managed and flexible classrooms in the upper floors is recommended.
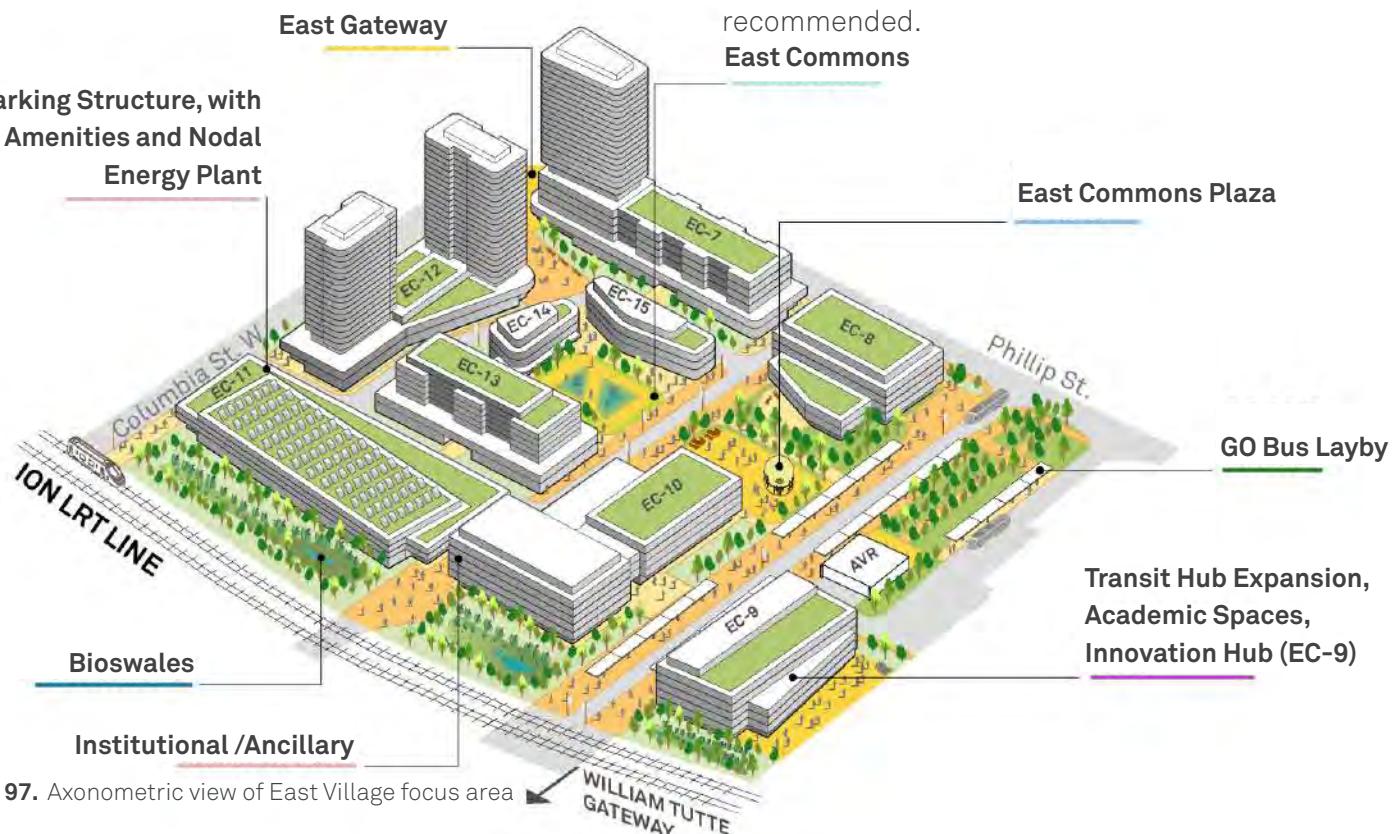
Figure 97. Axonometric view of East Village focus area

- **Mixed-use Village:** The East Village is envisioned to become an integrated mixed-use campus enclave with highly integrated commercial, residential, and cultural uses. Potential programming for the East Village includes student housing, faculty or staff housing, and housing with diverse options for different tenures and affordability levels. Academic spaces, and administrative offices can also be accommodated. A range of services is envisioned to enhance the campus experience, including a grocery store, cafés, health and wellness facilities, bike storage and repair, childcare services, study spaces, community venues, an energy node, and spaces for small-scale start-ups. A mix of programming and active ground floors is key to a flexible and urban vision of the East Village.

- **Academic/Ancillary Buildings (EC-8/EC-10):** New buildings with ground-floor amenities can provide space for increased academic and ancillary buildings. Proximity to the Transit Hub supports academic or office uses in these sites.

Connections:

- Integrate shared streets to promote active mobility and prioritize pedestrian-oriented movement while allowing access for service and emergency vehicles.

- Create a new at-grade pedestrian crossing over the ION rail line to connect the East Village with the Inner Campus in collaboration with transit authorities.

- Enhance connections to the nearby residential neighbourhood east of Phillip Street and north of Columbia St West through active frontages and Gateways.

- Enhance William Tutte Way as a primary gateway into campus, with safety and accessibility upgrades such as widening the crossing to support pedestrian volumes.

- Encourage pedestrian access north and south of William Tutte Way, through wayfinding and pathway upgrades and the strategic location of new buildings and plazas.

- Create a new GO Bus Lay-by Area adjacent to the Autonomous Vehicle Research (AVR) building to support transit capacity on campus.

Figure 98. Transparent and flexible ground-floor spaces support gathering, studying, and socializing

Figure 99. Green interfaces between the buildings and landscape (Perkins & Will)

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Figure 100. Example of a flexible open space designed to capture, clean, and reuse water

Figure 101. Gateway marking arrival and strengthening campus identity (Antoni Grassl)

Figure 102. East Village Concept Plan

Figure 103. Integrated Transit Hub (KPMB)

Figure 104. Intimate green and pedestrian-oriented spaces provide space for gathering (Yianni Tong)

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Sustainability and Built Form Design:

- Consider mass timber buildings to reduce the embodied carbon of new construction.

- Promote circular and sustainable building practices, such as re-using demolished building material in new building developments.

- Integrate circular water practices, including rainwater harvesting, grey water re-use, water-efficient technologies, and integrated water management.

- Create an East Village energy station connecting to the campus geo-exchange or a municipal district energy system.

- Development should transition in scale from taller building opportunities at Columbia St W to mid-scale buildings further south on the block.

- Building massing, grade level and podium design should employ setbacks that promote an active, pedestrian scale public realm.

- Provide architectural design elements that promote well-designed façades facing the public realm. Design elements may include recesses, projections, and the placement of doors and windows. Minimize blank façades facing a street, open space, or publicly-accessible building edge.

- Design buildings that include engaging, transparent, and active at-grade uses and incorporate canopies and breezeways.

- Study the logistics, goods movement and storage on campus to determine an optimal location for consolidating these uses at the campus periphery, such as the Bauer Warehouse.

- Explore the potential to adaptively re-use ECH for teaching and learning, lab, or swing space.

Figure 105. East Village concept, view towards northeast.

Performance Standards:
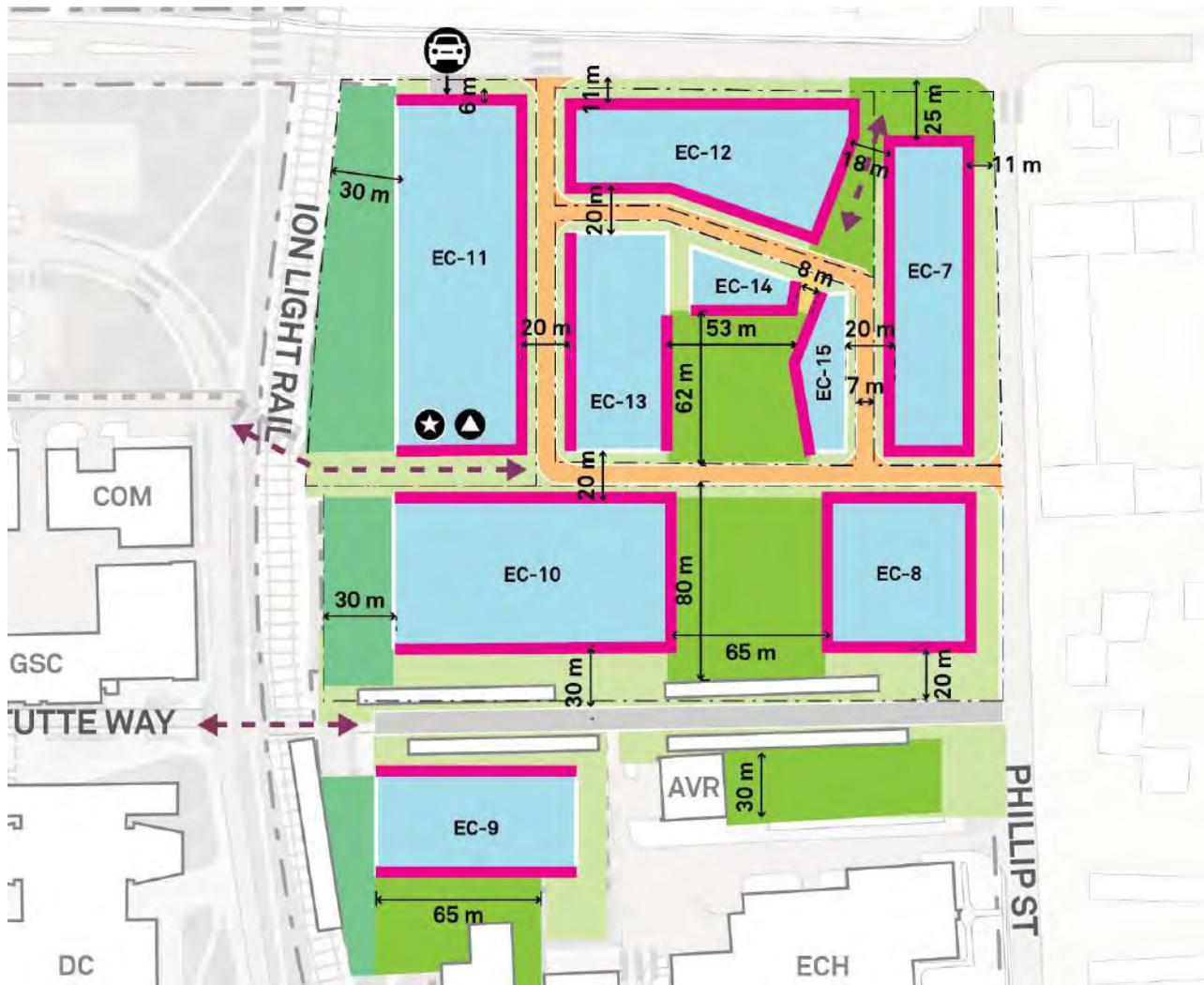
Figure 106. East Village Site Opportunities Plan. Highlighting key site plan, setbacks, open space and building development opportunities.

Existing Buildings

Potential Buildable Area

Open Space Buffer

Parcel Boundary

Open Space Opportunities

Bioswales/SWM corridor

Flexible/Shared Street

Enhanced Pedestrian Connection

Animated Frontage

Nodal Energy Plant

Vehicular Access to Parking Structure

Proposed Building Development	Maximum Recommended Height (m)	Potential GFA (m²)	Potential Programming
EC-7	88m	32,300 m²	Mixed-use
EC-8	25m	15,400 m²	Transit Hub, academic and institutional
EC-9	29m	12,950 m²	Innovation Hub, academic and institutional
EC-10	29m	32,450 m²	Mixed-use
EC-11	20m	26,750 m²	Parking with Mixed-use (460 parking spaces)
EC-12	73m	37,350 m²	Mixed-use
EC-13	27m	17,300 m²	Mixed-use
EC-14	17m	2,350 m²	Mixed-use
EC-15	17m	3,600 m²	Mixed-use

Figure 107. East Village key statistics. Actual building heights and GFA should be informed by future site-specific studies, context, and confirmed building uses.
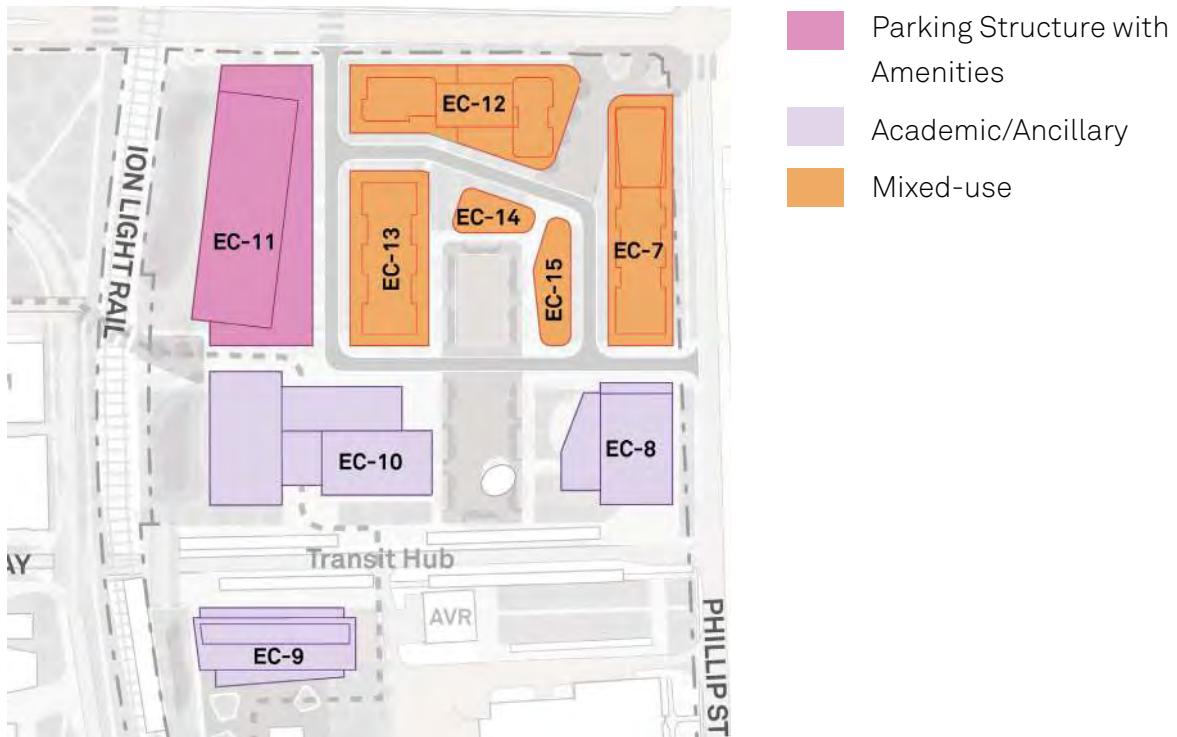
Figure 108. East Village Program Key Map.

Figure 109. Rendering of the north east gateway at the corner of East Village

4.2.2 South Village

The South Village is envisioned as a new mixed-use development situated in a park-like setting between the South Gateway, Waterloo Park, **NRB1** (under construction), and the UWP Courts. Located south of University Avenue West, the South Village offers an ideal location for a wide range of outdoor amenities, access to transit connections at the Laurier-Waterloo Park Station, connection to Laurel Trail, and nearby commercial facilities at the University Shops Plaza.

Currently, the South Village Focus Area includes Parking Lot A. The South Village is envisioned in phases, allowing for flexibility to meet the evolving needs of the University. The South Village concept offers a blend of nature, community, and urban convenience with the integration of generous green spaces, tree canopies and outdoor amenities to create a restorative environment supporting well-being and active living.

Potential Programming & Community Well-Being:

- **Two Central Courtyards:** new open spaces with year-round functionality support seating, shade, placemaking elements, lighting, and improved winter accessibility. The courtyards are envisioned as shared outdoor 'rooms' for casual and social events, group study, and access. These social nodes support flexible programming for informal activity, community gardens, and spill out spaces from adjacent buildings.

- **Mixed-use Village:** new building programming can foster a mix of housing and ancillary spaces, cafés, convenience stores, grocery stores, theatres/galleries, and offices. Currently, the University is in discussion with the City of Waterloo to explore a potential integrated emergency services and mixed-use building on the site. New campus housing buildings are encouraged to incorporate shared amenities such as study lounges, communal kitchens, recreational areas, laundry facilities, gyms, common rooms, and spaces for socialization and relaxation.
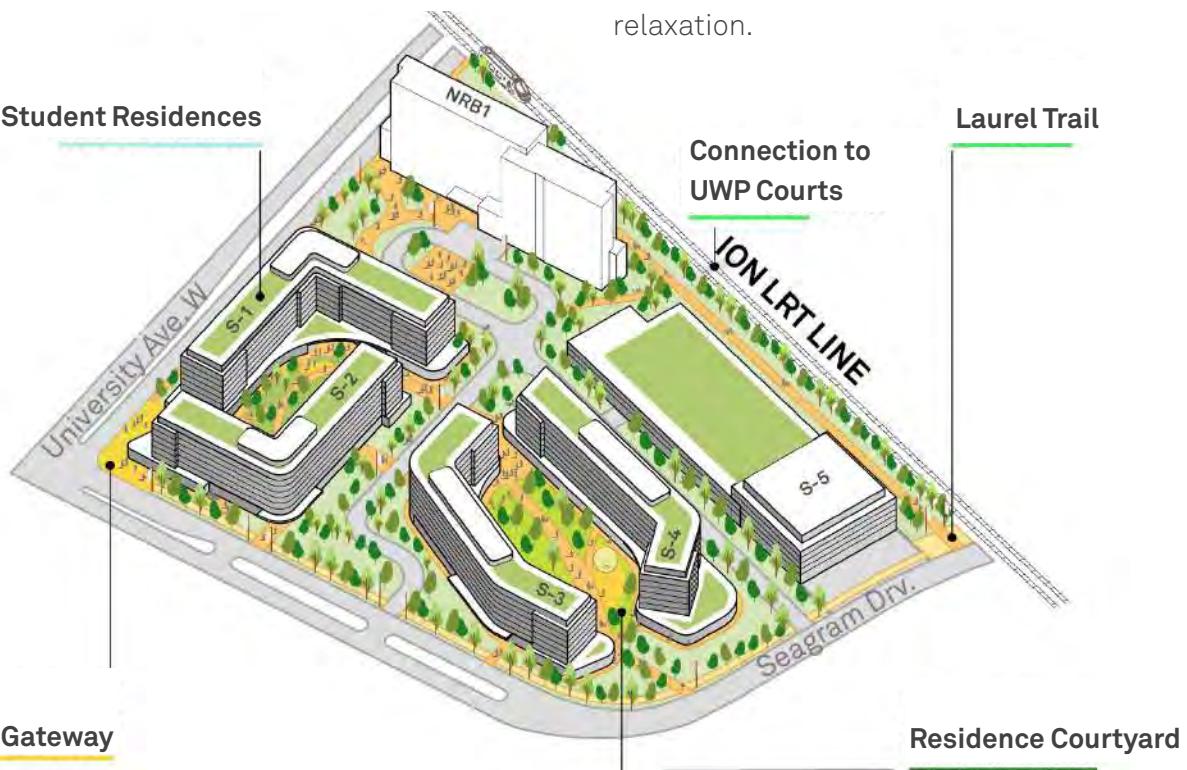
Figure 110. Axonometric view of South Village focus area

- **Re-naturalized landscapes throughout South Village:** Outdoor spaces are intended to link the South Village to the surrounding region's natural systems by weaving landscapes that manage water, support biodiversity, and expand environmental stewardship through daily experience. Site-specific features can promote awareness about food sourcing and waste reduction.

- **Creating a prominent gateway** and connection to the Inner Campus at the intersection of University Avenue West and Seagram Drive. Further connect the new South Village residences to the existing UWP Courts over the ION rail line in coordination with transit authorities.

Connections:

- Leverage South Village's proximity to Waterloo Park and the City of Waterloo by extending trails, cultural destinations, and everyday services to enhance walkability.

- Strengthen connections to adjacent residential neighbourhoods, UWP Courts, and promote safe crossings into Inner Campus.

- Upgrade pedestrian crossings at the intersection of University Avenue West and Seagram Drive, ION LRT Crossing, and the bridge between Carl A. Pollock Hall and NRB1. Consider high-contrast, textured paving, enhanced lighting, and gateway markers are envisioned to clearly signal campus entry.

- Enhance Laurel Trail as a linear space for socialization and recreation, ensuring overlook from new buildings and lighting treatments to enhance safety.

Figure 111. Thoughtfully designed courtyards can support diverse uses including quiet reflection, cultural gatherings, accessible seating and biodiverse landscapes (Yianni Tong)

Figure 112. Intimate courtyard between residences

Figure 113. Open ground floor design promotes activation

Figure 114. South Village Concept Plan

Figure 115. Flexible seating and planting

Figure 116. Laurel Trail as a linear recreation and socialization space

Sustainability and Built Form Design:

- Consider mass timber buildings to reduce the embodied carbon of new construction.

- Integrate circular water practices, including rainwater harvesting, grey water re-use, water-efficient technologies, and integrated water management.

- Buildings should appropriately transition in scale to adjacent streets, open space, and buildings, University Ave W, UWP Courts, Inner Campus and Waterloo Park through the use of setbacks and stepbacks.

- Design residences and other buildings at the base level to frame streets and open space courtyards.

- Integrate engaging, transparent, and active at-grade uses and incorporate ground floor treatments including canopies and breezeways.

- Ensure building design, orientation, and massing allow for appropriate levels of sunlight for the inner courtyards.

**Figure 117.** South Village concept, view towards southeast.

Performance Standards:
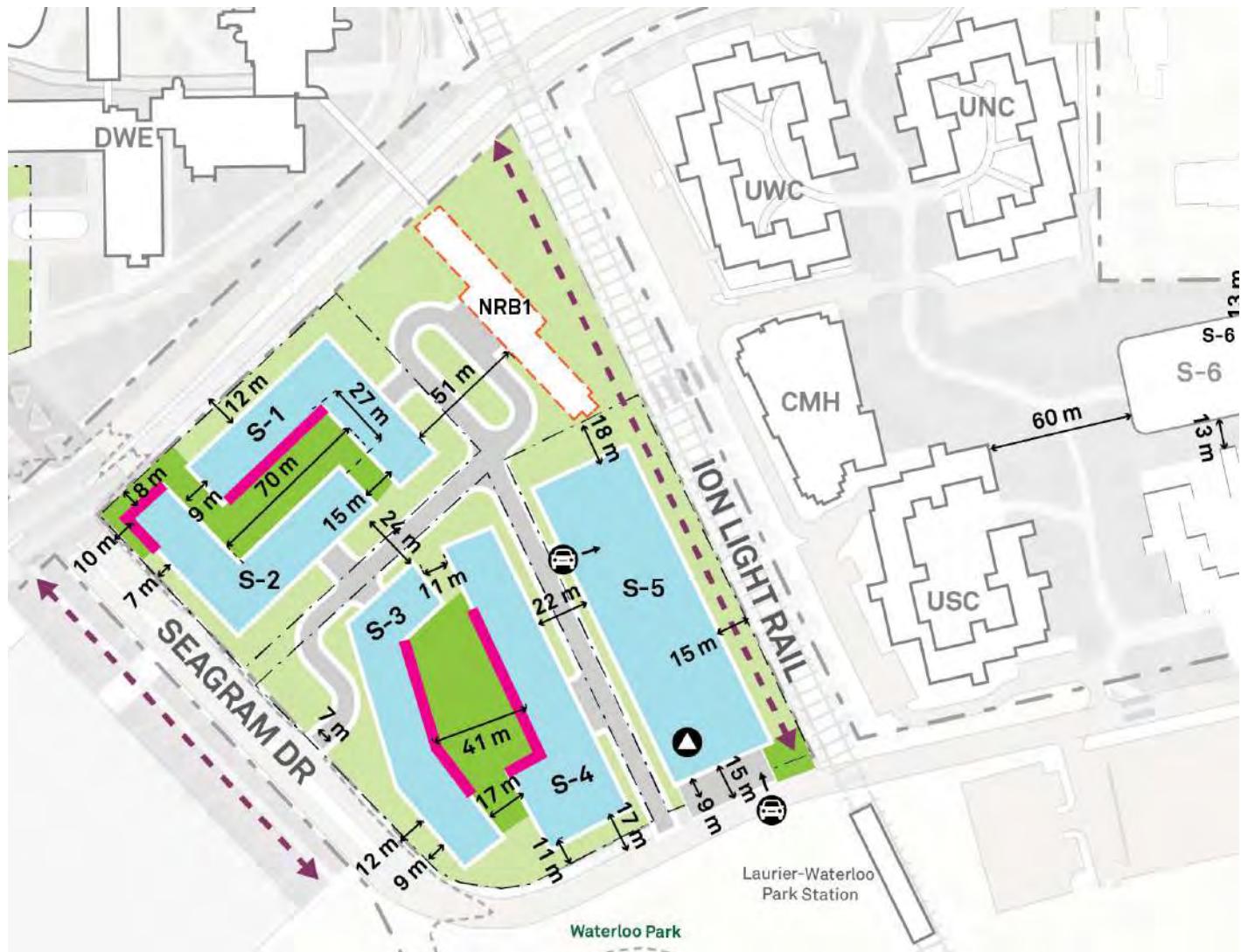
Figure 118. South Village Site Opportunities Plan. Highlighting key site plan, setbacks, open space and building development opportunities.

Existing Buildings

Potential Buildable Area

Open Space Buffer

Parcel Boundary

Open Space Opportunities

Enhanced Pedestrian Connection

Animated Frontage

Vehicular Access to Parking Structure

Proposed Building Development	Maximum Recommended Height (m)	Potential GFA (m²)	Potential Programming
S-1	26m	16,700m²	Campus Housing
S-2	26m	15,000m²	Campus Housing
S-3	26m	16,000m²	Mixed-use
S-4	26m	15,000m²	Mixed-use
S-5	21m	29,000m²	Parking Structure with amenities (295 parking spaces)

Figure 119. South Village key statistics. Actual building heights and GFA should be informed by future site-specific studies, context, and confirmed building uses.

Parking Structure with Amenities

Campus Housing

Mixed-use
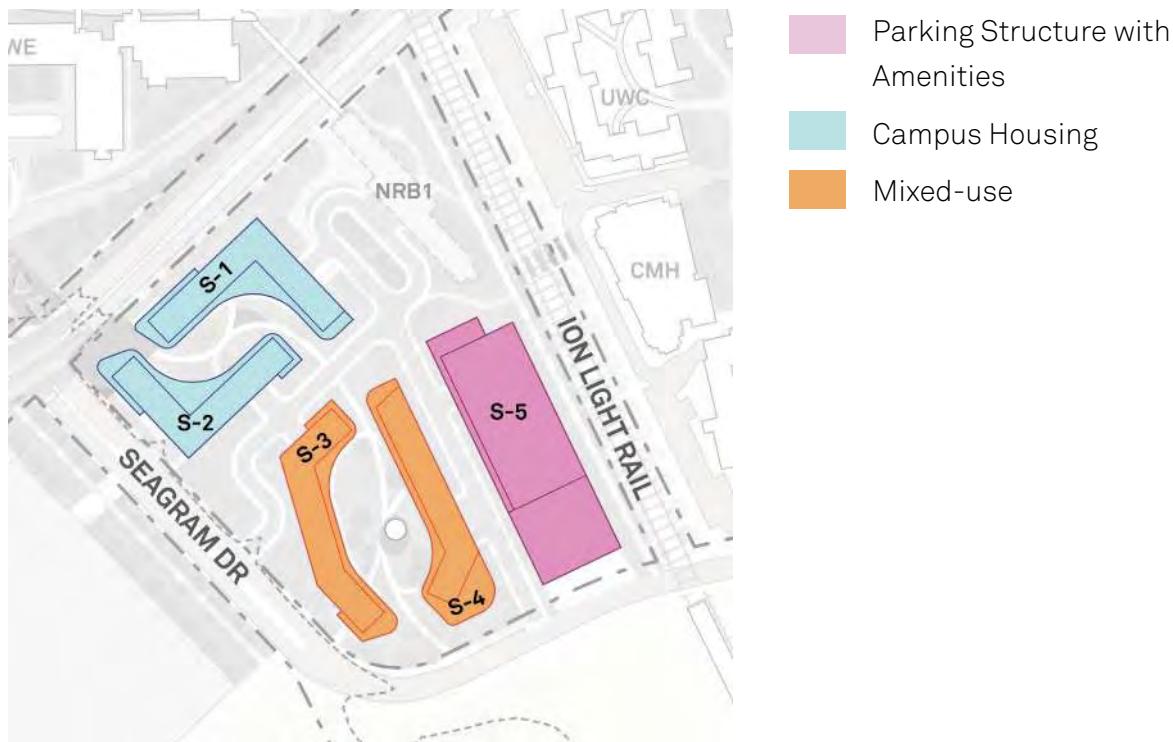
Figure 120. South Village Program Key Map.

Figure 121. Rendering of a residential courtyard in South Village

4.2.3 West Village

The West Village includes the existing REV and MKV residence buildings. The anticipated demolition of V1 creates an opportunity for the West Village focus area to replace 24 of the 26 V1 residences, with V1-7 and V1-8 remaining to commemorate the architectural style of the V1 complex.

The new campus residences are envisioned to connect with the surrounding Laurel Creek and Healing Forest to the south, to encourage connections between daily campus life and the natural setting. The buildings are sited around a large West Commons which can provide a major new campus green for both student residents and the broader campus community. Ground-level common areas are recommended to extend onto patios and landscaped outdoor spaces, offering seating for study, play, socialize, and relax in nature.

Potential Programming & Community Well-Being:

- **The West Commons:** Featuring the largest open space on the campus, the West Commons is envisioned as an area for both passive and active recreation and socialization. This includes open fields, gardens, dedicated seating areas, multi-sport fields and outdoor exercise circuits. In the winter, a portion of the active play area can be converted into a skating loop or a shinny rink. A central pavilion structure is envisioned to provide equipment storage space and shelter for all seasons. Other potential landscape typologies include sensory gardens, groves, meadows, and community, rain, and pollinator gardens.

- **Mixed-use Village:** Providing a mix of undergraduate and graduate student housing, health and wellness facilities, central dining hall facilities, flexible event spaces, and ancillary uses. There are four proposed new campus housing buildings, and one mixed-use

Figure 122. Axonometric view of West Village focus area

building (C-2). New residences are encouraged to incorporate shared amenities such as study lounges, communal kitchens, recreational areas, laundry facilities, gyms, and common rooms.

- **Multi-functional Parking Structure and Energy Infrastructure:** Integrate photovoltaic arrays and green infrastructure with existing surface parking lots. The construction of structured parking with photovoltaics and integrated ground floor amenities can provide required parking for the adjacent campus residences and visitors of Columbia Ice Fields (CIF).

Connections:

- Design the Arboretum Trail and Innovation Trail with defined signage, lighting, and furnishings to connect the West Village to the Healing Forest, Columbia Lake Village, Columbia Lake, Environmental Reserve, and CIF. The West Village is proposed to be adjacent to land-based learning experiences within the Laurel Creek watershed to provide convenient access to teaching and learning facilities and strong east-west pedestrian connections into Inner Campus.

- Enhance pedestrian crossings at the re-imagined Ring Road to support safe and accessible pedestrian movement from the West Village into Inner Campus.

- Create a new signalized crossing at Columbia Street West and Villages Rd to provide safe connections for students and visitors.

- Consider a bridge connection across Laurel Creek to the Affiliated and Federated Institutions.

Sustainability and Built Form Design:

- Consider mass timber buildings to reduce the embodied carbon of new construction.

- Promote circular and sustainable building practices, such as utilizing demolished building material in new building developments.

- Integrate circular water practices, including rainwater harvesting, grey water re-use, water-efficient technologies, and integrated water management.

- Integrate solar photovoltaic arrays on south-facing rooftops and create an energy node at the current site of the University Club to generate energy for the West Campus.
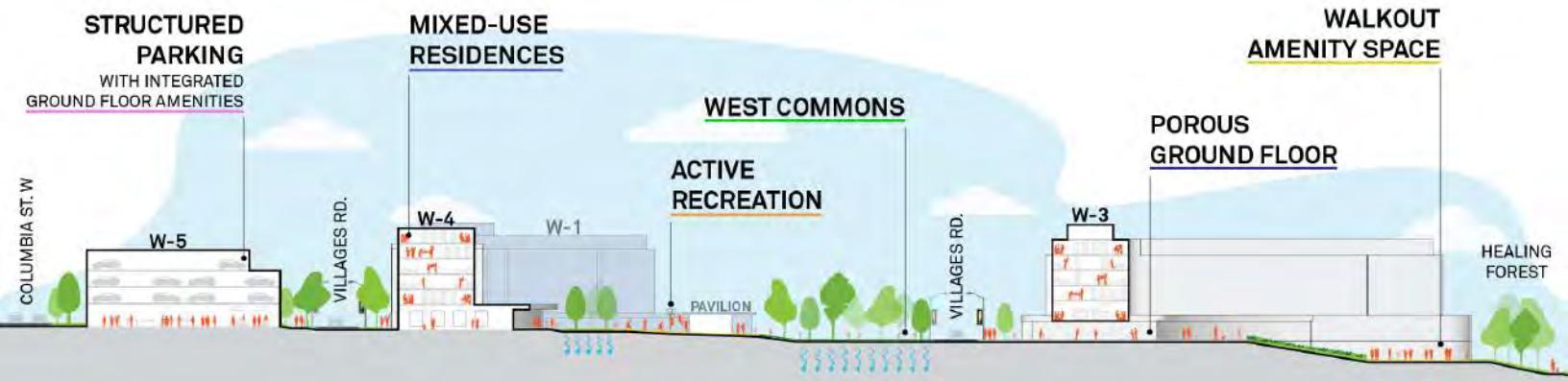
Figure 123. Conceptual Section of West Village focus area

Figure 124. Contemporary buildings frame the West Commons (Montgomery Sisam Architects)

Figure 125. Integration of community gardens and recreation in the West Commons

Figure 126. West Village Concept Plan

Figure 127. Sensory gardens for teaching and learning (Kristine Autzen)

Figure 128. Supporting flexible multi-season programming (Bascon)

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- Create defined and active building bases framing the West Commons and Villages Road. Buildings with engaging, transparent, and active at-grade uses facing the West Commons can support animation and overlook.

- Ensure that developments transition in scale, massing, setbacks, and stepbacks to Columbia Street West, existing residences, Inner Campus, and the natural landscape.

- Locate buildings to enhance views to the Healing Forest, Laurel Creek Watershed and the surrounding natural landscape.

- Articulate the massing of longer residence buildings to break up the length of the façade through design elements including through building connections/paths, recesses, projections, and the placement of doors and windows.

- Blank façades facing a street or open space are strongly discouraged.

- Consider undertaking site specific environmental studies and mitigation strategies to determine impacts to existing ecology, wildlife habitat within the Healing Forest and areas adjacent to the Laurel Creek watershed.

**Figure 129.** West Village concept, view towards northwest.

Performance Standards:
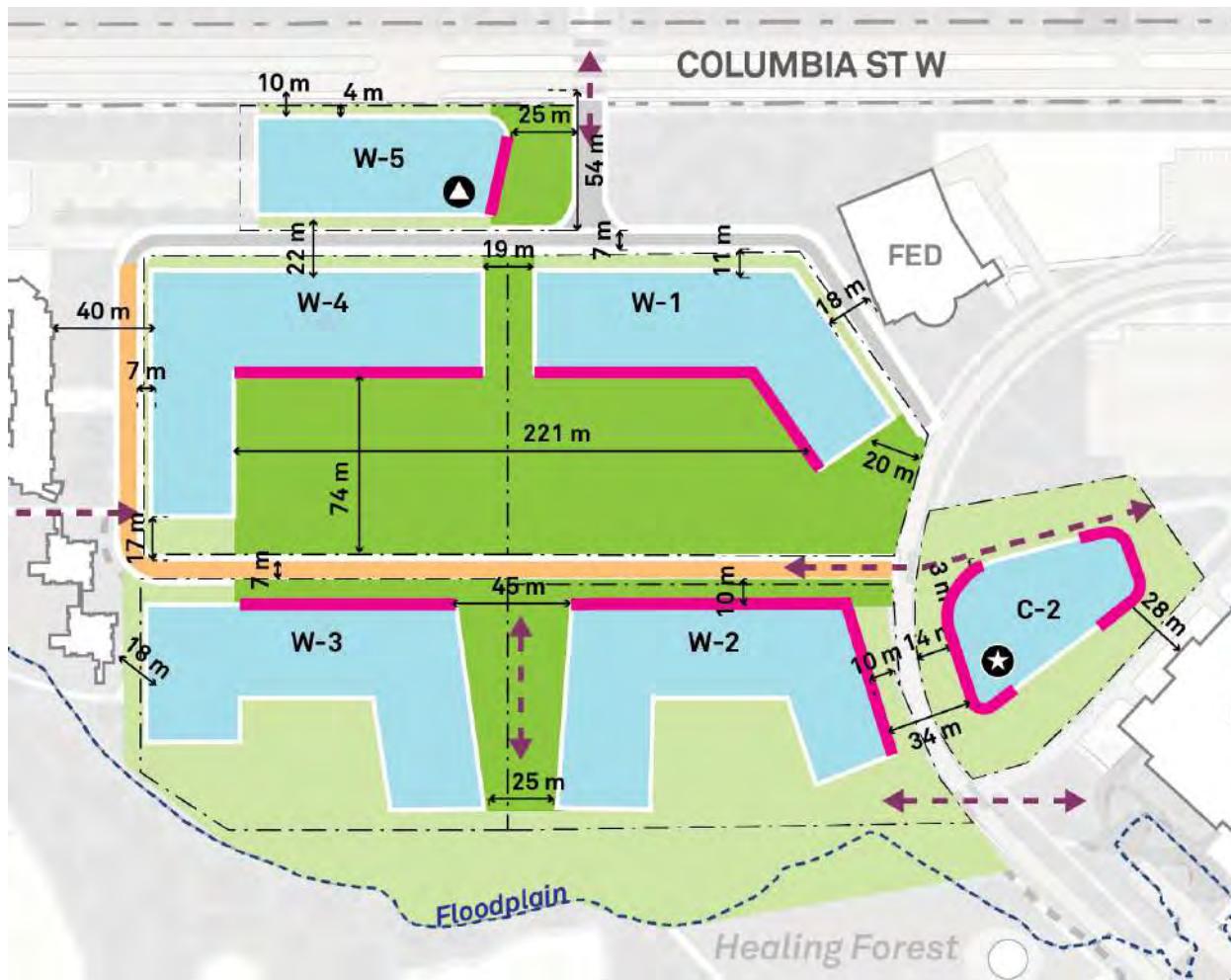
Figure 130. West Village Site Opportunities Plan. Highlighting key site plan, setbacks, open space and building development opportunities

Legend:
- □ Existing Buildings
- ▢ Potential Buildable Area
- ▢ Open Space Buffer
- ⬚ Parcel Boundary
- ▢ Open Space Opportunities
- ◄·► Enhanced Pedestrian Connection
- — Animated Frontage
- ★ Nodal Energy Plant
- 🚗 Vehicular Access to Parking Structure

Proposed Building Development	Maximum Recommended Height (m)	Potential GFA (m²)	Potential Programming
W-1	23m	18,200m²	Campus housing
W-2	23m	19,900m²	Campus housing
W-3	23m	18,500m²	Campus housing
W-4	23m	18,300m²	Campus housing
W-5	15m	13,150m²	Parking structure with amenities (244 parking spaces)
C-2	32m	15,600m²	Academic and ancillary

Figure 131. West Village key statistics. Actual building heights and GFA should be informed by future site-specific studies, context, and confirmed building uses.
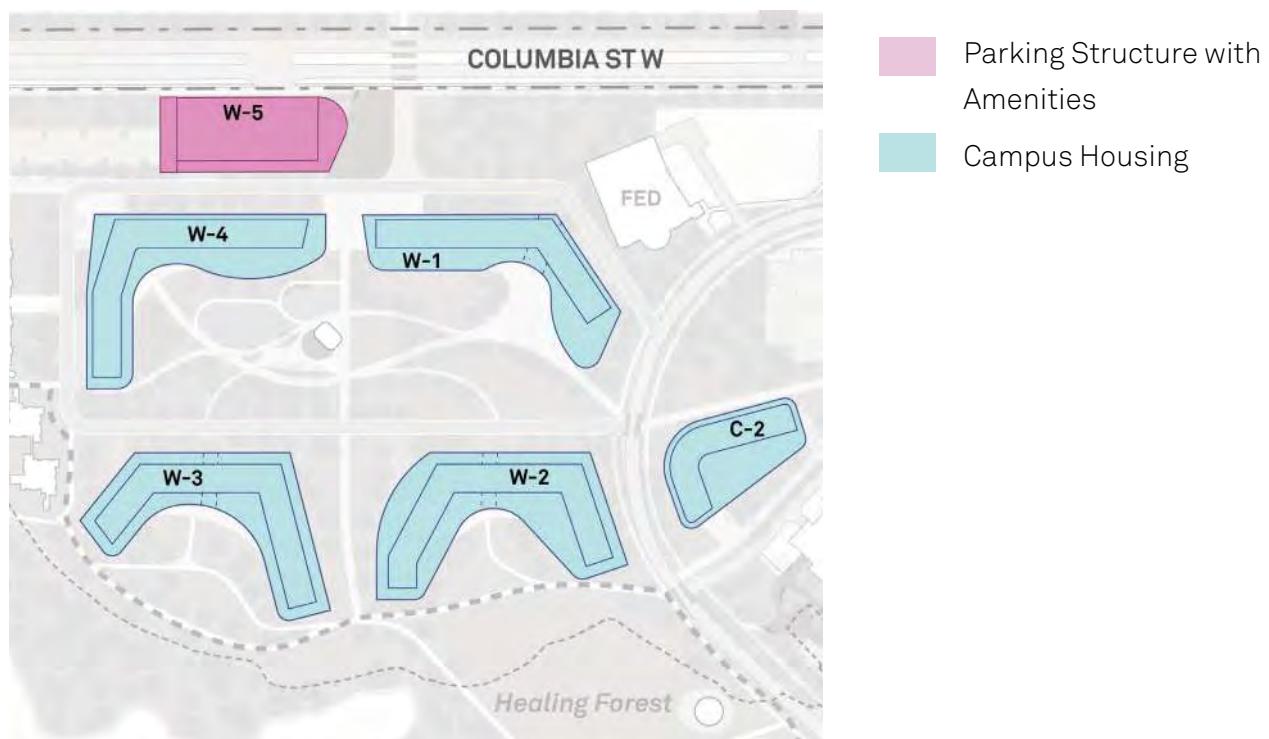
Figure 132. West Village Program Key Map.

Figure 133. Rendering of the West Commons

4.2.4 Inner Campus

The Campus Plan establishes two focus areas within the Inner Campus where opportunities for building replacement and open space upgrades are significant. New buildings within the Inner Campus can accommodate multiple faculties, ensuring an efficient and collaborative use of space. It is recommended that Inner Campus buildings be designed to meet the highest standard of design excellence, accessibility, and sustainability achievable by the University, creating a positive image of the campus's aspirations.

Proposed development within Inner Campus should limit the erosion of open spaces and open space buffer areas, which provide important common space vital to well-being and the legibility and wayfinding of the campus.

Potential Programming & Community Well-Being:

- **Mixed-Use Building (C-2):** A new building on the site of University Club is envisioned to introduce the campus community to the West Village. The building is proposed to have academic uses within a podium containing a central dining facility and student residences in upper floors. A green roof terrace is recommended to provide outdoor social and dining areas, and expansive views towards Laurel Creek and the Healing Forest. The new building is envisioned to integrate an energy nodal plant, providing a connection to the district energy system and existing tunnel infrastructure.

- **Landmark Open Spaces:** The Inclusive Circle and Arts Quad are proposed to re-define open spaces on campus. The Inclusive Circle is envisioned to reference and enhance the existing Indigenous Gathering Structure and reinforce the Two Row
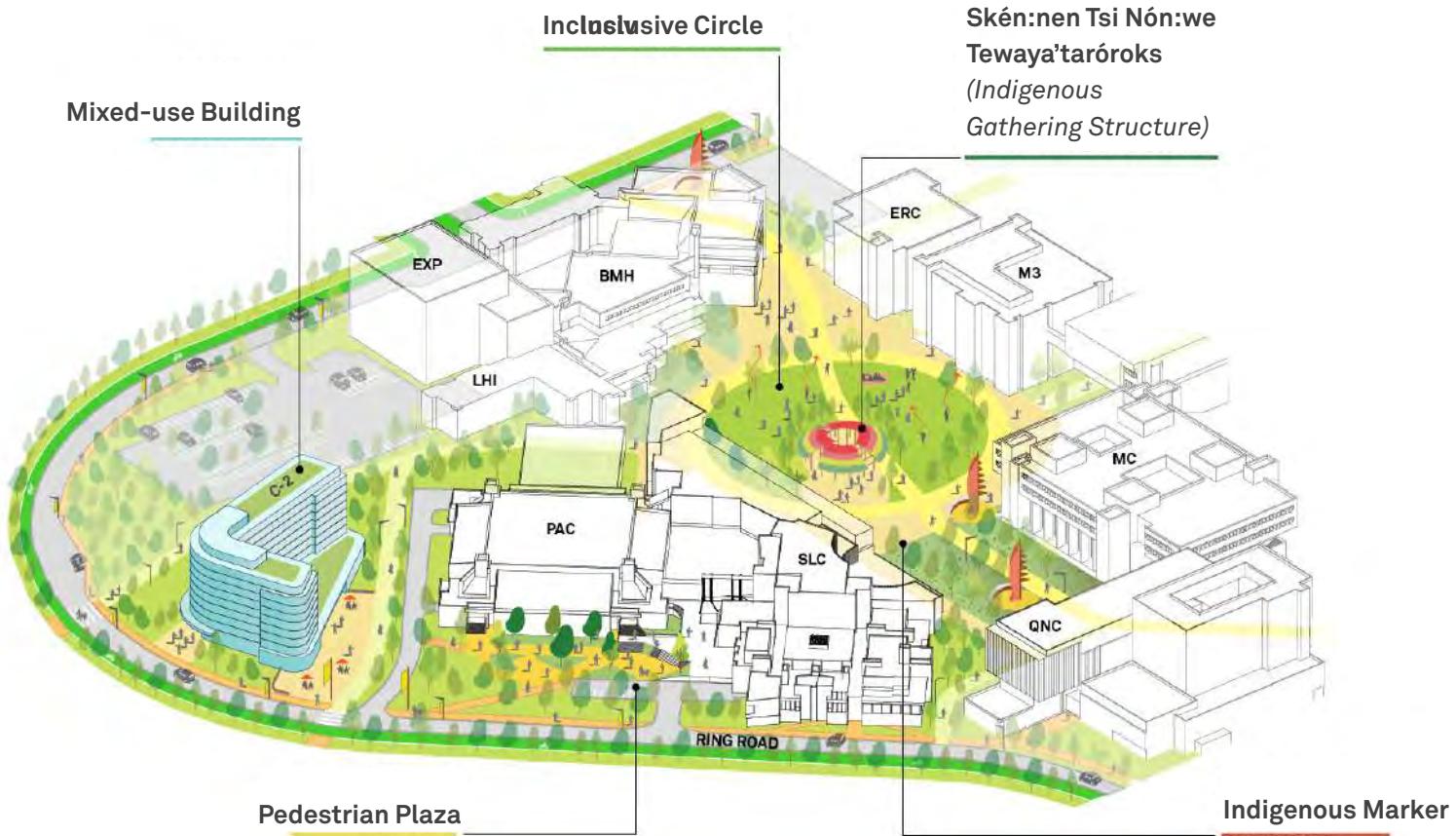
Figure 134. Axonometric view of north Inner Campus focus area

Path. The Arts Quad concept embraces existing grade changes to form an even grade for flexible programming areas for gathering, innovation and creativity, including space for experimentation and temporary installations.

- **South Campus Hall (C-3):** The replacement of South Campus Hall provides an opportunity for a new landmark building to revitalize the South Gateway. The building concept includes welcoming alumni spaces, exhibition and gallery spaces, and lecture halls collectively functioning as an Innovation Hub. The building site is well-connected to the existing tunnel network and can integrate an energy nodal plant, providing a connection to the district energy system.

- **Innovation Hub (C-5):** To replace Arts Lecture, a new Innovation Hub is envisioned with classrooms and lecture theatres. The building provides a strong opportunity to showcase creativity and innovation, supporting spaces that bridge technology and the human imagination with studio spaces and digital innovation labs open to the campus community.

- **Placemaking:** The Inner Campus offers ample opportunity for student projects and placemaking structures within existing and enhanced open spaces. Student competitions to design playscapes, and artwork installations are envisioned to enliven the Inner Campus.
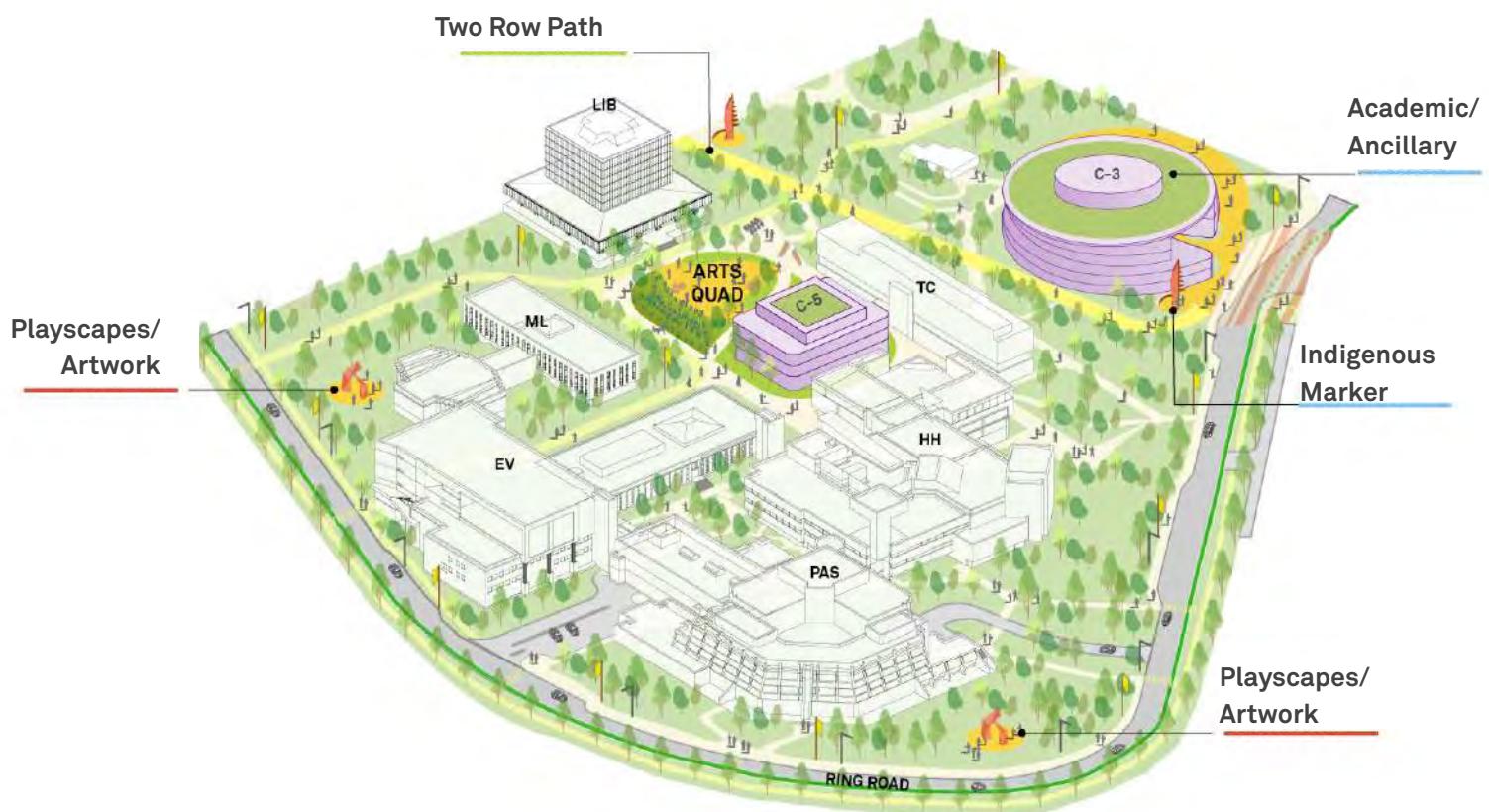
Figure 135. Axonometric view of south Inner Campus focus area

Figure 136. New mixed-use residence building bridges West Village and Inner Campus (Montgomery Sisam Architects)

Figure 137. Skén:nen Tsi Nón:we Tewaya'taróroks Gathering Structure
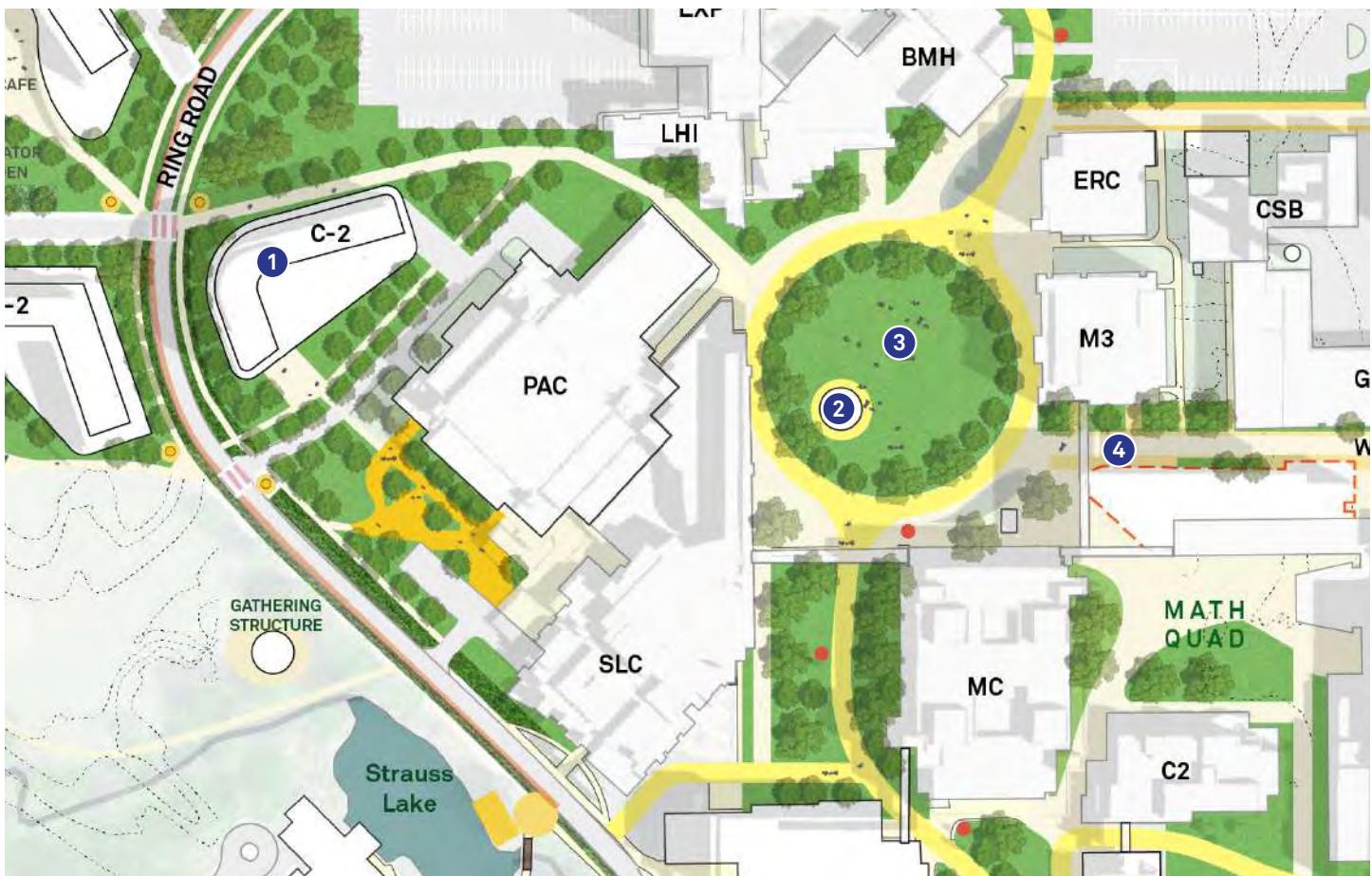
Figure 138. Inner Campus Concept Plan

Figure 139. Inclusive circle re-defines north Inner Campus

Figure 140. Math 4 framing William Tutte Way (Moriyama Teshima Architects)

Figure 141. Plazas acknowledging the Affiliated and Federated Institutions can complement the existing footbridges

Figure 142. Playscapes and structures animate open space
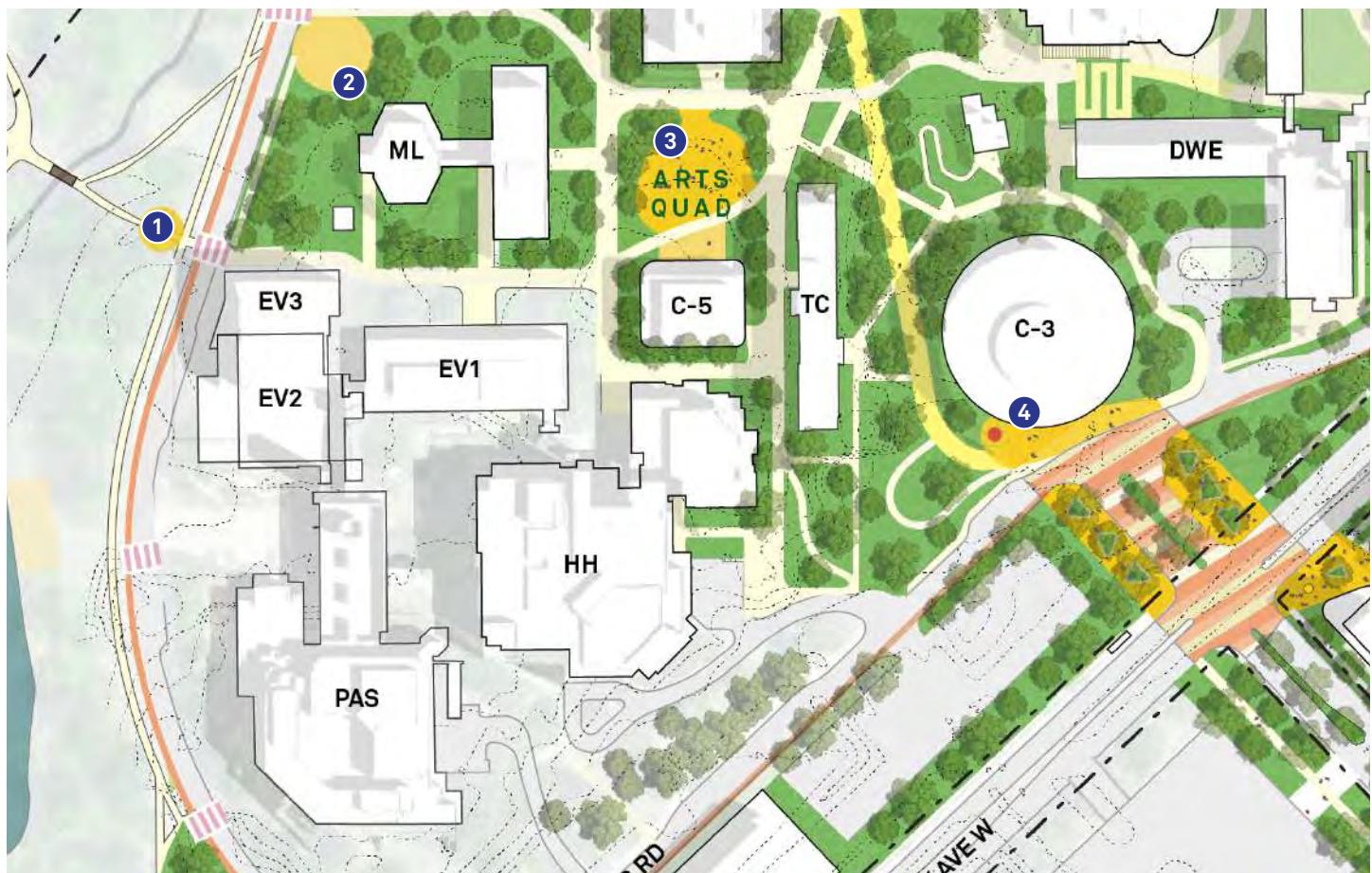
Figure 143. Inner Campus Concept Plan

Figure 144. Arts Quad integrates new C-5 Building

Figure 145. Marker and benches along Two Row Path

Connections:

- Traffic calming measures including contrasting pavers, and placemaking measures including banners, seating, lighting, and planting to create plaza-like spaces at the North and South Gateways.

- Support Two Row Path with clear wayfinding through customized Markers, seating, and lighting that offers a cohesive and inspiring north-south connection through campus. Opportunities for land-based learning, native plants, and interpretation should be co-designed with the campus and Indigenous communities.

- Enhance east-west connections through Inner Campus and prioritize universal accessibility.

Sustainability and Built Form Design:

- Promote circular and sustainable building practices, such as re-using demolished building material in new buildings and open spaces, where feasible.

- Integrate circular water practices, including rainwater harvesting, grey water re-use, water-efficient technologies, and water management across buildings.

- Consider solar photovoltaic arrays and creating an energy node at the new **C-3** building to generate clean energy for the Inner and South Campus.

- Avoid the erosion of existing and planned open spaces and open space buffers through the prohibition of building additions on Inner Campus, instead supporting the efficient and equitable use of existing buildings and the construction of new mixed-faculty buildings as needed.

- Building heights and forms should transition well to existing campus buildings and protect the utility of open spaces year-round through the mitigation of shadow impacts and appropriate building setbacks and separation distances.

Figure 146. Potential Inner Campus buildings.
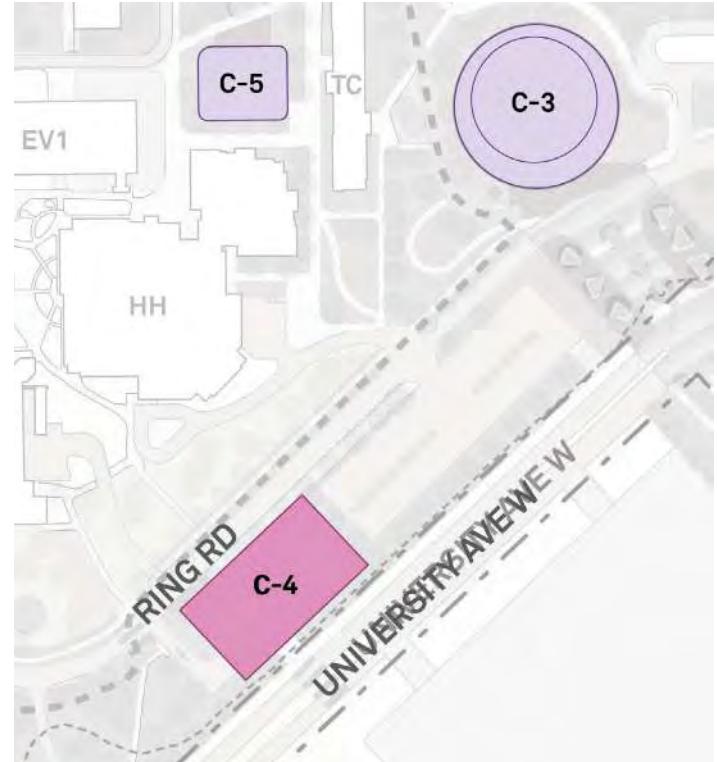
Figure 147. South Inner Campus Program Key Map.

Academic/Ancillary

Parking Structure with amenities

Proposed Building Development	Maximum Recommended Height (m)	Potential GFA (m²)	Potential Programming
C-3	21m	16,400m²	Academic, ancillary, Innovation Hub, art gallery, and alumni spaces, and nodal energy plant
C-4	16m	11,200m²	Parking structure with amenities (280 parking spaces)
C-5	17m	4,150m²	Academic and ancillary

Figure 148. South Inner Campus key statistics. Actual building heights and GFA should be informed by future site-specific studies, context, and confirmed building uses.
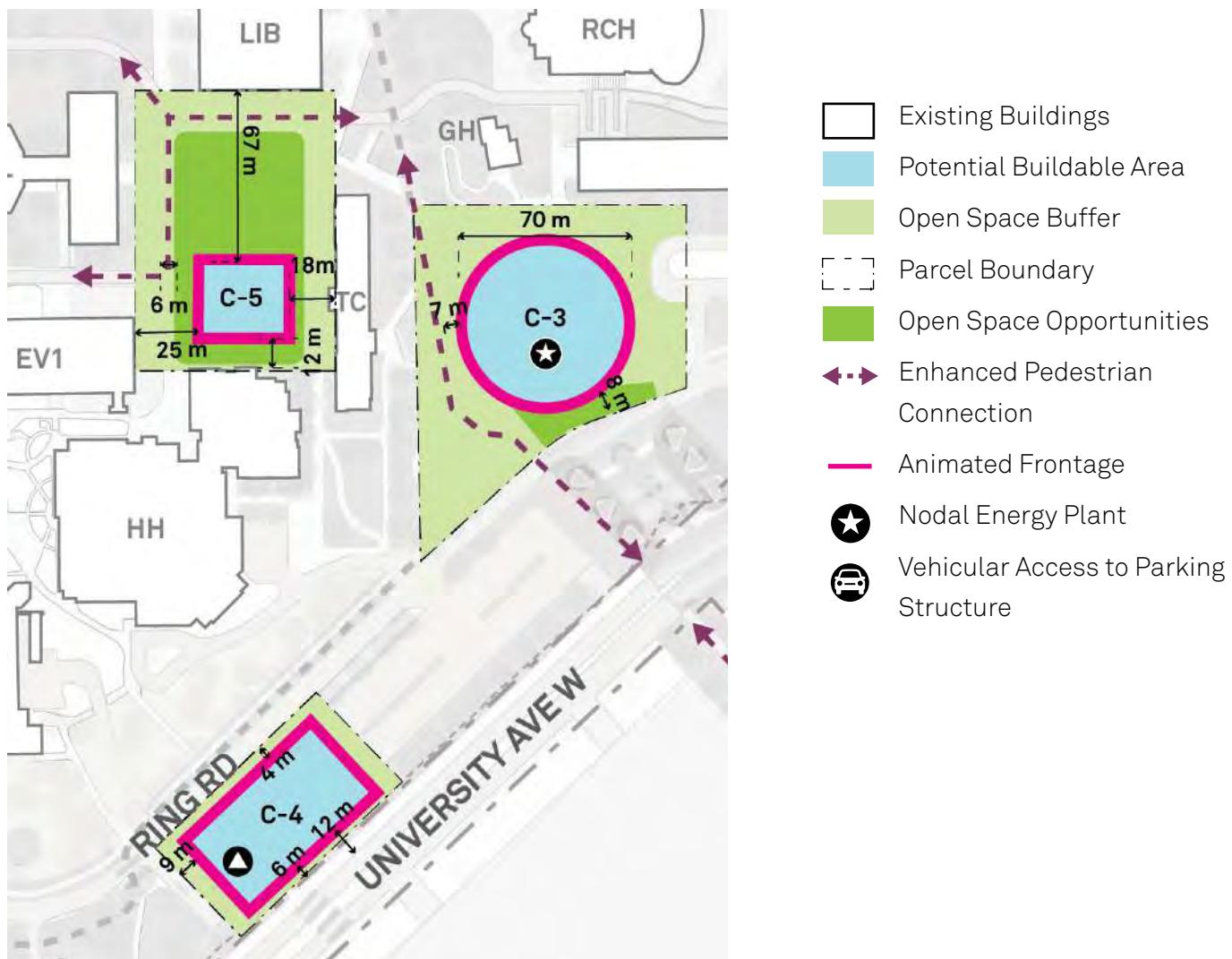
Figure 149. Inner Campus Site Opportunities Plan. Highlighting key site plan, setbacks, open space and building development opportunities

Figure 150. Potential Inner Campus buildings.
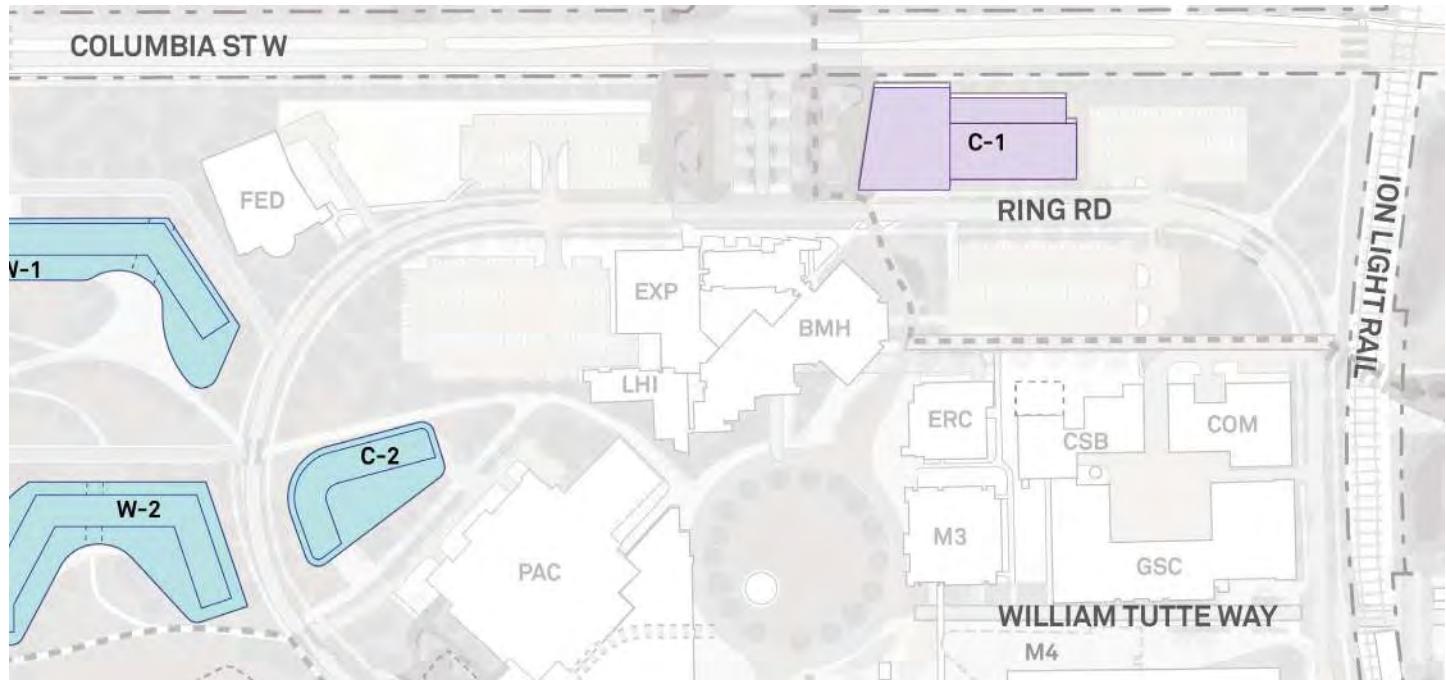
Figure 151. North Inner Campus Program Key Map.

Academic/Ancillary

Campus Housing

Performance Standards:

Proposed Building Development	Maximum Recommended Height (m)	Potential GFA (m²)	Potential Programming
C-1	25m	19,600m²	Campus Housing with mixed-use and energy nodal plant
C-2	32m	15,600m²	Academic and ancillary

Figure 152. North Inner Campus key statistics. Actual building heights and GFA should be informed by future site-specific studies, context, and confirmed building uses.
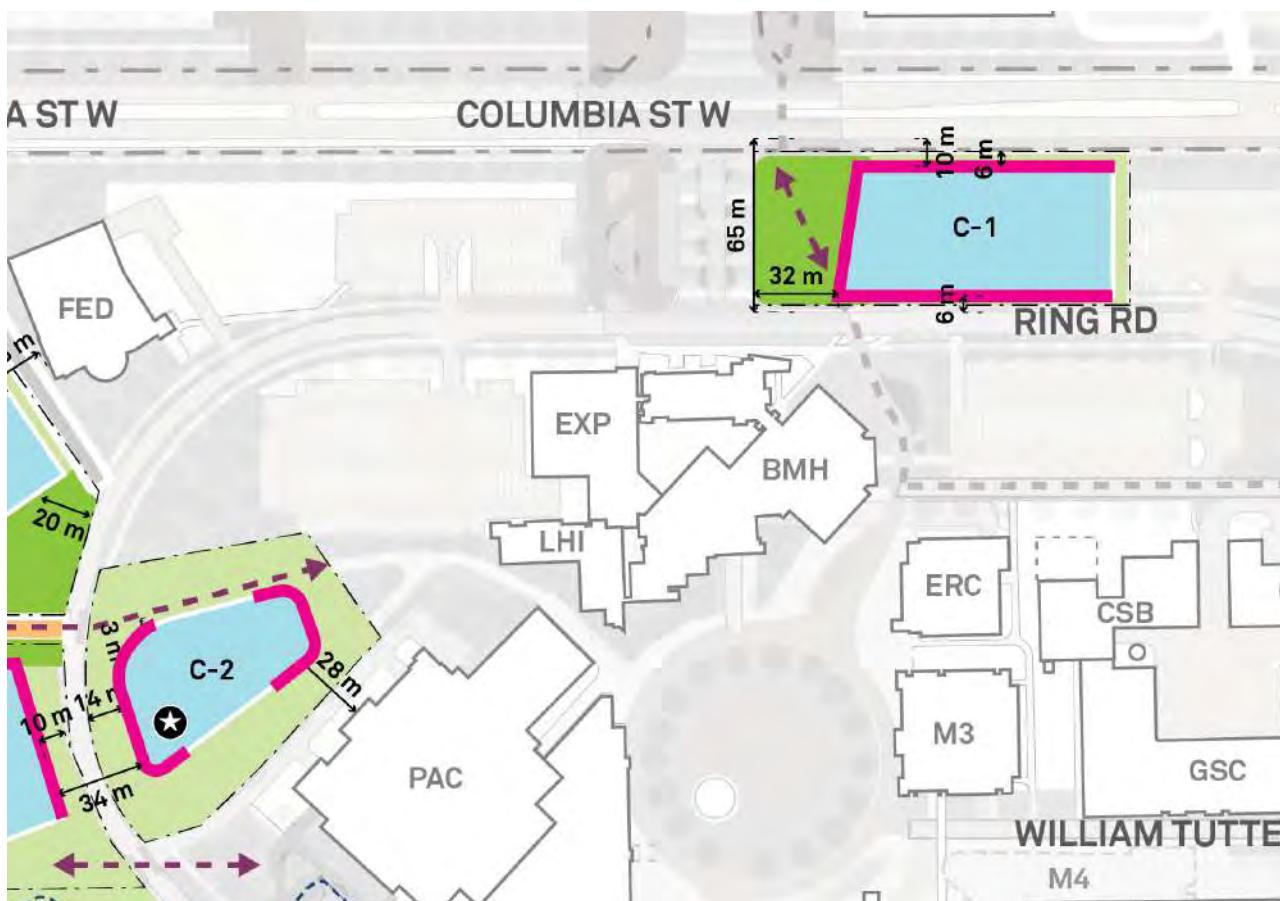
Figure 153. Inner Campus Site Opportunities Plan. Highlighting key ROW, setbacks, open space and building development opportunities

Existing Buildings

Potential Buildable Area

Open Space Buffer

Parcel Boundary

Open Space Opportunities

Enhanced Pedestrian Connection

Active Frontage

Nodal Energy Plant

Vehicular Access to Parking Structure

4.2.5 North Campus

The North Campus is bound by Frank Tompa Drive to the north, and Columbia Street West to the south, abutting the Environmental Reserve. The Campus Plan envisions a North Campus that has significant campus growth opportunity The North Campus will be knit into the fabric of the campus, with enhanced pedestrian connections through the existing Laurel Trail, and the extension of the Innovation Trail, Arboretum Trail, the Land of Knowledge, and Environmental Reserve. These connections have the opportunity to extend to the R+T Park and future hospital to the north, where integration with the city and broader community is anticipated.

New buildings within the North Campus should balance existing recreational and academic uses with a mix of faculties to ensure the efficient and collaborative use of space. Some existing surface parking will be removed and replaced with structured parking to accommodate events at the Columbia Ice Fields recreation complex.

Potential Programming & Community Well-Being:

- **Academic Facilities (N-1 and N-2):** New academic/ancillary buildings at the North Campus are located to frame and enhance Hagey Boulevard and surrounding open space, and allow for an increase in food service and student amenities in the area. Social and study spaces should be located to take advantage of views to the Innovation Trail. Amenities should be highly visible from building exteriors to ensure legibility and activate the public realm, inviting users from R+T Park to patronize these services. Structured parking is recommended to ensure adequate parking for events at CIF.

- **CIF Master Plan:** The Campus Plan adopts the recommendations of the CIF Master Plan, which includes additional recreation and spectator space for the University of Waterloo.
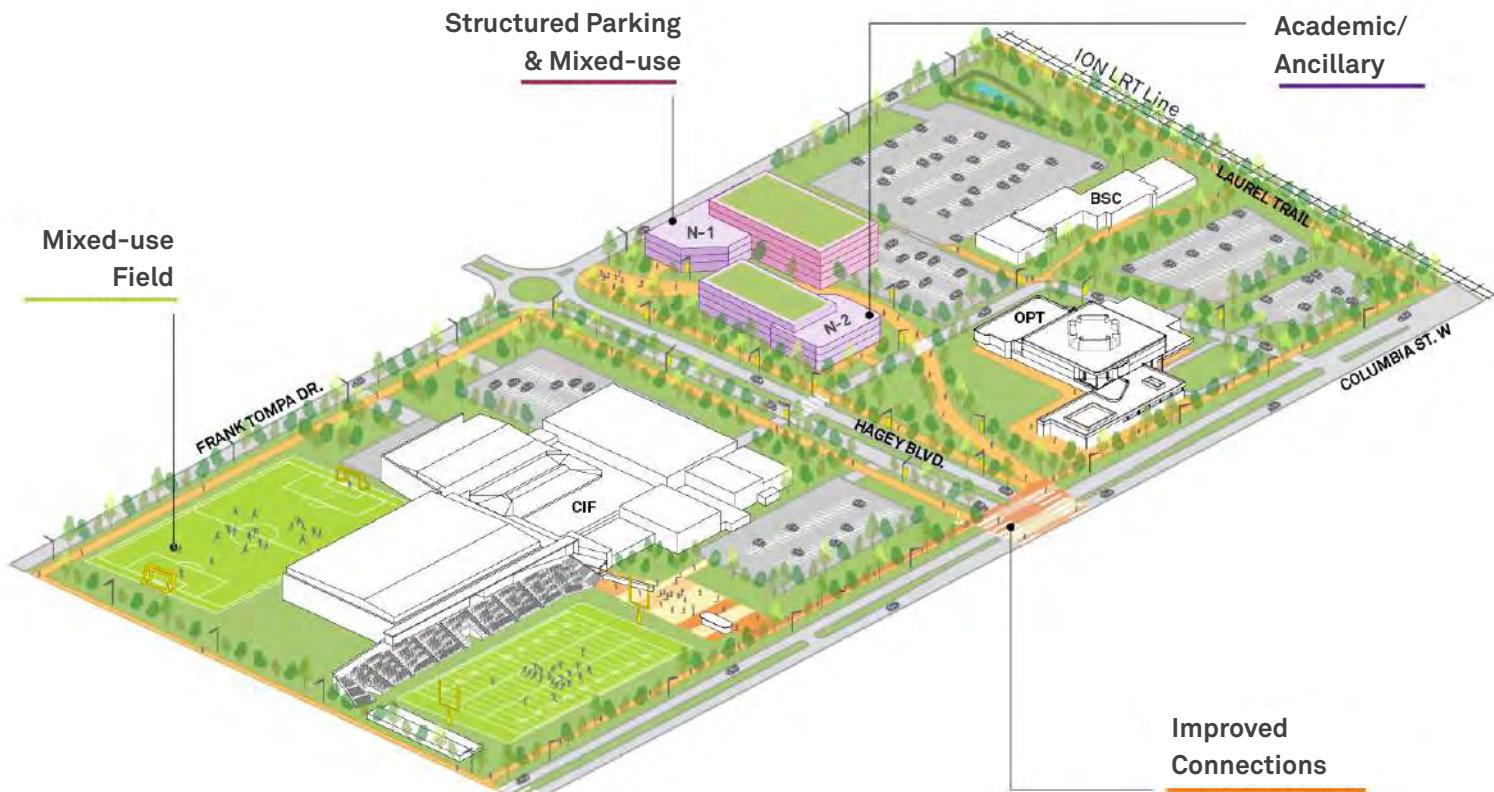
Figure 154. Axonometric view of North Campus focus area

- **Innovation Trail:** The extension of the Innovation Trail ensures a strong pedestrian connection to the North Campus and Environmental Reserve from the Inner Campus and West Village. The trail provides opportunities for digital and multi-media panels educating pedestrians on the University of Waterloo's many contributions to innovation, research and technology.

- **Brubacher House:** The 1850s Pennsylvania German Mennonite farmhouse is an important landmark in North Campus and provides ample opportunities for a secondary gateway that interprets the historic and ongoing contribution of Mennonite communities to the Region of Waterloo.

- **Kiinomaage-Aki (Land of Knowledge):** The Land of Knowledge will be an outdoor learning and ceremonial space providing land-based learning and Indigenous ways of knowing opportunities for Indigenous and non-Indigenous students. The space will be located in the Environmental Reserve, and will include a teaching gardens and gathering place, ceremonial fire pit, learning lodges, a sweat lodge, and other facilities. The Land of Knowledge will be connected to the campus through the Innovation and Arboretum Trails, with recommended connections to the future hospital and R+T Park.

- **Environmental Reserve:** The Environmental Reserve is an important open space used for research, leisure and recreation. The Reserve is a critical part of the Laurel Creek Watershed. In addition to the Innovation Trail, the Arboretum Trail has the opportunity to connect the Reserve with the wider campus through technology and placemaking initiatives to enable learning about campus ecosystems, plants and ongoing field research within the Laurel Creek and Columbia Lake areas.

Figure 155. Ground floor study spaces taking advantage of views to outdoor trails and pathways.

Figure 156. QR code opportunities along the Arboretum and Innovation Trail to learn more about plants, wildlife, innovation, and ongoing University projects.

Figure 157. New buildings can frame and enhance the Innovation Trail (Turf Design Studio)

Figure 158. Secondary gateway terraces and open spaces should support pedestrian safety and placemaking

Figure 159. North Campus Concept Plan

Figure 160. Structured parking with screening

Figure 161. Laurel Trail enhancements

Connections:

- Enhance the crossings at Columbia Street West and Hagey Boulevard, as well as Westmount Road and Columbia Street West, in cooperation with the City and Region of Waterloo to ensure safer pedestrian and cycling connections to the North Campus and North West Campus.

- Create a pedestrian-focused and enhanced Hagey Boulevard in combination with the intersection at Columbia St W including linear tree-planting and street furnishings (seating, banners, upgraded lighting).

- Support delineation of the Innovation Trail and Arboretum Trail through clear wayfinding signage, seating, and lighting for a cohesive pathway network.

Sustainability and Built Form Design:

- Consider mass timber buildings to reduce the embodied carbon of new construction.

- Promote circular and sustainable building practices, such as utilizing demolished building material in new buildings and open spaces, where feasible.

- Integrate circular water practices, including rainwater harvesting, grey water re-use, water-efficient technologies, and integrated water management across buildings.

- Integrate solar photovoltaic arrays on south-facing rooftops.

- Ensure that built forms transition well to existing campus buildings and protect the utility of open spaces year-round through the mitigation of shadow impacts.

- Limit hardscaping in the Environmental Reserve to ensure maximum stormwater infiltration.

Figure 162. North Campus southeast view

Performance Standards:
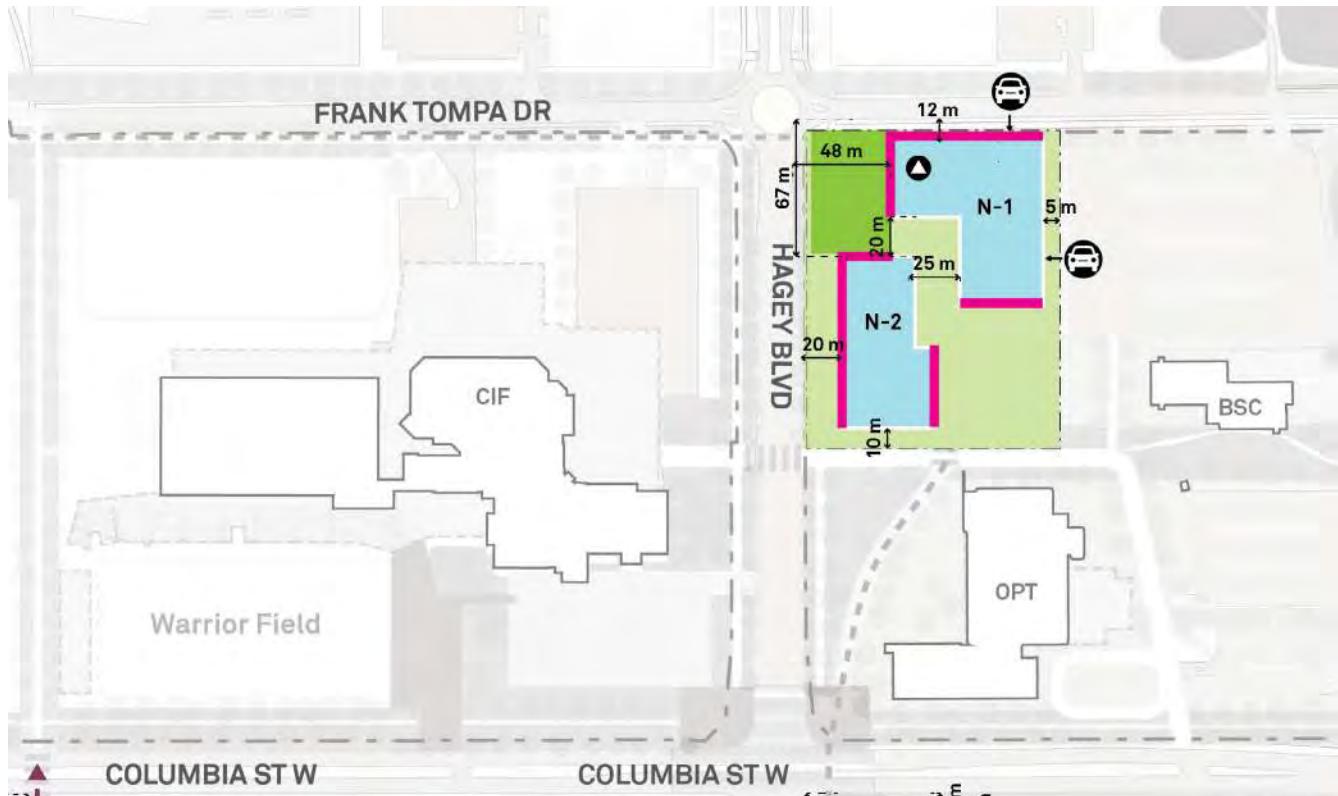
Figure 163. North Campus Site Opportunities Plan. Highlighting key site plan, setbacks, open space and building development opportunities

Legend

☐	Existing Buildings	◄··►	Enhanced Pedestrian Connection
▮ (blue)	Potential Buildable Area	───	Active Frontage
▮ (light green)	Open Space Buffer	★	Nodal Energy Plant
⌐ ¬	Parcel Boundary	🚗	Vehicular Access to Parking Structure
▮ (green)	Open Space Opportunities		

Proposed Building Development	Maximum Recommended Height (m)	Potential GFA (m²)	Potential Programming
N-1	21m	19,700m²	Parking structure with amenities (375 parking spaces)
N-2	17m	11,000m²	Academic/Ancillary

Figure 164. North Campus key statistics. Actual building heights and GFA should be informed by future site-specific studies, context, and confirmed building uses.
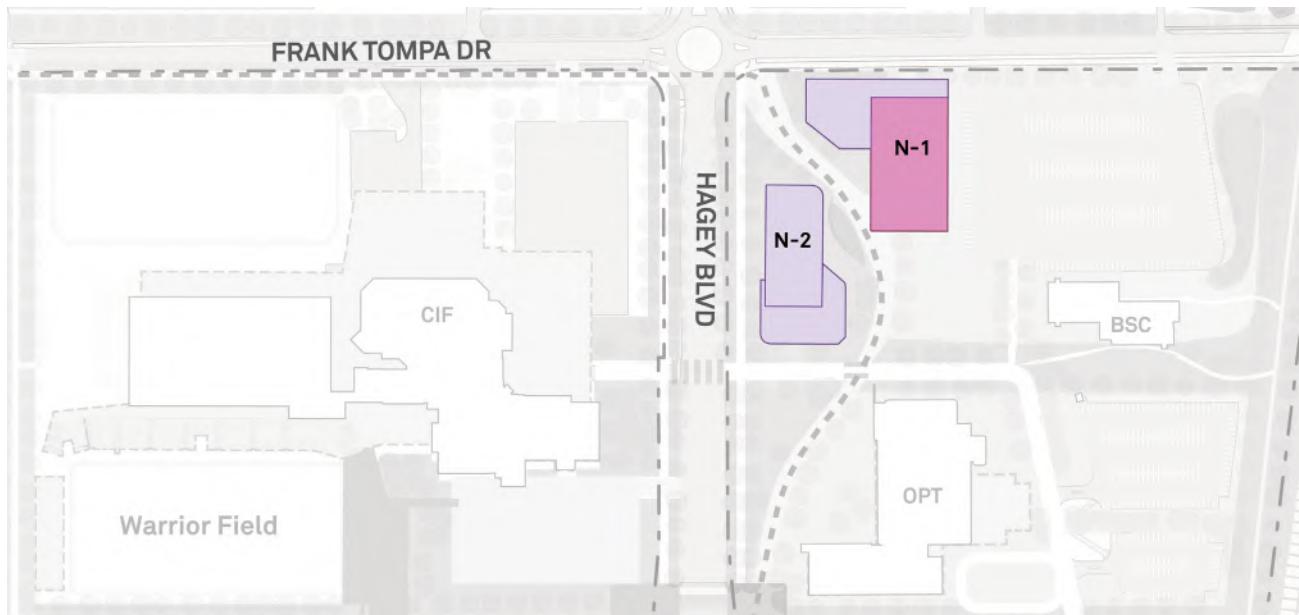
**Figure 165. North Campus Program Key Map.**

Parking Structure with Amenities

Academic/Ancillary

Figure 166. Conceptual rendering of the campus

5.0

Implementation

5.1 Priorities, Phasing, and Implementation

Recommendations

5.2 Plan Review and Update

5.1 Priorities, Phasing, and Implementation Recommendations

- Quick Wins

- Flexible Projects

- Short-Term (0-10 years)

- Mid-Term Projects (10-20 years)

- Long-Term Projects (20+ years)

Throughout the campus planning process, the University's leadership team emphasized the importance of developing an implementable, practical, and cost-effective plan that meets the evolving needs of the University.

The Campus Plan's phasing strategy outlines opportunities for 'quick wins', a flexible phase, as well as short-, mid-, and long-term recommendations to address current needs while programming for future goals and enhancements. The recommended phasing strategy will evolve over time to align with the University's priorities and funding availability. This approach ensures that the campus capitalizes on emerging opportunities while still moving toward a cohesive long-term vision.

Proposed Projects

- Short-Term (0-10)
- Medium-Term (10-20)
- Long-Term (20+)
- Flexible
- Planned/Under Construction/ Future Campus Projects

Figure 167. **Phasing Plan** showing phasing for proposed building, open space, and landscape interventions.

The phasing strategy for the programmatic space allocation is dynamic and may shift in response to evolving space needs, priorities, funding, partnerships, and research opportunities. The phasing strategy accommodates the proposed timeline for new Campus Housing buildings (CHFS, 2025) and Shift: Neutral Report. As part of the campus planning process, building renovations, and deep energy retrofits have been identified for the remaining campus buildings. The phasing strategy does not provide the exact timeline for when these initiatives and projects should occur.

The long-term growth potential for future mixed-use institutional, residential, and retail developments, as well as integrated multi-level parking will have a significant impact on the campus. The Campus Plan acknowledges that each development project will occur incrementally over several years as a response to immediate priorities and needs. Initiatives must be addressed holistically with improvements to the public realm, open space, landscaping, campus

accessibility, and circulation. Future building footprints have been illustrated for long-term planning purposes, and their realization will follow the strategic direction established by the University of Waterloo's leadership team and Board.

During the implementation planning process, strategic decision-making should prioritize the following initiatives:

- Create people-focused health and wellness, social, and study spaces throughout campus, to enhance the overall campus experience

- Enhance sustainable and equitable transportation through the redevelopment of Ring Road

- Prioritize upgrades that address deferred maintenance issues. New and existing buildings and infrastructure should undergo continuous Building Condition Assessments and energy audits and ongoing commissioning to ensure strong stewardship of the campus

- Prioritize Indigenization and environmental stewardship with key initiatives such as the Two Row Path, Healing Forest, and Land of Knowledge

- Improve safety and accessibility across campus and ensure AODA compliance. A comprehensive accessibility audit is recommended

- Promote active mobility and enhanced connections to the campus's natural setting

- Respond to partnership opportunities with the City, Region, and Affiliated and Federated Institutions to strengthen integration with surrounding neighbourhoods and enhance cross-campus connections

Figure 168. Key map of the campus highlighting buildings that require renovations, deep energy retrofits, and upgrades. A larger map can be found in **Section 3.4.**

5.1.1 Quick Wins

Quick-win projects are relatively low-cost, have fewer barriers to initiate, and can serve as catalysts for change across the campus.

These projects include public realm interventions that would increase the visibility, safety, accessibility, and permeability of the campus. They can be accomplished as funding becomes available and can be addressed in the short-, medium-, or long-term.

Projects:

- Ongoing maintenance and accessibility upgrades to campus pathways and curbs

- The design and implementation of the Arboretum and Innovation Trail, including:

  - Creation of a tree nursery adjacent to MHR

  - Tree planting along Laurel Creek

  - The placement of seating, lighting, and signage in the Healing Forest

  - Construction of docks, outdoor learning pavilions, land-based learning areas, and outdoor classrooms along Laurel Creek and the Arboretum Trail

- Plazas that connect the campus with the Affiliated and Federated Institutions, honouring the historic and ongoing relationship between the institutions

- Test speed reductions and a one-way pilot project on Ring Road (see **Section 3.5** for further detail)

- Landscape upgrades to Mackenzie King Village, Ron Edyt Village, and UWP Courts in tandem with planned renovations or renewals

- Install secondary gateway signage supported by lighting, furnishing, and paving upgrades

- Incorporate public art, playscapes, and improved indoor signage and wayfinding

- Enhance the existing East Campus area through the installation of legible and accessible pathways to support safer pedestrian access in the area. Clear wayfinding signage, elevated road crossings, barrier-free curb cuts, and priority winter maintenance are recommended in recognition of the high number of students, faculty, and staff that walk through East Campus to enter the Inner Campus.
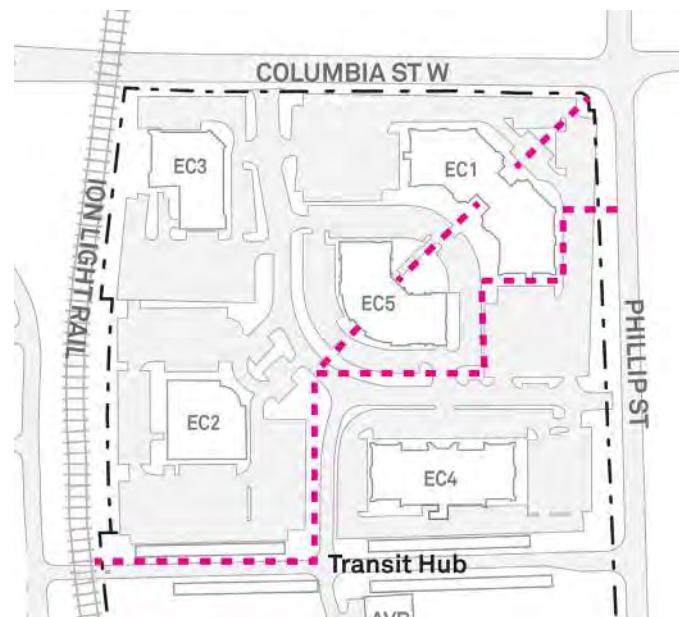
Figure 169. Pedestrianization of East Campus is a quick win to improve access to campus from Phillip Street and high density residential neighbourhoods beyond.

5.1.2 Flexible Projects

The following Flexible Projects may shift in priority in response to changing enrollment patterns, funding availability, operational needs or external partnerships.

The phasing strategy reflects potential projects that can be implemented in partnership with developers or municipal/regional partners as opportunities arise.

Flexible projects for the campus include:

Buildings and Interiors

1. Development of potential emergency services facility with integrated parking structure **(S-5)** and residential development **(S-3 and S-4).** Use, programming, and layout are subject to change

2. Explore innovative long-term development approaches in East Village with uses such as hotel, commercial/retail, residential, grocery stores, and child care

3. Construction of a parking structure with photovoltaics, integrated ground floor amenities, and a Energy Nodal Plant **(EC-11)**. This parcel should be prioritized ahead of other projects in the East Village to alleviate surface parking pressures. Swing spaces for existing uses should be secured prior to the construction of East Village, with potential to use renovated existing buildings or new buildings to accommodate existing uses

4. Remove and replace EC1-5 with **EC7- 15**, as part of the East Village development

Landscape and Open Spaces

5. Plan for and implement arterial streetscape upgrades and enhanced traffic signals, subject to discussion with the City and Region of Waterloo

6. Potential at-grade LRT crossing between East Village and Inner Campus, and within South Village, contingent upon collaboration with transit authorities

7. Potential LRT platform upgrades to promote sustainable modes of transportation on campus and increase capacity

8. Establish pathways across Lot C, connecting the campus to Waterloo Park. This project is subject to future discussions with the Grand River Conservation Authority

9. Upgrades to Laurel Trail. Subject to discussions with the City of Waterloo

10. Implement the CIF Master Plan
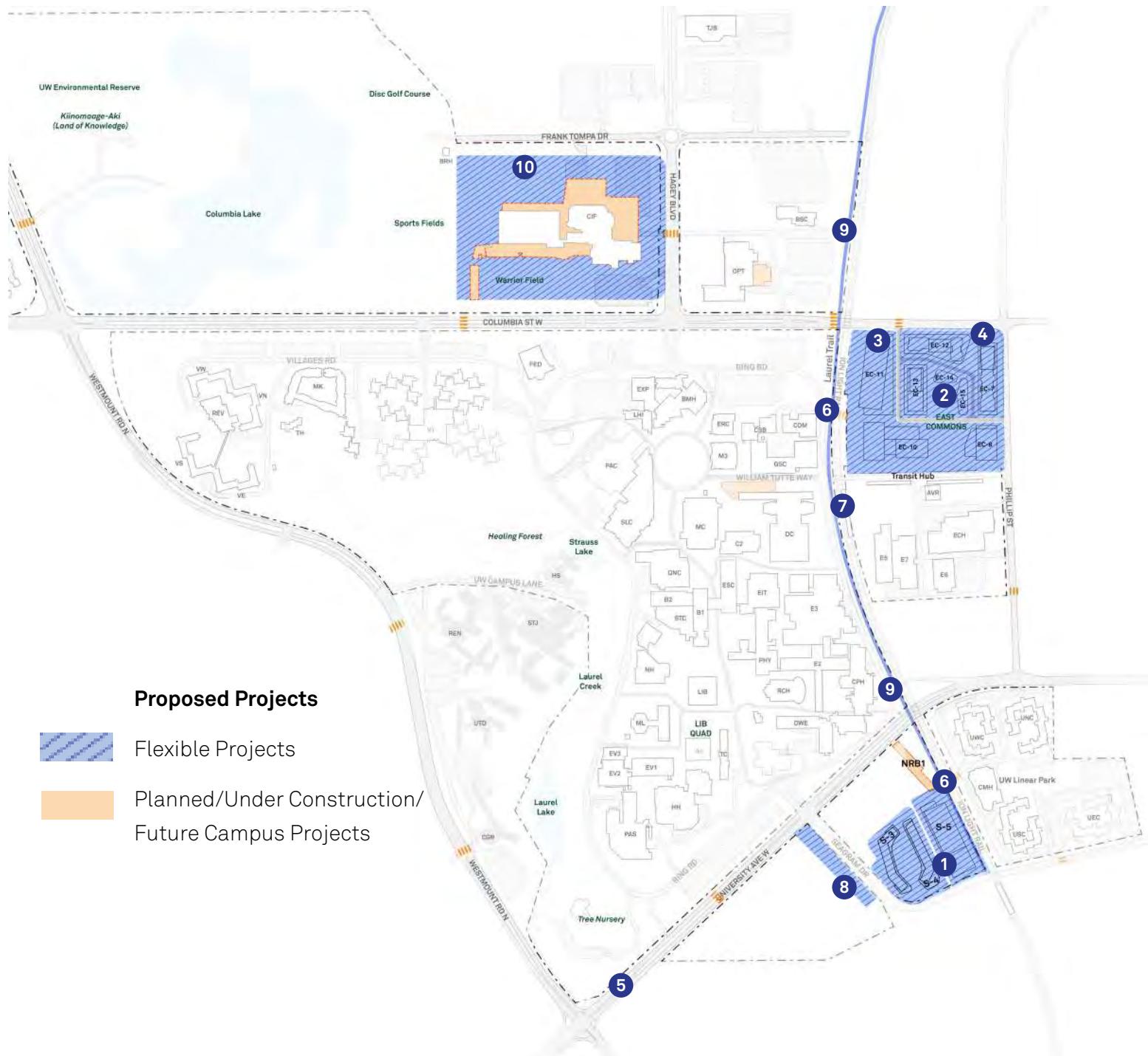
Figure 170. Overview of the Flexible Phasing Plan. Existing campus conditions are shown for areas that are not designated for flexible or future phased development. The numbers indicated on the plan are to be used for illustrative purposes only and do not indicate the sequential order of implementation.

5.1.3 Short-Term Projects

The phasing strategy recommends that short-term projects be completed within 1 to 10 years. These initiatives include sites with fewer implementation constraints and that act as catalysts for future phases. Short-term projects for the University of Waterloo include:

Campus Housing

1. Phased removal of Beck and Eby Hall, Minota Hagey Residence, and V1 East and South

2. Construction of **NRB1** and residence buildings in the South Village **(S-1 and S-2)**

Buildings and Interiors

3. Completion of Math 4, Optometry expansion, and landscaping upgrades to the Math 4 Quad

4. Removal of University Club to facilitate construction of mixed academic and residence building **(C-2)**

5. The construction of a new Transit Hub and Innovation Hub with academic facilities, institutional uses, classrooms and labs, allowing swing space to accommodate removal of SCH and AL **(EC-9)**

6. Removal and replacement of South Campus Hall with a new landmark building **(C-3)** constructing an energy plant connecting to south campus, innovation hub, campus bookstore, alumni centre, and lecture halls

7. Construction of structured parking **(C-4)**, as required

Landscape and Open Spaces

8. Ring Road streetscape upgrades with associated plantings and furnishings

9. Pedestrianization of William Tutte Way and William Tutte Gateway

10. Construction of South Gateway plaza

11. South portion of Two Row Path

12. Inclusive Circle

13. Healing Forest pathways, furnishings, and structures

14. Implement pathways, plantings, and structures throughout the Land of Knowledge,

15. Renovation and landscaping improvements to the linear open space following the removal of Beck and Eby Hall

▲ Rooftop and photovoltaic installation

In addition to the above noted short-term projects, it is recommended that the highest-priority and high-risk deferred maintenance and renewal projects, preliminary major renovations, and piloting of deep energy retrofits of academic and ancillary buildings be undertaken by the University within 1 to 10 years. The Campus Housing Facilities Strategy directs the intent to renovate and renew existing student residence buildings.
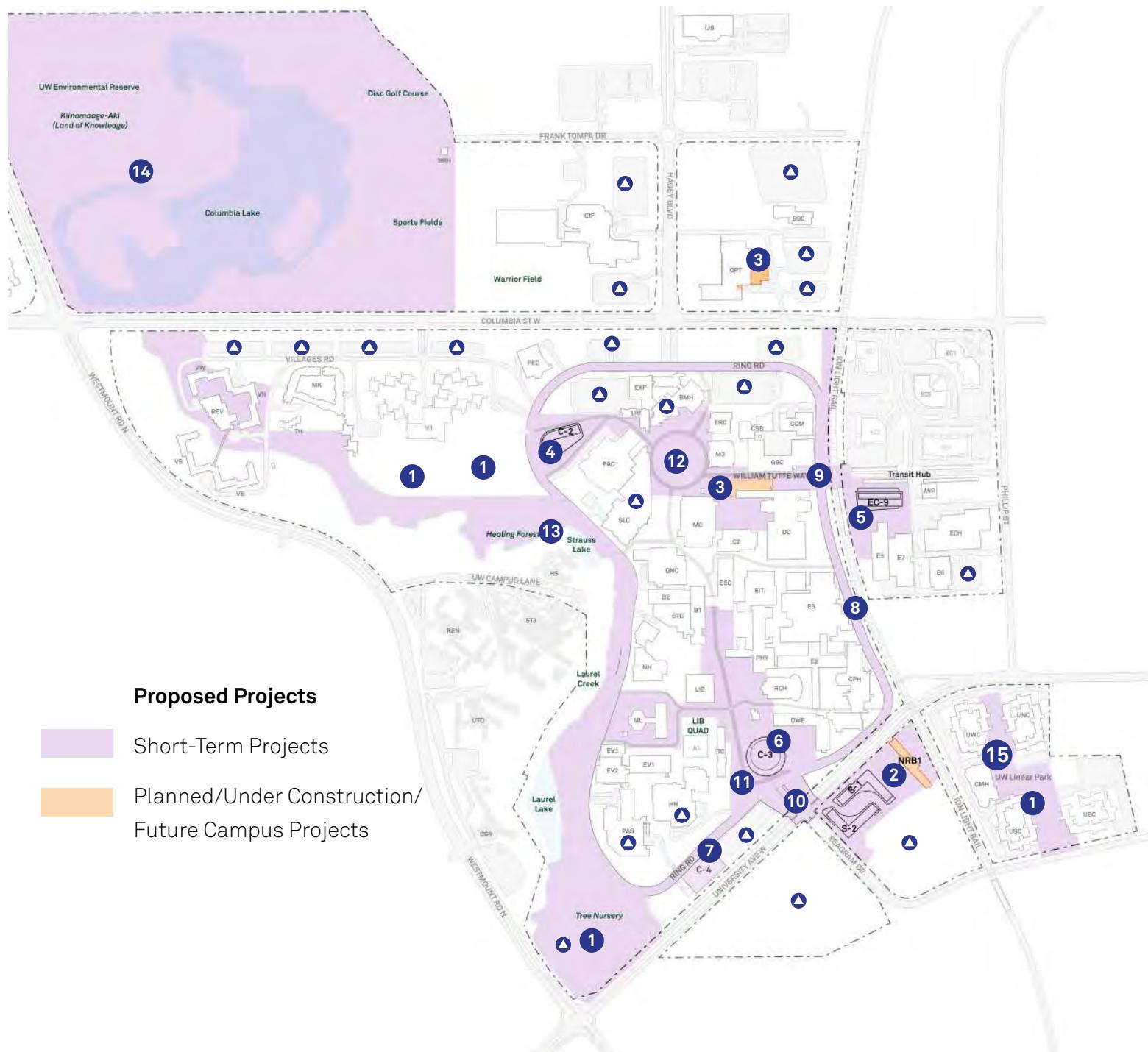
Figure 171. Short-Term Phasing Plan showing proposed building, open space, and landscape interventions. Recommended parking structures to be constructed based on demand and priority. The numbers indicated on the plan are to be used for illustrative purposes only and do not indicate the sequential order of implementation.

Proposed Projects

Short-Term Projects

Planned/Under Construction/ Future Campus Projects

5.1.4 Medium-Term Projects

The phasing strategy recommends medium-term projects be completed within 10 to 20 years, or by 2050. Medium-term projects for the University of Waterloo include:

Campus Housing

1 Removal and replacement of V1 with West Village **(W-1, W-2, W-3, and W-4)**

Buildings and Interiors

2 North Gateway Building **(C-1)** that has an opportunity to include administrative offices, academic facilities, and flexible swing spaces

3 Construction of one structured parking building **(W-5)**, as required

4 Removal and replacement of Arts Lecture Hall (AL) with **C-5,** featuring indoor and outdoor innovation spaces, in response to its close proximity to the Dana Porter Library

5 Construction of the west energy node connecting to West Village

Landscape and Open Spaces

6 Upgrades to the rear of PAC/SLC with architectural improvements, a new plaza, and accessible entrances

7 Transform the Engineering Service Lane into a flexible shared street with enhanced landscaping and pedestrian pathway through CPH/E2/RCH courtyards

8 Upgrades to Arts Quad

9 North Gateway upgrades and plaza

10 Construction of new Go Bus layby south of the Transit Hub. Subject to discussions with transit authorities

11 Upgrades to landscaping buffer and pathways connecting East Village to Inner Campus, anticipating nodal energy plant at GSB

12 Extension of Innovation Trail and Arboretum Trail connections in North Campus

In addition to the above noted medium-term projects, it is recommended major renovations and deep energy retrofits of academic and ancillary buildings be undertaken by the University within 10 to 20 years.

Proposed Projects

Medium-Term Projects

Planned/Under Construction/
Future Campus Projects
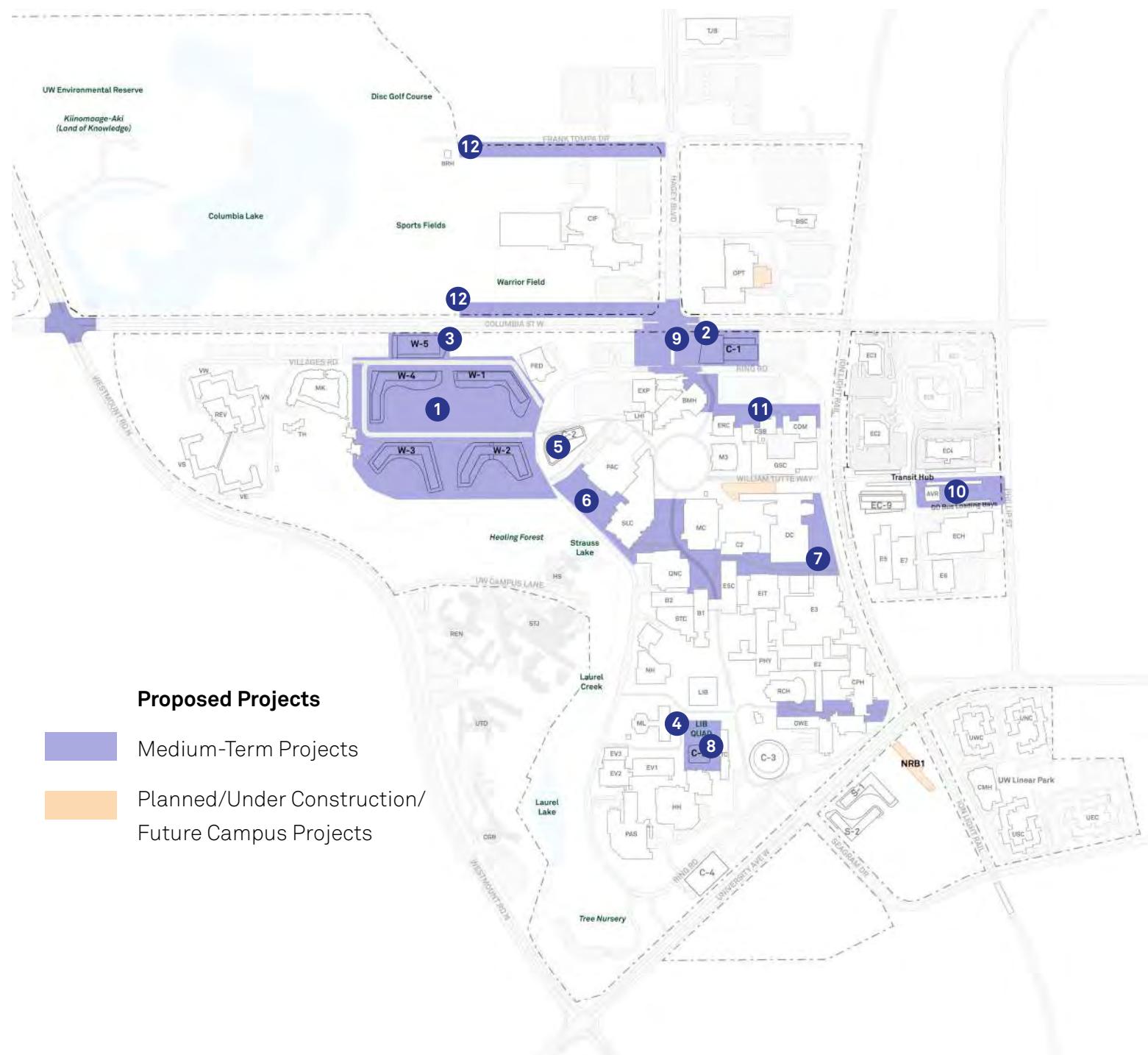
Figure 172. Medium-Term Phasing Plan showing phasing for proposed building, open space, and landscape interventions. Recommended parking structures to be constructed based on demand and priority. The numbers indicated on the plan are to be used for illustrative purposes only and do not indicate the sequential order of implementation.

5.1.5 Long-Term Projects

The phasing strategy recommends long-term projects to be completed beyond 20 years. Long-term projects for the University of Waterloo include:

Buildings and Interiors

1. Construction of academic/administrative building **(N-2)** and structured parking **(N-1)**, as required, with consideration for the creation of an energy nodal plant, pending further analysis

2. Construction of structured parking **(S-6)**, as required

3. Construction of a nodal energy plant and district energy conversion at the north side of the CSB

Landscape and Open Spaces

4. Extension of Innovation Trail aligned with construction of new buildings **(N-1 and N-2)**

In addition to the above noted long-term projects, it is recommended ongoing renovations and renewals of academic and ancillary buildings be undertaken by the University beyond 20 years.

Figure 173. Long-Term Phasing Plan showing phasing for proposed building, open space, and landscape interventions. Recommended parking structures to be constructed based on demand and priority. The numbers indicated on the plan are to be used for illustrative purposes only and do not indicate the sequential order of implementation.

Proposed Projects

Long-Term Projects

Planned/Under Construction/
Future Campus Projects
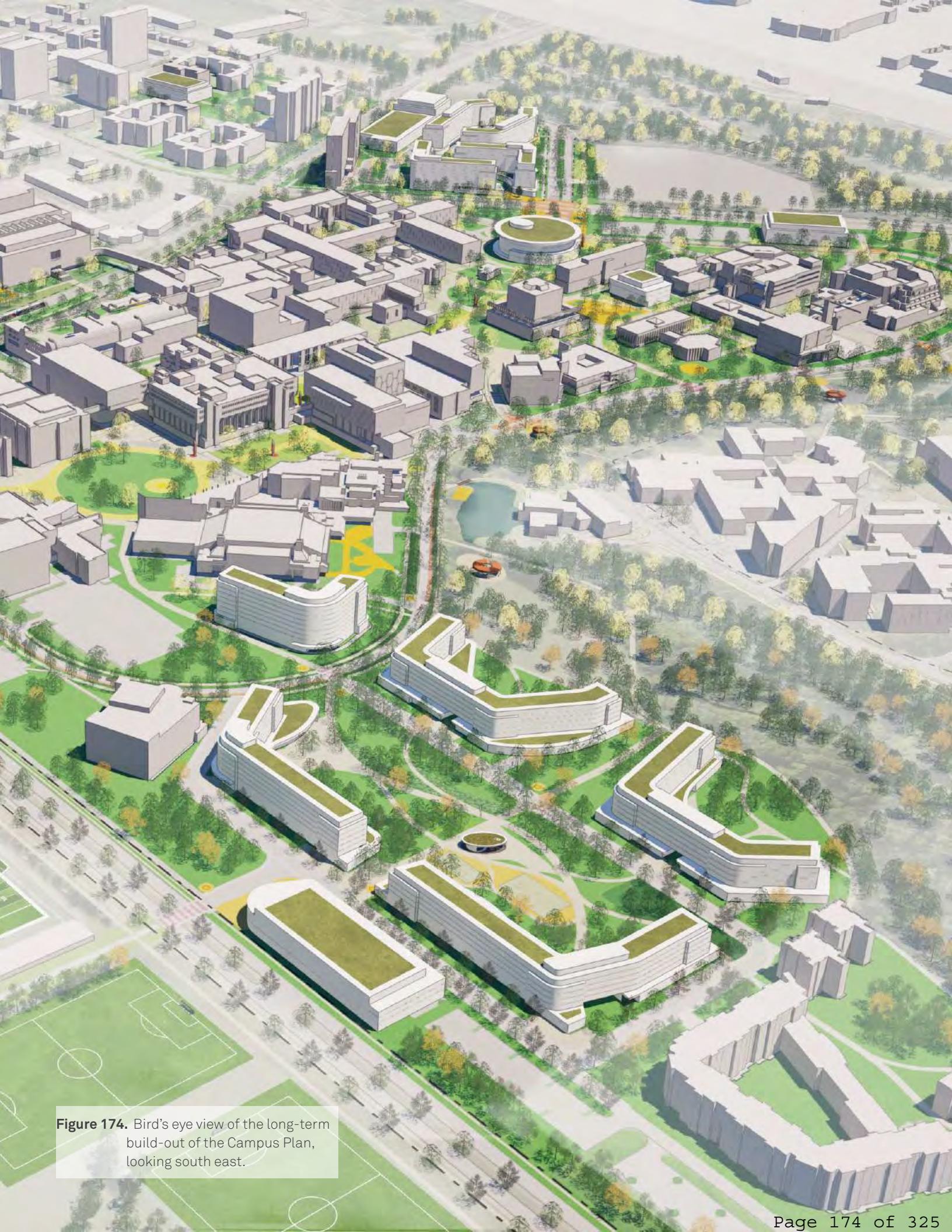
Figure 174. Bird's eye view of the long-term build-out of the Campus Plan, looking south east.

5.2 Plan Review and Update

The Campus Plan provides a comprehensive and flexible framework to help guide future design and development decisions for new buildings, landscaped open spaces, and circulation routes.

A thorough review and update to the Campus Plan should be undertaken by the University regularly to ensure ongoing reference to the Plan. Regular updates are recommended in response to the evolving needs and priorities of the University. Community and stakeholder engagement should be undertaken when future changes are proposed to ensure the successful implementation of the Campus Plan. It is recommended that the review of other plans, guidelines, and standards should be coordinated in a manner that increases consistency and alignment with the Campus Plan.

To ensure continuity and successful implementation of the Campus Plan, the Capital Projects and Space Allocation (CaPS) Committee should review major capital projects in alignment with the Campus Plan. It is recommended that the CaPS Project Proposal Form be updated to include a section requesting identification of how the proposed project supports the vision and principles of the Campus Plan. Project submission to the Building Properties Committee should explain alignment with the Campus Plan.

It is also recommended that the University of Waterloo maintain a Campus Plan landing page on its website that outlines in-progress and upcoming projects from the plan. The page should include key facts, figures, and scheduling information identifying project status. This page will heighten awareness of projects and help to advertise, share, and promote campus-wide projects.

Governance Recommendations:

- Consider creating a Campus Planning team to advance and monitor the development of the University of Waterloo's campuses in an integrated manner.

- Review and revise the financial responsibility and decision-making processes between faculties and Operations to enable future project proformas to capture operational cost savings resulting in up-front capital premiums, ensuring visionary projects are realized.

- Develop and implement an accountability program that communicates the University's targets, roles and responsibilities, and incentives for achieving the targets, which should align with strategic documents.

- Review opportunities to connect the campus with satellite campuses through programming, branding, and increasing collaboration through swing spaces and bookable spaces to encourage the flow of staff, students, and faculty between campuses.

![University of Waterloo logo]

UNIVERSITY OF WATERLOO
200 UNIVERSITY AVE. W., WATERLOO, ON, CANADA N2L 3G1

uwaterloo.ca

For Information   **Open Session**

Date of Meeting: February 3, 2026

To: Members, Board of Governors

From: Genevieve Gauthier-Chalifour, University Secretary

RE: **9. Finance & Investment Committee Report**

9.1   Report from the Chair

Background:

As a regular item of business at each meeting, a report is provided from each standing committee chair. The Finance & Investment Committee exercises oversight over the financial affairs of the University, including the review of tuition increases and the annual operating budget recommendations to the Board of Governors. The Committee approves the appointment of investment fund managers and approves investment decisions within the approved asset mix in compliance with the University's investment policies and guidelines for all investment funds except pension investments. The Committee exercises oversight and responsibility for compliance with the Board-approved Responsible Investment Policy for funds within the Committee's authority.

Additional information about the Committee can be found on the Secretariat website.

Key Items:
At its meeting held January 15, 2026, the Finance and Investment Committee discussed the following:

Operating Budget Update
The Committee received an update on the 2026-2027 operating budget. This will be discussed further under agenda item 9.2.

2026-27 Tuition Rates and Fees
The Committee considered proposed tuition rates and fee increases for 2026-27. These will be discussed further under item 9.3.

Amendments to Responsible Investment Policy
The Committee reviewed and discussed proposed amendments to the Responsible Investment Policy arising from recommendations made by the Task Force on Social Responsibility in Investing. The proposed changes were also reviewed by the Pension & Benefits Committee and Pension Investment Committee. This will be discussed further under agenda item 9.4.

Fund Performance for Q3 2025

The Committee received investment results for Q3 2025.

Documentation Provided:
- N/A

For Information   **Open Session**

Date of Meeting: February 3, 2026

To: Members, Board of Governors

From: Thomas Deuver, Interim Vice-President, Academic & Provost

                         Jacinda Reitsma, Vice-President, Administration & Finance

RE: **9. Finance & Investment Committee Report**

9.2 Current Year Budget Update

This report is provided as an update to the Board of Governors on the University's monitoring of its actual results against budget as at Q2 2025/2026.

Overview and Highlights

As at Q2 2025/2026:
- The University is on track to achieve planned 2025/2026 tuition revenue and exceed planned 2025/2026 grant revenue.
- The University is progressing well on its planned 2025/2026 expense reductions, as further outlined below.

The University's year ending April 30, 2026 (2025/2026) is year 1 of 3 in a 3-year plan to return to a balanced operating budget.

The chart below reflects the total revenue, total expenses, net expense budget reduction and remaining structural operating budget deficit for the current 2025/2026 year:
- As in the approved operating budget, and
- Updated for current projected revenue and planned expense budget reductions

Operating budget (in millions)	**2025/2026 Approved budget**	**2025/2026 Projections with Q2 YTD information**
Total revenue	$842	$861
Total unmitigated expenses	(936)	(936)
Unmitigated operating budget deficit	(94)	(75)
Expense budget reductions	50	41
Structural operating budget deficit	(44)	(34)
Deficit as percentage of operating budget revenue	5%	4%
Net expenses after reductions	(886)	(895)

The University entered the 2025/2026 year with $527m of one-time operating fund resources on hand, with a significant portion of the one-time resources fully committed to in progress capital projects and infrastructure ($121m), research support ($71m) and committed benefits ($31m). A meaningful amount of the one-time resources ($149m) are designated for institutional operating risks and contingencies, including covering the annual deficits through the 3-year return to a balanced budget. Some of the one-time resources are managed by Faculties, with plans for these one-time resources reviewed and approved annually by the Vice-President, Academic & Provost. Faculties' approved plans include spending some of these one-time resources during the 3-year return to balanced budget to achieve the required transitions to right-size Faculty operations and expenses within available revenues. One-time resources are also designated for systems infrastructure projects and other strategic priorities.

Therefore, while the University has one-time resources designated to support its 3-year return to a balanced budget, it is imperative that the University maintains urgency on meeting its expense reduction targets throughout this 3-year period and manages its one-time resources carefully.

Financial Impact

Q2 YTD Revenue Updates
Overall, projections of revenues for the full year are expected to be $19m higher than budget in total as further explained below.

Enrolment Update: Interest from domestic students in both undergraduate and graduate programs remain strong, resulting in new student intakes for Fall 2025 exceeding plan. International student intakes continue to face challenges stemming from federal and provincial policy constraints, as well as broader environmental and geopolitical factors. Despite these headwinds, international undergraduate and graduate student levels for 2025/2026 are only marginally below plan.

Tuition Revenue Update: Tuition revenue for the year is on track and projected to meet or slightly exceed the level planned for 2025/2026. While overall tuition revenue performance remains strong, international tuition from both undergraduate and graduate programs is slightly below plan (-$3m). In contrast, domestic tuition from undergraduate and graduate programs is above plan (+$5m), offsetting the shortfall in international tuition revenue. The number of domestic students forecasted to be above plan is approximately 5 times the number of international students forecasted to be below plan, which impacts teaching loads. Although this deviation results in increased tuition revenue overall, there is no incremental grant funding for these additional domestic enrolments, since Waterloo's domestic enrolment is over the corridor funding limit.

Grant Revenue Update: Subsequent to the approval of 2025/2026 operating budget, the Ministry of Colleges, Universities, Research Excellence and Security (MCURES) announced a small sector wide incremental grant investment beginning in 2025/2026 (STEM), through an adjustment to Waterloo's funding corridor. For the University of Waterloo, this investment delivers approximately $17m in additional grant revenue above the level planned for 2025/2026, providing grant funding for more eligible (domestic) spaces. Currently, incremental grant funding is only committed until 2027/2028, but the sector has urged MCURES to make this funding permanent before the three-year term ends. The grant revenue in the 2025/2026 approved budget and in the 2025/2026 projection as at Q2 YTD also includes $12m in sustainability grant funding first introduced in 2024/2025. These

sustainability funds are currently set to expire after the 2026/2027 fiscal year. The sector is urging the provincial government to make both the corridor adjustment (STEM) funding and the sustainability grant funding permanent.

Q2 YTD Expense Monitoring Updates

Overall, the University is on track to achieve its required 2025/2026 expense reductions as further explained below.

Headcount Monitoring Update

The University continues to focus on reducing expenses in a way that protects core academic and research activity, and seeks to limit the impact on our people. The voluntary retirement incentive programs in 2024 and 2025 were accepted by a total of 122 employees, including 75 faculty members, 29 staff, and 18 union staff. Those programs, together with the ongoing hiring freeze, are helping to generate meaningful long-term savings that contribute to reducing the structural operating deficit.

Between January - October 2025, fewer than 50 people have lost their positions as a result of budget reductions. In total (as of October 31, 2025), the University has eliminated 165 staff positions and 49 faculty positions, with most reductions achieved through voluntary programs, attrition, and the hiring freeze.

Expense Monitoring Update

As noted above, the total expenses in the operating budget included a significant net expense reduction ($50m), offset by required increases in salary and benefits due to agreements in place with employee groups ($31.5m).

The target for the net $50m expense reduction was allocated to reductions in salary expenses ($43m), benefits expenses ($11m), non-salary expenses ($6m) with new investments of $10m including $5m on deferred maintenance and sustainability initiatives and $3m on institutional change management initiatives.

The unit budgets for each Faculty and Academic Support Unit (ASU) included a year over year budget reduction to be achieved, and budgets were also reduced for centrally managed budgets such as the benefits expense budget and the University Fund budget.

The additional $17m of grant funding received (see details in Grant Revenue Update above) has been allocated 50% to risk mitigation purposes and 50% to Faculty budgets such that the updated expense budget reduction target for 2025/2026 is $41m. As a result, the budget reduction assigned to Faculties in 2025/2026 is smaller than the budget reduction assigned to ASUs.
Most units are on track to achieve their assigned budget reductions and work is underway with the limited number of units who have more work to do.

Centrally managed expenses include benefits expense, student support, utilities and insurance, and these expenses are generally in line with budgets.

The in-year pace of actual expense reductions increased in Q2 as compared to Q1. However, the University needs to increase the pace of expense reductions in light of the significant remaining budget reductions to be achieved in years 2 and 3 of our return to a balanced budget. The focus of this work will remain on the significant expense category of

salary and benefit expenses; a key expense control that remains in place is a hiring freeze with limited exceptions.

Documentation Provided:
- N/A

For Decision   **Open Session**

Date of Meeting:	February 3, 2026
To:	Members, Board of Governors
From:	Genevieve Gauthier-Chalifour, University Secretary
RE:	**9. Finance & Investment Committee Report**

9.3 2026-2027 Tuition and Other Fees

Recommendation:

That, on the recommendation of the Finance & Investment Committee, the Board of Governors approve the following fees and rates for the 2026-2027 academic year, as presented:

   a. **Tuition Fees, effective May 1, 2026;**
   b. **Co-op Fees, effective May 1, 2026;**
   c. **Residence fee rates, effective Fall 2026;**
   d. **Meal plan rates, effective Fall 2026; and**
   e. **Student Services Fees for all full-time and part-time undergraduate and graduate students, effective May 1, 2026.**

Background:

In accordance with the [University of Waterloo Act](#), the Board has powers, "*(f)* to establish and collect fees and charges for academic tuition and for services of any kind which may be offered by the University and to collect such fees and charges, approved by the Board of Governors, on behalf of any entity, organization, or element of the University...".

Tuition rates and fees are presented annually for the Board's approval in advance of the operating budget presentation for the coming year.

Attached for the information of Governors are reports with additional information on each of the rate and fee increases being recommended for approval

Documentation Provided:
   • Tuition Rates Briefing Note
   • Co-op Fees Briefing Note
   • Residence Fee Rates Briefing Note
   • Meal Plan Rates Briefing Note
   • Student Service Fees Briefing Note

UNIVERSITY OF WATERLOO | **Board of Governors**

For Decision   **Open Session**

To:	Finance & Investment Committee
From:	Dr. Thomas Duever
	Interim Vice-President, Academic and Provost
Date of Meeting:	February 3, 2026
Agenda Item:	**2026/27 Tuition Rate Recommendation**

Summary

Tuition fees are assessed to undergraduate and graduate students, and differ by program, with different fees assessed to domestic Ontario students, domestic non-Ontario students, and international students registered in for-credit programs.

The recommended tuition fee increases are presented to the Board of Governors Finance and Investment Committee in January, after which they go to the full Board of Governors in February for approval. This is an annual process to approve fees to inform budget planning and fee assessment for the coming fiscal year.

Overview and Highlights

In November 2024, MCURES provided Ontario Universities and Colleges an official Tuition Fee Framework for 2024/25 through 2026/27, which outlined that domestic Ontario tuition fees will continue to be frozen (no increases permitted) for 2026/27. The tuition fee recommendation provided in this memo is that the Board of Governors provide approval to increase domestic tuition fees up to the maximum permitted by the provincial tuition framework, providing flexibility to maximize opportunity for incremental revenue should the province revise this policy for the 2026/27 fiscal year.

The current tuition fee framework does provide institutions with the flexibility to increase tuition fees for domestic out of province students by up to 5% in 2026/27. As such, the University is recommending to the Board of Governors a 5% tuition fee increase for domestic out of province students in most programs, with limited exceptions.

International tuition fees are not regulated by the MCURES Tuition Fee Framework. The University's practice is to set international fees annually. Multiple factors are considered when international tuition rate increase decisions are made, including the value of the Waterloo degree, student demand, and comparisons between Waterloo degrees and those offered by peer institutions.

The tuition rate increases recommended for approval for the 2026/27 academic year are as follows:

	DOMESTIC ONTARIO	DOMESTIC OUT-OF-PROVINCE	INTERNATIONAL

Undergraduate

	DOMESTIC ONTARIO	DOMESTIC OUT-OF-PROVINCE	INTERNATIONAL
Year 1, all programs	Up to Maximum permitted by provincial tuition framework	5.0%	0.0% - 3.0%
Upper years, all programs			0.0% - 3.0%

Graduate

	DOMESTIC ONTARIO	DOMESTIC OUT-OF-PROVINCE	INTERNATIONAL
Research PhD programs	Up to Maximum permitted by provincial tuition framework	0.0%	0.0%
Standard Fee Research/Course-based Masters programs*		0.0%	0.0%
MEng/MMSc programs		5.0%	5.0%
Specialized Research/Course-based Masters programs**		5.0%	0.0% - 5.0%

*Includes type 2 course-based graduate diploma programs

**Includes type 3 course-based graduate diploma programs

The included schedules provide additional information on recommended tuition rate increases and fees for 2026/27 for specific undergraduate and graduate programs for domestic Ontario, domestic out-of-province and international students.

As in previous years, tuition fees for international undergraduate and Master programs include an amount to offset the MCURES $750/student International Student Recovery (ISR) and the $75/student Grant-in-lieu of Taxes reduction.

Consultation and Engagement

Under the leadership of the Provost, input and feedback are solicited from the Faculty Deans. Other stakeholders, such as the Affiliated and Federated Institutions of Waterloo (AFIW), are consulted as appropriate. Proposed tuition fee increases are modeled and checked for compliance by Integrated Planning & Budgeting (IPB), and the tuition fee recommendation is finalized by the Provost following discussions with the President and Vice-Presidents.

The recommended tuition fees were socialized with the Undergraduate Student Relations Committee and the Graduate Student Relations committee in December 2025.

Financial Impact

Tuition fees represent approximately 60% of operating revenues. Domestic tuition decisions are constrained by the provincial tuition fee framework from the Ministry of Colleges, Universities, Research Excellence and Security (MCURES). The recommended fees are a key component of the upcoming budget planning cycle.

Risk Considerations

The continuation of the domestic tuition freeze continues to constrain total operating revenues for the University of Waterloo, increasing the difficulty of Waterloo's three-year plan to return to a balanced budget. While provincial policy does not constrain Waterloo's ability to increase international tuition fees, other factors including federal policy to constrain the overall number of international study visas for international students, and the damage done to Canada's reputation as a welcoming destination for international students have significantly constrained Waterloo's ability to increase international tuition fees in more than quite modest ways.

Alignment with Strategy, Vision, Values

The University of Waterloo has a long history of academic excellence. Waterloo's reputation as a leader in academic programing is a key component of the Waterloo at 100 vision.

Next Steps and Future Considerations

Upon Board approval, tuition fees are implemented and operationalized by Finance, Registrar's Office, and Graduate Studies and Post-Doctoral Affairs, with continued support from Integrated Planning and Budgeting. Students can view tuition fee schedules on the University of Waterloo website shortly before student fee bills are available for the relevant term.

Documentation Provided

Schedule 1

RECOMMENDED UNDERGRADUATE TUITION RATE INCREASES AND FEES FOR 2026/27

UNDERGRADUATE PROGRAMS	DOMESTIC ONTARIO		DOMESTIC OUT-OF-PROVINCE		INTERNATIONAL		
Tuition Group	First-Year Tuition Fee Per Term*	First-Year Increase over Previous Fiscal Year	First-Year Tuition Fee Per Term*	First-Year Increase over Previous Fiscal Year	First-Year Tuition Fee Per Term*	First-Year Increase over Previous Fiscal Year	Upper-Year Increase over Previous Fiscal Year
■ ARTS							
AFM/CFM/Math CPA/SciFM/SFM[1]	$7,519		$9,139		$27,673	3.0%	3.0%
Arts[2]	$3,064		$3,724		$27,010	0.0%	0.0%
GBDA	$5,683		$6,906		$26,378	1.0%	1.0%
■ ENGINEERING							
Engineering	$6,985		$8,490		$34,942		
Software Engineering	$6,985		$8,490		$34,942	1.0%	1.0%
Architecture	$4,570		$5,554		$34,942		
■ ENVIRONMENT							
Environment[2]	$3,064		$3,724		$23,598	0.0%	0.0%
■ HEALTH		Up to Maximum permitted by provincial tuition framework		5.0%			
Health[2]	$3,064		$3,724		$25,296	3.0%	3.0%
■ MATHEMATICS							
Mathematics[2]	$3,064		$3,724		$29,259		
BBA/Math Double-Degree (Admitted in Fall 2023 or Later)[3]	$5,179		$5,442		$29,259		
BBA/Math Double-Degree (Admitted Prior to Fall 2023)[3]	$4,272		$5,191			1.0%	1.0%
Computer Science/Data Science	$6,435		$7,822		$34,942		
BBA/CS Double-Degree	$6,435		$7,822		$34,942		
FARM	$4,783		$5,812		$29,828		
■ SCIENCE							
Science[2]	$3,064		$3,724		$25,296	3.0%	3.0%
Pharmacy	$8,515		$10,349		$35,561	0.0%	0.0%
Optometry[4]	$7,185		$8,732		$35,561	0.0%	0.0%

* *Tuition reflected is the full-time maximum.*
Students in co-operative education programs are assessed an additonal co-op fee in a specified number of terms based on program.
Annual increases will take effect once during the fiscal year; term of increase (spring, fall, winter) varies by program.

1 - *Tuition reflected for AFM/CFM/Math CPA/SciFM/SFM first-year is the 2A fee, as this is a second entry program. Students in these programs pay first-year (1A/1B) fees for the faculty in which they are enrolled. SciFM is formerly known as Biotech CPA.*

2 - *Regulated programs are one tuition group, which include domestic enrolment to Arts, Mathematics, Science, Health, and Environment regular and co-op streams.*

3 - *Due to the Tuition Anomaly opportunity provided by the Ministry in 2023-24, tuition for BBA/Math Double-Degree Domestic students entering in Fall 2023 or later was allowed to increase beyond framework limits to reach the sector average, while existing students remained within the framework cap. Having now reached the sector average, future increases will be guided by the framework limits.*

4 - *In addition to tuition, a fee of $450 is charged to Optometry students in the fall and winter terms, which is not reflected in the per term tuition fee stated here.*

Schedule 2

RECOMMENDED GRADUATE TUITION RATE INCREASES AND FEES FOR 2026/27

GRADUATE PROGRAMS / Tuition Group	DOMESTIC ONTARIO Tuition Fee Per Term	Increase over Previous Fiscal Year*	DOMESTIC OUT-OF-PROVINCE Tuition Fee Per Term	Increase over Previous Fiscal Year*	INTERNATIONAL Tuition Fee Per Term	Increase over Previous Fiscal Year*
PhD - Research - Standard Fee	$2,254		$2,254	0.0%	$7,396	0.0%
Masters & Diplomas - Research - Standard Fee	$2,254		$2,254		$7,696	
Masters & Diplomas - Course-based - Standard Fee						
Masters & Diplomas - Research - Specialized						
ARTS						
Master of Accounting[1,5]	$7,114		$8,640		$25,640	2.0%
ENGINEERING						
Master of Architecture (Admitted in Fall 2023 or Later)[4]	$3,092		$3,352		$14,508	5.0%
Master of Architecture (Admitted Prior to Fall 2023)[4]	$2,634		$3,196			
ENVIRONMENT						
Master of Economic Development and Innovation	$2,254		$2,738		$12,072	3.0%
MATHEMATICS		Up to Maximum permitted by provincial tuition framework		5.0%		
Master of Quantitative Finance	$4,224		$5,130		$9,144	1.0%
COLLEGES						
Master of Theological Studies (CGU)[3,5] / Master of Catholic Thought (SJU)[3]	$584		$708		$821	2.0%
Masters & Diplomas - Course-based - Specialized						
ARTS						
Master of Taxation[3]	$2,767		$3,362		$6,665	2.0%
Master of Accounting[1,5]	$7,114		$8,640		$25,640	2.0%
Master of Public Service[1]	$5,588		$6,780		$14,630	2.0%
Master of Digital Experience Innovation	$5,372		$6,526		$13,124	2.0%
ENGINEERING						
Master of Engineering/Master of Management Sciences	$2,762		$3,354		$17,400	5.0%
Master of Business, Entrepreneurship and Technology	$11,418		$13,869		$24,258	5.0%
Graduate Diploma in Business and Entrepreneurship[2]	$1,381		$1,677		$7,784	0.0%
Master of Management Sciences - Management of Technology[3]	$3,947		$4,796		$6,480	5.0%
Master of Electric Power Engineering[3] / Graduate Diploma in Electric Power Engineering[3]	$3,452		$4,194		$5,349	5.0%
Master of Engineering in Nuclear Engineering[2,3,6]	Set by UNENE Universities[6]					
Graduate Diploma in Data Analytics[3]	$3,947		$4,796		$6,171	0.0%
ENVIRONMENT						
Master of Climate Change	$2,254		$2,738		$12,072	3.0%
Master of Development Practice	$2,416		$2,932		$14,354	0.0%
Master of Environment and Business[3]	$3,272		$3,975		$5,018	2.0%
Master of Future Cities[3]	$1,986	Up to Maximum permitted by provincial tuition framework	$2,189	5.0%	$4,768	3.0%
Master of Planning[2] / Graduate Diploma in Planning[2]	$1,127		$1,369		$6,092	1.0%
Graduate Diploma in Climate Risk Management[2]	$1,127		$1,369		$6,213	3.0%
HEALTH						
Master of Health Informatics and Analytics	$4,439		$5,382		$13,728	3.0%
Master of Public Health	$2,254		$2,738		$12,838	3.0%
Master of Health Evaluation	$2,254		$2,738		$12,428	3.0%
Master of Kinesiology[1,7]	$2,254		$2,254		$7,696	0.0%
MATHEMATICS						
Master of Actuarial Science[1]	$11,817		$14,361		$18,535	1.0%
Master of Data Science and Artificial Intelligence[3]	$3,000		$3,645		$6,272	1.0%
Master of Mathematics for Teachers[3,8]	$1,085		$1,085	0.0%	$1,085	0.0%
SCIENCE						
Master of Pharmacy in Advanced Pharmacy Practice	$4,439		$5,382		$13,328	5.0%
COLLEGES				5.0%		
Master of Peace and Conflict Studies (CGU)	$2,254		$2,738		$11,490	0.0%
Master of Theological Studies (CGU)[3,5]	$584		$708		$821	2.0%
Master of Social Work (REN/HEALTH)	$3,096		$3,760		$13,664	3.0%

Annual increases will take effect once during the fiscal year; term of increase (spring, fall, winter) varies by program.

1 - Only offered in full-time format. Tuition stated reflects full-time fee.
2 - Only offered in part-time format. Tuition stated reflects part-time fee.
3 - Charged on a per-course basis. Tuition stated reflects per course fee.
4 - Due to the Tuition Anomaly opportunity provided by the Ministry in 2023-24, tuition for Master of Architecture Domestic students entering in Fall 2023 or later was allowed to increase beyond framework limits to reach the sector average, while existing students remained within the framework cap. Having now reached the sector average, future increases will be guided by the framework limits.
5 - Offered as both a research and a course-based masters program. Both options are assessed the same tuition fees.
6 - The Master of Engineering in Nuclear Engineering program is a collaborative joint-university program, with courses offered at McMaster, Waterloo, Western, Queen's, and Ontario Tech. Tuition fees are set by the UNENE consortium.
7 - The Master of Kinesiology program is assessed the Masters & Diplomas - Course-based - Standard Fee for tuition.
8 - The Master of Mathematics for Teachers is a single-rate program, with the same tuition fees for all students (set to the Domestic Ontario fee), regardless of Tuition Residency.

For Decision   **Open Session**

To:	Board of Governors
From:	Dr. Thomas Duever
	Interim Vice-President, Academic & Provost
Date of Meeting:	February 3, 2026
Agenda Item:	**2026/27 Co-op Fee Increase**

Summary

The co-op fee is assessed to undergraduate and graduate students registered in centrally-supported co-operative education programs.

The recommended co-op fee increase is presented to the Board of Governors Finance and Investment Committee in January, after which they go to the full Board of Governors in February for approval. This is an annual process to approve fees to inform budget planning and fee assessment for the coming fiscal year.

Overview and Highlights

The co-op fee is recommended to increase by 2.4% at the beginning of 2026/27, from $817/term to $836/term.

The co-op fee assessed to students who participate in the co-op program is intended to operate as a cost-recovery fee, whereby the costs of supporting the co-op program are recovered from students who participate in the co-op program. This fee, and annual fee increases are calculated to comply with provincial policy on ancillary fees.

This process is jointly supported by the Centre for Experiential Education (CEE), Integrated Planning & Budgeting (IPB), and Finance. The methodology includes review of projected co-op enrolments and fee assessments and estimated costs for operating the co-op program including projections of salary and benefit cost increases over the coming years.

Consistent with past years, the recommended co-op fee increase is presented to the Board of Governors Finance & Investment Committee (F&I) at their January meeting. If accepted, F&I presents the recommended fee increase to the Board of Governors for consideration at their meeting in February. Approval of the recommended fee at the February meeting enables the preparation of the projected co-op fee revenues as part of the 2026/27 Operating Budget which is presented to F&I in March and the Board of Governors in April.

Consultation and Engagement

The recommended fee increase and fee was presented and discussed with the Co-operative and Experiential Education Council and the Co-op Student Council in November 2025, and with the Undergraduate Student Relations Committee and the Graduate Student Relations Committee in December 2025.

Financial Impact

As a cost-recovery fee, the co-op fee revenues collected from co-op students is intended to cover the costs associated with the delivery of the co-op program. A history of lower co-op fee increases for several years, combined with larger cost increases, means that at present the revenues collected through the co-op fee are lower than the costs of operating the co-op program. A multi-year plan is being developed to address this imbalance, through a combination of expense reductions and higher fee increases in future years.

Risk Considerations

In 2025, the initial co-op fee increase proposal recommended a 10% increase. After significant negative reception from students a revised recommendation was prepared to increase the co-op fee by 4% in 2025/26. CEE has been working with co-op students over the past year to help students to better understand the need for higher fee increases in future years.

Alignment with Strategy, Vision, Values

The University of Waterloo has a long history of excellence in the delivery of co-operative education. Waterloo's reputation as a leader in co-operative and experiential education is a key component of the Waterloo at 100 vision.

Next Steps and Future Considerations

If the recommended fee increase is approved, this information will be used to inform the preparation of the 2026/27 Operating Budget.

Documentation Provided

N/A

For Decision   **Open Session**

To:	Board of Governors
From:	Alex Piticco, Director, Campus Housing
	Chris Read, Associate Provost, Students

Date of Meeting:	February 3, 2026
Agenda Item:	**2026/27 Residence Fees**

Summary

The purpose of this briefing note is to recommend the residence fee rates for the 2026/2027 academic year, (effective for the Fall 2026 term):

- A **9.0% increase** in University of Waterloo residence fee rates for 2026/2027, effective Fall 2026

The recommended residence fee rates reference Year 3 of a 7-year residence fee plan. The Board of Governors previously approved Year 1 and Year 2 rates of the plan.

Overview and Highlights

The Campus Housing residence system provides an environment that supports student success, including wellness activities, tutoring, and peer-to-peer mentorship, not available in Off-Campus housing. Research shows students that live in residence receive many benefits, such as higher engagement levels and greater persistence.

As an Ancillary unit at the University of Waterloo, Campus Housing is required to fund operations and infrastructure from the revenues generated. Over the past five years, Campus Housing has conducted multiple operational reviews to establish a strong foundation for making strategic decisions that will have long term implications.

In 2022, Campus Housing completed the Campus Housing Facilities Strategy (CHFS), a long-range strategy to renew our aging residences and expand the number of student beds we offer.

Key Findings: Over 70% of Campus Housing's existing student beds are in buildings that are 50+ years old. The required maintenance to maintain these residences is projected to grow to more than $400 million over the next 10 years. The CHFS serves as a roadmap to guide the renewal of our aging facilities over the next 20+ years.

In 2023, Campus Housing undertook a comprehensive Residence Fee Review (RFR) — the first review of its kind in 15+ years. The purpose was to review the current residence fee pricing model, to ensure that Campus Housing could generate the financial resources

required to implement the renewal needs outlined in the Campus Housing Facilities Strategy.

Key Findings: The current fee structure would be insufficient to fund the required renewal work. The Campus Housing residence fee rates were 35% below comparable peer institutions. Campus Housing has historically and consistently had among the lowest annual residence fee increases across comparable peer institutions.

The outcome of this RFR review was the development of a 7-year residence fee increase plan; to align the University competitively in the market and ensure we have the financial resources to implement key elements of the CHFS. Updated analysis using FY 2025-26 rates shows that Campus Housing residence fee rates remain 30% below comparable peer institutions, supporting the current year recommendation.

In 2024, additional operational reviews were conducted to guide how we should manage Columbia Lake Village North (CLVN), our family housing residences. It is a unique residence in Campus Housing, operating as a public-private partnership (P3).

Key Findings: The current Campus Housing reserve fund for CLVN is insufficient to cover the current and future capital renewal requirements of that community. From the legal review, Campus Housing is eligible to take the same Residential Tenancies Act (RTA) exemptions we take for all other students for our residents living in student family housing. These RTA exemptions came into effect in August 2025. The outcome of these CLVN reviews was the addition of family units into the 7-year residence fee plan in Year 2.

Together, the findings presented from these operational reviews resulted in the Board approving Year 1 and Year 2 of the 7-year residence fee plan.

- Year 1 (FY 2024-25) – A 9% increase in FY 2024/25 for undergrad and single graduate students
- Year 2 (FY 2025-26) - A 9% increase per bed in 2025/26 for undergrad, single graduate, and family students

Campus Housing has made considerable efforts to establish a framework to guide decisions for revenue generation and infrastructure investment. This work aims to ensure future students will receive the same benefits and positive living experiences as our current and past students.

Consultation and Engagement
  Significant consultation on the recommended residence fee increases took place:

Committee/Group/Person(s)	Date
President and Vice-Presidents Committee	October 21, 2025
Students: (Single Grad & Family Housing residents)	November 18, 2025
Students: (Undergraduate Residence Advisory Panel)	November 19, 2025
UnderGraduate Student Relations Committee	December 3, 2025
Graduate Student Relations Committee	December 9, 2025

Across the graduate, family, and undergraduate consultation sessions, students shared that they understand the significant infrastructure challenges facing Campus Housing and the need for sustained investment to maintain safe and reliable residences; however, graduate and family students highlighted ongoing frustration that rising fees are occurring while minimum funding levels remain unchanged, and undergraduate students were encouraged to learn that, in addition to protecting the first-year residence guarantee, Campus Housing's renewal work is also intended to expand on-campus housing opportunities for upper-year students.

Financial Impact

The fee increases from Year 1 and 2 of the plan were immediately reinvested back into the student experience with the building of a new 510-bed residence, set to open in 2027. The new residence offers modern and flexible room types, and 2 floors of amenity space, including study spaces, gaming, socializing, and a large open lounge on each residence floor. The building incorporates indigenous design principles and was designed to allow for ample natural lighting throughout.

Campus Housing is currently spending upwards of $5M annually on "keep the lights on spending" to address urgent, deferred maintenance in our residences and keep them operational. Deferred maintenance costs are reduced through decommissioning, renewal, and new construction.

Continuing with the multi-year residence fee plan is essential to generate the revenue needed to proceed with implementing the projects as outlined in the CHFS.

Risk Considerations

Operational reviews highlight risks associated with below-market fees, including inadequate revenue for maintaining facilities, constructing new residences, and sustaining operations. The recommended fee increases are necessary to ensure future students benefit from quality housing infrastructure and services.

Alignment with Strategy, Vision, Values

On-campus housing is integral to the University of Waterloo's commitment to fostering academic success and community building. Retrofitting older buildings and constructing sustainable new residences align with the Waterloo at 100 vision, ensuring equitable, environmentally responsible living conditions for students.

Student housing is a critical component of the post-secondary experience and advances institutional objectives relating to enrollment growth, access, and student wellbeing.

Campus Housing aims to provide a high-quality student experience by creating an environment that fosters a sense of belonging and community engagement, personal wellness, and academic success. This requires purposeful residence spaces that make it possible to deliver a peer-to-peer mentorship model, student focused services and wellness activities, and the overarching Residence Life programs, all of which are designed intentionally to support students along their academic journey. Currently, most of Campus Housing facilities are falling short of this goal.

Documentation Provided

- Recommendation of 2026/27 residence fee rates to Board of Governors at its February 2026 meeting

2026/27 Residence Fees

Dorm Style

Village 1

(Two-term fee)	2025/26 $	FY 2026-27 $	Fall 50%	Winter/Spring 50%	Increase %	Monthly $
Single	8,440	9,200	4,600	4,600	9.0	1,150
Interconnecting	8,056	8,780	4,390	4,390	9.0	1,098
Double	7,572	8,254	4,127	4,127	9.0	1,032
Triple	6,057	6,602	3,301	3,301	9.0	825
Quad	4,921	5,364	2,682	2,682	9.0	671

Ron Eydt Village

(Two-term fee)	2025/26 $	2026-27 $	Fall 50%	Winter/Spring 50%	Increase %	Monthly $
Double	7,572	8,254	4,127	4,127	9.0	1,032
Triple	6,057	6,602	3,301	3,301	9.0	825
Quad	4,921	5,364	2,682	2,682	9.0	671

Claudette Millar Hall

(Two-term fee)	2025/26 $	2026-27 $	Fall 50%	Winter/Spring 50%	Increase %	Monthly $
Single	9,258	10,092	5,046	5,046	9.0	1,262
Double	8,822	9,616	4,808	4,808	9.0	1,202
Triple	7,060	7,696	3,848	3,848	9.0	962
Quad	5,736	6,252	3,126	3,126	9.0	781

Suite Style

Mackenzie King Village

(Two-term fee)	2025/26 $	2026-27 $	Fall 50%	Winter/Spring 50%	Increase %	Monthly $
Single (in 4 bedroom suite)	10,076	10,984	5,492	5,492	9.0	1,373.0

UW Place

(Two-term fee)	2025/26 $	2026-27 $	Fall 50%	Winter/Spring 50%	Increase %	Monthly $
Single (in 2 bedroom suite)	9,104	9,924	4,962	4,962	9.0	1,240
Single (in 3 bedroom suite)	8,618	9,394	4,697	4,697	9.0	1,174
Single (in 4 bedroom suite)	8,618	9,394	4,697	4,697	9.0	1,174
Double (in 3 bedroom suite)	7,952	8,668	4,334	4,334	9.0	1,083
Triple	6,362	6,934	3,467	3,467	9.0	867
Quad	5,169	5,634	2,817	2,817	9.0	704

Columbia Lake Village (South)

(Two-term fee)	2025/26 $	2026-27 $	Fall 50%	Winter/Spring 50%	Increase %	Monthly $
Single (in 4 bedroom townhouse)	8,048	8,774	4,387	4,387	9.0	1,097

Columbia Lake Village (North)

(Two-term fee)	2025/26 $	2026-27 $	Fall 50%	Winter/Spring 50%	Increase %	Monthly $
Single (in 2 bedroom townhouse)	8,048	8,774	4,387	4,387	9.0	1,097
Family (in 2 bedroom townhouse)	12,111	13,200			9.0	1,650

Minota Hagey

(Two-term fee)	2025/26 $	2026-27 $	Fall 50%	Winter/Spring 50%	Increase %	Monthly $
Single	8,802	9,594	4,797	4,797	9.0	1,199

For Decision   **Open Session**

To:	Board of Governors
From:	Lee Elkas, Director, Food Services
	Ryan Jacobs, Senior Director, Commercial Operations
	Chris Read, Associate Provost, Students

Date of Meeting:	February 3, 2026
Agenda Item:	**Recommendation for 2026/2027 Meal Plan Rates**

Summary

The purpose of this briefing note is to recommend meal plan rates for the 2026/2027 year, effective at the start of the Fall 2026 term. A 2.4% inflationary increase is recommended.

Overview and Highlights

The University plans to increase the student meal plan fee by 2.4% for the academic year beginning in September 2026, to cover the increased costs associated with delivering this service.

Consultation and Engagement

Committee/Group/Person(s)	Date
President & Vice-Presidents Committee	October 20, 2025
Undergraduate Residence Advisory Panel	November 19, 2025
Undergraduate Student Relations Committee	December 3, 2025

Discussions with student groups gave UWFS the opportunity to explain meal plan guidelines in detail, and how funds are reinvested in the campus to improve students' options and experience. Students shared that simplification on the structure of meal plans (i.e. components of meal plans and how these are operationalized) would be beneficial, which UWFS will seek to address through further student consultation in 2026 and potential structural adjustments for 2027/2028.

Financial Impact

As of August 2025, Canadian food prices had increased by 3.5% during the previous 12 months (https://www.statcan.gc.ca/en/topics-start/food-price). In the same period, Food Services unit labour costs have increased by approximately 2.3% for part-time staff, 3.5% for unionized staff and 3.6% for salaried staff. Together, food and labour costs comprise approximately 83% of total unit expenses.

While meal plan structures vary across universities, UWFS has compared rates with several other institutions. Waterloo's total meal plan rates sit around the median when comparing with its peers and offer somewhat greater flexibility to students than most others. The proposed increase for 2026/2027 is lower than others intend to implement – but this is in part because a larger increase was required last year to offset higher inflationary pressures. Please refer to Appendix 1 and 2 for current and recommended meal plan rates.

Risk Considerations

As a cost-recovery ancillary department, University of Waterloo Food Services (UWFS) must ensure that it is able to offset all its expenses through the revenue it generates. Given the inflationary pressures noted above, and the constant need to invest in repairs, maintenance and infrastructure improvements to meet customers' needs and contractual obligations, it is prudent to incorporate a small rate increase for the year ahead.

Alignment with Strategy, Vision, Values

On average, UWFS delivers meal plans to 4500 students each Fall, 2900 students each Winter and more than 500 students each Spring. Adequate nutrition is a vital part of students' overall health, contributing directly to their well-being and academic success.

Next Steps and Future Considerations

- In the coming year, UWFS intends to collaborate with Waterloo Undergraduate Student Association, Graduate Student Association and Campus Housing to consult with undergraduate and graduate students. Discussions/surveys/focus groups will generate useful feedback about food quality, variety of options, service and pricing.
- UWFS will conduct market research (e.g., reviewing meal plan structure and pricing at comparable universities) and deep analysis of internal historical data, to identify trends and opportunities to enhance meal plan offerings, contribute to the department operating in a fiscally prudent manner, and maximize student satisfaction.
- UWFS will use these insights to ensure it is being adequately responsive to students' needs, while simultaneously laying the foundation for a comprehensive meal plan review that will be completed in 2026.

Documentation Provided

- Appendix 1 – **2025/2026 – Current Meal Plan Rates per Semester**
- Appendix 2 – **2026/2027 – Recommended Meal Plan Rates per Semester**
- Appendix 3 – **Background on UWFS and Meal Plans**

Appendix 1 – 2025/2026 – Current Meal Plan Rates per Semester

Residence Meal Plans (2025/2026)			
	Traditional A	Traditional B	Traditional C
Total Plan Cost	$4,496	$3,928	$3,360

Suite Style & Off-Campus Meal Plans (2025/2026)			
	Advantage A	Advantage B	Advantage C
Total Plan Cost	$2,690	$2,170	$1,500

*Note: Different meal plan levels are offered to accommodate varying student lifestyles, dining habits and time spent on campus. This approach allows students to select a plan that aligns with their expected usage while supporting budget planning and affordability. For example, 'Traditional A' is designed for students who remain in residence on weekends, whereas 'Traditional C' is perfect for students who leave campus most weekends, providing flexibility while ensuring meals are covered during the week. 'Advantage' plans are optional, and interested students select one based on how often they plan to eat on campus.

Appendix 2 – 2026/2027 – Recommended Meal Plan Rates per Semester

Residence Meal Plans (2026/2027)			
	Traditional A	Traditional B	Traditional C
Total Plan Cost	$4,600	$4,020	$3,440

Suite Style & Off-Campus Meal Plans (2026/2027)		
	Advantage A	Advantage B
Total Plan Cost	$2,750	$2,220

*Notes: The 'Advantage C' plan will be eliminated in 2026/2027 based on customer feedback that it is unnecessary, given other options they have available (e.g., WatCard flex dollars).

Different meal plan levels are offered to accommodate varying student lifestyles, dining habits and time spent on campus. This approach allows students to select a plan that aligns with their expected usage while supporting budget planning and affordability. For example, 'Traditional A' is designed for students who remain in residence on weekends, whereas 'Traditional C' is perfect for students who leave campus most weekends, providing flexibility while ensuring meals are covered during the week. 'Advantage' plans are optional, and interested students select one based on how often they plan to eat on campus.

Appendix 3 – Background on UWFS and Meal Plans

Background:

- UWFS is a self-operated cost-recovery business unit. UWFS provides a range of products and services to students, faculty, staff and the broader community through the operation of more than 25 outlets. The unit includes residence cafeterias, outlets and franchises, catering, conference services and vending.
- UWFS strives to cultivate a comprehensive offering that promotes a healthy, sustainable university environment. Meal plans are designed to maximize flexibility for students, and food-related wellness and nutritional programs support positive student experiences on campus.

Meal Plans:

- Students can choose from among two meal plan types: 1) for those in traditional residence rooms and 2) for those living off-campus or in suite-style residences. Within each of these two broad types, students can select from among different price points, depending on how much they intend to eat on campus.
- Traditional meal plans are mandatory for students living in V1, REV and CMH.

Meal Plan Structure:
- Meal plans function as a declining balance, and students can carry forward their unspent funds – so the deeper issue for students is in fact food prices in general. On this front, UWFS has been actively increasing the number and variety of more affordable options during the last year, in response to customer feedback. These efforts will continue, informed by the in-depth consultation with students noted above, with the goal of better understanding students' challenges and needs related to rising costs.

For Decision   **Open Session**

To:	Board of Governors
From:	Sarah Hadley, Chief Financial Officer

Date of Meeting: February 3, 2026

Agenda Item: **2026/27 Student Services Fees**

Summary

The University is seeking approval of the recommended 2026/27 undergraduate and graduate student services fees.

Overview and Highlights

The fees are developed in accordance with the student services protocol approved by the Board of Governors in April 1994. The Student Services Advisory Committee (majority students), also reviews and recommends these fees.

Under this Protocol, the fees are based on the actual expenses incurred, within approved budgets, from the most recently completed year end (i.e. fees for 2026/27 are based on expenses incurred in 2024/25) and cost sharing percentages for these services between the University, undergraduate students and graduate students. The budgets for these services and the cost sharing percentages for these services are determined in consultation with and incorporating approvals from the Student Services Advisory Committee.

The student services fees are payable by all full-time and part-time students in programs and courses associated with the Waterloo Region campuses.

Consultation and Engagement

The proposed 2026/27 undergraduate and graduate student services fees will be presented at the Student Services Advisory Committee meeting on January 7, 2026 for approval.

Financial Impact

For 2026/2027 forward recommended fees are rounded to the nearest dollar.

	Undergraduate (full-time)			Graduate (full-time)		
	Current	Proposed	Change	Current	Proposed	Change
Wellness	$69.96	**$70**		$69.96	**$70**	
Student Success Office	$20.74	**$21**		$29.42	**$32**	
Writing Centre	$3.16	**$3**		$18.86	**$20**	
Athletics & Recreational Services	$141.39	**$143**		$83.97	**$86**	
Centre for Career Development	$31.73	**$31**		$31.73	**$31**	
Ombuds Office	$ -	**$1**		$ -	**$1**	
Student Buildings	$8.00	**$8**		$8.00	**$8**	
Total	$274.98	**$277**	0.7%	$241.94	**$248**	2.5%

Part-time rates are assessed at 30% of the full-time rates.

Changes in fees from the prior year reflect changes in expenses and student enrolment including:

- Annual salary increases offset by budget reductions
- Decrease in graduate student enrolment
- Ombuds Office newly formed in 2024/25

Risk Considerations

Student services fees are expected to continue to increase in alignment with increasing salary costs and approved new budget or cost sharing arrangements. Enrolment levels will also impact the cost per student.

Alignment with Strategy, Vision, Values

Through the Student Services Advisory Committee, students provide input into the services they value and fund, creating a campus community that students value and have ownership over. The activities funded by the student services fees are a shared responsibility between the University and the students.

Documentation Provided

Not applicable.

University of Waterloo | Board of Governors

For Decision   **Open Session**

To: Board of Governors

From: Sarah Hadley, Chief Financial Officer

Date of Meeting: February 3, 2026

Agenda Item: 9.4   Amendments to the Responsible Investment Policy

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Recommendation:

That, on the recommendation of the Finance & Investment Committee and the Pension & Benefits Committee, the Board of Governors approve the proposed amendments to the Responsible Investment Policy, as presented.

Summary

Recommended updates to the University's Responsible Investment Policy are attached for review by the Board of Governors. This document incorporates feedback received from the Finance & Investment Committee (F&I), the Pension Investment Committee (PIC), the Pension & Benefits Committee (P&B) and the Board of Governors (Board) in the fall meeting cycle.

Overview and Highlights

Draft updates to the Responsible Investment Policy, reflecting recommendations from the Task Force for Social Responsibility in Investing, were shared with F&I in October 2025, with the purpose of gathering feedback from each committee to inform potential additional edits. Feedback was also sought from PIC, P&B and the Board.

The changes from the last version presented to F&I include:

- the inclusion of the Institute for Quantum Computing (IQC) trust fund's investments,
- added clarity on UN standards on international human rights to be considered, linking to those adopted by the Government of Canada, and adding that the University will also consider guidelines and standards for responsible business conduct, as recognized by the Government of Canada,
- clarification on why the University considers ESG factors within its decision-making processes related to investments
- noted that considering ESG factors within its decision-making processes related to investments is consistent with fiduciary duty with respect to the endowment fund, the IQC Trust and as the Pension administrator, and
- the removal of a statement on fossil fuel exposure expectations for active equity managers.

Consultation and Engagement

The Responsible Investment Policy has been previously shared with PIC, P&B, F&I and the Board to gather feedback. Changes have been made to the policy reflecting the discussion of these governing groups.

A legal review of the recommended updates has been completed.

Financial Impact

The decision to integrate ESG factors into investment decisions is made with the knowledge that ESG factors may present risks to University and Pension Plan investment. Considering ESG factors is done with the intent to achieve appropriate, long-term, risk-adjusted returns, and is consistent with the University's fiduciary duty.

Risk Considerations

Any changes to pension investment policy documents must be considered within the framework of the University's fiduciary responsibility to pension plan members.

Alignment with Strategy, Vision, Values

Priority environmental and social factors have been identified in the Responsible Investment Policy and are consistent with environmental and social factors that the University prioritizes in pursuit of its mission and vision. Updates to the policy are in accordance with legislation, policies, guidelines and agreements governing the University's and Pension Plan's investments, respecting the fiduciary responsibilities.

Next Steps and Future Considerations

The next steps are:

- Should the policy changes be approved by the Board, it is proposed that the Responsible Investment Policy be reviewed on an annual basis by the committees noted above, and resultant amendment recommendations presented to the Board of Governors.

Documentation Provided

- University of Waterloo Responsible Investment Policy (redline)

**University of Waterloo Responsible
Investment Policy**

Effective: April 4, 2023

APPROVED on this <insert date of Board approval>

Replaces previous version which was last
revised and effective on April 54, 20232

Contents

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University of Waterloo Responsible Investment Policy

1. **Introduction**

The University of Waterloo's Board of Governors ("Board") exercises oversight of ~~the~~ University investment~~s portfolios~~, including the endowment, the Institute of Quantum Computing Trust ("IQC Trust") ~~fund~~ and the University of Waterloo Pension Plan for Faculty and Staff ("Pension"), ~~registered pension fund (from here on referred to as~~ the "Funds" or, individually, the "Fund"~~)~~, primarily through three Board Committees including the Finance & Investment Committee, the Pension & Benefits Committee and the Pension Investment Committee~~.~~ (the "Committees")~~ or, individually, a "Committee")~~.

These Funds are ~~normally~~ primarily invested through the selection and retention of external investment managers, investing in institutional pooled funds, which serve a range of clients on a comingled basis. ~~The Committees may also approve or recommend investing directly in securities to achieve specific outcomes.~~

~~In 2020, both the University and the Pension Plan for Faculty and Staff became signatories to the United Nations supported Principles for Responsible Investment ("UN PRI") which requires participation in a comprehensive annual assessment framework.~~

Each of the Committees fulfills its Board-assigned responsibilities prudently and in accordance with legislation, policies, guidelines and agreements governing the investment of the Funds, respecting its fiduciary responsibilities. The Board acknowledges that as ~~a pension plan~~the Pension administrator, it has a fiduciary duty to act reasonably and prudently and exclusively in the best financial interest of ~~plan~~ Pension members and ~~other~~ beneficiaries~~, . and a~~As such the Board and Committees will apply environmental, social and governance ("ESG") factors as part of the investment decision making process. ESG factors can have a material impact on the long-term risk and return of a given investment and incorporating relevant and material ESG considerations into investment decision-making processes is consistent with fiduciary duty with respect to the endowment, the IQC Trust and as the Pension administrator.~~The decision to integrate ESG factors into investment decisions is based on the belief that this approach is expected to enhance return and mitigate material risks to the Funds, thereby enhancing the long-term value of the Funds~~.

~~The Board and its Committees will apply Environment, Social and Governance ("ESG") factors as part of investment decision making processes, including the climate change mitigation/carbon reduction approach approved for those portfolios.~~ ESG factors will be integrated into the Committees' investment analysis and asset management activities in accordance with this document, and the ~~registered pPension fund~~ statements of investment policies and procedures ("SIPP") and fund implementation procedures ("FIP") for each of the Funds, ~~("Pension SIPP"), the registered pPension fund implementation procedures ("Pension FIP"), the~~

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~~endowment investment statement of investment policies and procedures ("Endowment SIPP"), and the endowment investment fund implementation procedures ("Endowment FIP"),~~ as applicable. ~~The decision to integrate ESG factors into investment decisions is based on the belief that this approach is expected to enhance the long-term value of the Funds' portfolios and reduce the risk of loss.~~

2. Defining ESG

- Environmental – factors which relate to the physical environment (including, but not limited to, contamination, greenhouse gas emissions, extreme weather, water scarcity, and biodiversity)

- Social – factors arising from relationships with employees, consumers, suppliers, and communities (including, but not limited to, human rights, labour rights, health and safety, equity, diversity and inclusion, and product safety)

- Governance – factors which relate to the structures in place to ensure the effective direction and control (including, but not limited to, the delineation of roles, executive compensation, and board independence)

3. Responsible Investing ~~Principles~~And Priority ESG Factors

Responsible investing actively incorporates ESG factors into each investment decision and monitors those decisions. While ESG factors are relevant throughout all stages of the investment process from pre-investment, to monitoring, to exiting, the degree to which ESG factors are integrated depends on many factors such as active ~~vs.~~versus passive mandates, the asset type, the time horizon, and the specific investment strategy.

~~In June 2021, t~~The Board affirm~~ed~~sed the following ~~climate change mitigation as a priority~~ areas among ESG factors requiring focused investment attention relating to its impact on the financial performance of investments~~:~~; ~~the Board also recognized that further consideration is required relating to other ESG factors such as social justice, equity, diversity and inclusion and their potential consequential impact on investment risk and reward.~~

- Climate change mitigation

- Internationally recognized human rights[1], including anti-racism, anti-oppression, indigenous reconciliation, equity and diversity and relevant United Nations ("UN") standards and principles[1]

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[1]UN standards and principles to be considered are those adopted by the Government of Canada. We will also consider Guidelines and standards for responsible business conduct recognized by the Government of Canada[1] ~~As the University of Waterloo is a Canadian organization, this is considered from a Canadian law perspective.~~

Climate Change Mitigation

The Board is targeting to achieve a 50% carbon reduction by 2030 (relative to base year 2018) in the carbon footprint (scope 1 and scope 2) with an aspirational goal of achieving carbon neutrality by 2040[2]. Progress towards this target is reviewed annually. Any changes to these targets will be promptly reported to the investment managers.

The Board also expects that active equity managers will not hold any material positions in fossil fuel companies.

To these ends, investment managers must consider carbon-related emissions and climate change to the extent such factors may have a consequential impact on future investment values and performance.

Internationally Recognized Human Rights

The Board is committed to incorporating internationally recognized human rights, as describedenumerated above, within its investment decision making framework. This means that investment managers must consider international human rights, and its various aspects, in their investment decision making processes, to the extent such factors may have a consequential impact on future investment values and performance and share information on their processes and outcomes with the University. This will be incorporated into investment manager selection and monitoring.

4. **Application**

This policy applies to the investments of the endowment, IQC Trust fund and the registered pPension, fund and as such. This policy will be cited in both the Endowment SIPP and the Pension SIPPSIPP for each of the Funds and will be communicated to each investment manager.

This policy is intended to be read together with the Endowment SIPP, IQC Trust SIPP and/or Pension SIPP, as applicable, for the Funds, as amended from time to time. While the Board will strivestrives to maintain consistency between this policy and the SIPPs, to the extent there is any conflict in the investment principles and approach as set out in this policy or the SIPPs, the SIPP shall govern with respect to the relevant Fund.

To the extent possible, taking into account their particular fund's constating or disclosure documents, the Funds' investment managers are required to integrate this policy into their investment analysis and decision-making based on forecasted financial impacts, (in conjunction with traditional financial analysis,) to support each Fund's return objectives.

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[2] The IQC Trust is excluded from this aspirational goal.

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5. **ESG Factor Integration**

The Funds' investment approach focuses on long-term value creation in a constantly changing environment experiencing many risks and opportunities. The Committees do not seek to limit an investment manager's investible universe (i.e., no exclusions) ~~but do specify some traditional limitations such as minimum credit quality and maximum single security exposure which are stated within the particular fund's SIPP (or constating or other disclosure documents)~~.

This approach is to be executed by the Committees principally through the rigorous selection of investment managers offering institutional pooled funds which are considered leaders in ESG factor integration. Each investment manager is monitored by the Committees on a quarterly basis to ensure consistency of style/approach including their ESG factor integration strategies, reviewing any significant personnel changes, reviewing the consistency of their proxy voting actions with their policy statement, and the Fund's investment performance metrics. The Committees encourage each investment manager to engage on ESG matters with the companies they invest in and report on such engagement and how it supports the manager's duty to act in the best interest of the Funds.

Investment managers are expected ~~will be required~~ to consistently enhance their quarterly reporting to address evolving areas such as ESG factor integration~~, carbon metrics reporting, climate change risk assessment and scenario analysis~~.

The Committees prefer each Fund's investment managers to be signatories to UN PRI.

~~The Board has approved a carbon footprint reduction plan for the endowment and pension funds where progress is reviewed annually based on a percentage of the aggregate assets of the Funds. The Board is targeting to achieve a 50% carbon reduction by 2030 (relative to base year 2018) in the carbon footprint (scope 1 and scope 2) with an aspirational target/goal of achieving carbon neutrality by 2040. Any changes to these targets will be promptly reported to the investment managers.~~

~~To these ends, investment managers must consider carbon-related emissions and climate change to the extent such factors may have a consequential impact on future investment values and performance. Specifically, in this regard, the investment managers shall:~~

- ~~disclose how they address climate related risk and opportunities and potential impacts on their investment decisions;~~

- ~~provide climate change related financial disclosures including appropriate carbon metrics which the University will consolidate to measure progress for each Fund on a total portfolio basis; and~~

- ~~provide climate change risk assessments and scenario analysis when sufficient data becomes reliably available.~~

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Notwithstanding the foregoing, any and all investment decisions in respect of the Funds shall be subject to appropriate due diligence and analysis that support the conclusion that the decision is in the best financial interest of the Fund as outlined in the governing documents for the Fund and, with respect to the pension Fund, as required by applicable law.

6. ESG Engagement ~~by the University on behalf of the Committees~~

The University will engage directly with its investment managers, and other investment service providers as necessary, to fulfill the commitments of this policy.

The University will participate in ~~the appropriate~~ investor coalitions and collectives, ~~(~~both formal and informal~~)~~, where appropriate, where partner members have similar fiduciary responsibilities and will periodically review the effectiveness of those collective approaches.

7. ESG Analysis & Reporting

The Committees will require its investment ~~consultant(s) and~~ service providers to have the necessary systems, resources, and experience to support evolving ESG analysis and reporting standards.

~~The University will support responsible investment training opportunities for the staff involved in the day-to-day administration of the Funds.~~

The University will report annually to the Board, to the Committees, and to the public on its progress against carbon emissions reduction targets within the Funds.

University staff will work with ~~and the~~ investment managers~~'~~ to determine appropriate reporting related to the consideration of international human rights in investment decision making and will publish summaries of such reports as they are available. This reporting may include details related to proxy voting and/or compliance with UN frameworks. ~~responsible investing activities including proxy voting, company engagement, carbon metrics as well as the outcomes from UN PRI's annual assessments.~~

~~The University will undertake a climate change risk assessment and scenario analysis for each Fund at the portfolio level once sufficient reliable information is available.~~

As a signatory of the UN Principles for Responsible Investment, the University is also committed to completing its annual reporting requirements under this framework, which includes reporting on its ongoing responsible investment progress.

To enhance transparency, the University will also, where permitted, publicly report listings detailing the individual investment holdings, both direct and indirect, within

the Funds. These lists will be made available annually and align with updates to the annual carbon emissions reporting.

8. Review

This Responsible Investment Policy will be reviewed concurrently with the review of the Endowment SIPP, IQC Trust SIPP (by the Finance & Investment Committee) and Pension SIPP, (by the Pension Investment Committee, with recommendation to the Pension & Benefits Committee for any amendments) including an overall assessment of the current ESG landscape, future risk & opportunities, and the identification of any changes to priority areas of focus.

The University will solicit feedback from the University community on a periodic basis to guide and inform future updates to ESG integration in investments and will share updates with the community.

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For Information   **Open Session**

Date of Meeting: February 3, 2026

To: Members, Board of Governors

From: Geneveive Gauthier-Chalifour, University Secretary

RE: **10. Pension & Benefits Committee Report**

10.1 Report from the Chair

Background:
As a regular item of business at each meeting, a report is provided from each standing committee chair. The Pension & Benefits Committee administers the employee Pension Plan and benefits plans approved by the Board. The Committee:

- Makes an annual report to the Board of Governors with respect to the operation of the Pension Plan and reviews the annual audit of the Pension Plan Fund Financial Statements.
- Recommends changes in pension and benefits plans and makes policy decisions relevant to administration of benefits of plans.
- Recommends to the Board of Governors the investment policy for pension assets described in the Statement of Investment Policy and Procedures (SIPP) and approves the Fund Implementation Procedures (FIP) both on the recommendation of the Pension Investment Committee.
- Approves or terminates external fund managers on the recommendation of the Pension Investment Committee and approves asset mix changes and investment decisions in compliance with the SIPP and FIP upon the recommendation of the Pension Investment Committee, with review and advice from the Finance & Investment Committee with respect to transactions representing greater than 20% of the Plan's total assets. PIC can approve cumulative annual transaction (s) that represent less than 20% of the Plan's total assets at the beginning of the calendar year.

The committee delegates day-to-day administration of the Pension Plan and benefits plans to the Human Resources department of the University.

Additional information about the Committee can be found on the Secretariat website.

Key Items:

At its meetings held on November 20, 2025 and January 9, 2026, both of which were held as joint meetings with the Pension Investment Committee, the Pension and Benefits Committee discussed the following:

Summary of Total Fund Investment Performance and Pension Risk Management Dashboard Q3 2025
The Committee received and reviewed the quarterly updates regarding the performance of the pension plan.

Review of the Statement of Investment Policies and Procedures (SIPP).
The Committee considered amendments the SIPP. Further information can be found under consent agenda item 13.3.

Responsible Investment Policy – Proposed Amendments
The Committee reviewed and discussed proposed amendments to the Responsible Investment Policy arising from recommendations made by the Task Force on Social Responsibility in Investing. The proposed changes were also reviewed by the Finance & Investment Committee. This will be discussed further under agenda item 9.4.

Proposed Pension & Benefits Committee Restructure
The Committee continued discussions on a proposed committee restructure that would result in the creation of a Pension Committee and a Benefits Advisory Committee. A general update on matters relating to the ongoing Board committee review will be discussed under agenda item 11.3.

Update on the University Pension Plan (UPP)
At its meeting on November 20, 2025, the Committee continued discussions on employee engagement on the University Pension Plan.

Documentation Provided:
- N/A

For Information   **Open Session**

Date of Meeting:	February 3, 2026
To:	Members, Board of Governors
From:	Genevieve Gauthier-Chalifour, University Secretary
RE:	**11. Governance & Leadership Committee Report**

11.1 Report from the Chair

Background:

As a regular item of business at each meeting, a report is provided from each standing committee chair. The Governance & Leadership Committee has responsibility for the succession planning and recruitment of community-at-large members aligned with necessary skills, experience and representation including recommendations to the board of chairs and membership of standing committees. The Committee ensures committee mandates remain relevant and effective, and ensures orientation and training of governors.

The Committee has oversight of the process for the evaluation of Board and Committee performance and the governance structures and practices of the Board. The Committee also evaluates, on behalf of the Board, the performance of the President and Vice-Chancellor and reviews compensation and conditions of employment.

Additional information about the Committee can be found on the [Secretariat website](#).

Key Items:

At its meeting held January 20, 2025, the Governance & Leadership Committee discussed the following:

Update on Committee Membership
The Committee approved, by e-vote, the appointment of Nasser Abukhdeir as a faculty member of the Pension & Benefits Committee on the recommendation of the President of the Faculty Association.

Members will recall the Committee was delegated authority by the Board to fill remaining committee vacancies at the meeting held June 17, 2025.

Amendments to the Governance & Leadership Committee Terms of Reference
The Committee considered amendments to the terms of reference. This will be discussed further under agenda item 11.2.

Update on Board Committee Restructure
The Committee received an update on the board committee review and restructure. This will be discussed further under agenda item 11.3.

In Camera and Confidential Guidelines
The Committee reviewed draft guidelines for in camera and confidential meetings of the Board and its committees. This will be discussed further under agenda item 11.4.

Documentation Provided:
- N/A

For Decision   **Open Session**

Date of Meeting: February 3, 2026

To: Members, Board of Governors

From: Genevieve Gauthier-Chalifour, University Secretary

RE: **11. Governance & Leadership Committee Report**

11.2 Amendment to Governance & Leadership Terms of Reference

Recommendation:

That, on the recommendation of the Governance & Leadership Committee, the Board of Governors approve amendments to the Governance & Leadership Committee Terms of Reference, as presented.

Background:

At the meeting held February 4, 2025, the Board of Governors approved a refreshed terms of reference and title change to the Governance Committee, transitioning to the "Governance & Leadership" Committee. The review and amendments to the terms of reference were a result of the ongoing Board committee review and restructure as recommended in the 2021 Board governance review.

One of the highlights of the 2025 amendments to the terms of reference included the addition of labour relations matters to the committee's responsibilities. This includes advising on strategic matters related to negotiations and bargaining.

Proposed Amendments

The current terms of reference for the committee include oversight of negotiations and compensation, including strategic advice on labour negotiations and collective bargaining. In light of evolving institutional structures and practices, and the recent establishment of three new unions on campus (OPSEU, CUPE 5524, CUPE 5524.01), it is proposed that the committee's terms of reference be further amended to provide explicit oversight and delegated authority to approve, on behalf of the Board of Governors, negotiating mandates and frameworks to guide collective bargaining and employee group negotiations.

Presently, there is no explicit mechanism for approval of negotiating frameworks or agreements through the Board of Governors. Memoranda of understanding with each of the faculty association (FAUW) and staff association (UWSA) have historically been approved by the Board due to clauses within each. This practice raises concerns around both the lack of Board oversight relative to financial and human resources impacts arising from employee group negotiations. Additionally, notwithstanding current conflict of interest provisions in

[Board Bylaw 1, section J.6](#), the approach aims to further modernize the Board's governance structure and align with leading practices.

The proposed amendments are consistent with practices at peer institutions and address the concerns noted above. Upward reporting to the Board of Governors is reflected within to ensure the Board as a whole is engaged as appropriate.

Documentation Provided:
- Proposed Amendments – Governance & Leadership Committee Terms of Reference

Governance & Leadership Committee
Terms of Reference

Approving Authority:	Board of Governors
Original Approval Date:	February 4, 2025
Effective Date:	February 3, 2026
Date of Most Recent Review:	N/A
Previous Amendments:	June 6, 2006; October 28, 2008; April 2, 2013; April 1, 2014; October 30, 2018 (formerly named Governance Committee); February 4, 2025

1. Mandate and Authority

The Governance & Leadership Committee is responsible for oversight of the practices and performance of the Board of Governors and its committees. The Committee also provides oversight for matters pertaining to executive compensation, performance and succession; as well as employee compensation, negotiations and human resource matters.

The Committee will provide oversight for Board and University policy and risk management in areas related to its mandate, and may provide risk directives to other standing committees of the Board, in combination with the Audit & Risk Committee.

The Committee is a standing committee of the Board of Governors and is established in accordance with the *University of Waterloo Act*, and Board of Governors By-law 1.

2. Responsibilities

2.1. Board Governance

2.1.1 Annually review and promote the health of the University's shared governance system, identify opportunities, and make recommendations to the Board to enhance relationships between and among the governing bodies, between those bodies and the University administration, and between the governance bodies and those parties affected by the decisions of the governance bodies.

2.1.2 Periodically, and at least every ten years, recommend to the Board a review of the governance system in part or in whole and provide recommendations to the Committee for consideration. The Committee's role is to receive and consider such recommendations, seek feedback and recommend a governance improvement plan to the Board of Governors.

2.1.3 Approve the process to annually review the effectiveness of the Board and its standing committees, ensuring that the process remains relevant and reflects governance leading practices.

2.1.4 Oversee the administration of the annual Board and committee review process, assess the results, and recommend to the Board any required changes in board and committee governance policies, procedures and/or

practices to address issues or deficiencies arising from the annual Board and committee review process.

2.1.5 Review and recommend to the Board any changes to standing committee terms of reference.

2.1.6 Oversee a program of training and development for the Governors, as a whole or in groups, to enable them to be effective and engaged Board members, and where possible, to remedy identified skill gaps.

2.1.7 Ensure that Board Committees implement annual committee-specific training and education, to enable the committees to fulfill their obligations to the Board.

2.1.8 Report annually to the Board the education and training undertaken by the Board, committees and individual governors.

2.2. Board Membership and Succession Planning

2.2.1 Oversee an annual succession planning process to ensure continuity of Board and committee leadership.

2.2.2 Annually consider the fiduciary responsibilities of the Board and committees, the strategic priorities and direction of the University, and identify the skills and attributes required to enable the Board to be effective.

2.2.3 Ensure a recruitment processes is in place that endeavours to recruit candidates from designated groups and meets the skills and requirements of the Board and its committees. [1]

2.2.4 Source candidates by soliciting prospective names from sources that may include but are not limited to current and past-serving governors, institutional partners, community leaders, Indigenous host nations, and online sources including public calls for nominations.

2.2.5 Oversee a Board and Board committee member selection process that is objectively grounded in the Board skills matrix and reflects the University's stakeholders and communities, particularly designated groups.

2.2.6 Ensure that constituencies electing Board and Board committee candidates are aware of the skills requirements of the Board and encourage the nomination and election of candidates who address skills gaps and reflect the University's commitment to its stakeholders, communities and designated groups.

2.2.7 Consider the composition of skill requirements of the standing committees and annually recommend committee appointments to the Board of Governors ensuring that standing committee composition is balanced, and that skills gaps are addressed and University stakeholders, communities, and designated groups are considered, that ex-officio, elected faculty staff and student Governors are included where terms of reference permit, and that chairs are rotated regularly with a view to balancing continuity.

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[1] *"Designated groups"* as defined in the _Employment Equity Act_, include women, Aboriginal peoples, persons with disabilities and members of visible minorities. *"Members of visible minorities"* means persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour.

2.2.8 Consider and make recommendations to the Board of Governors on board appointments to University-wide committees where such appointments are provided through policy, including but not limited to the Presidential Nominating Committee.

2.3. Executive Compensation and Performance

2.3.1 Annually review and endorse the goals and objectives put forward by the President for the upcoming academic year, and for the process to be reported to the Board for information.

2.3.2 Evaluate on behalf of the board the performance of the president and vice-chancellor of the university and review and approve compensation and conditions of employment.

2.3.3 Receive from the president and vice-chancellor, on at least an annual basis, reports and recommendations on the performance, compensation and conditions of employment of the vice-presidents and the university secretary, provide feedback to the president and vice-chancellor as appropriate, and report to the Board on the process.

2.3.4 Annually receive a report from the president and vice-chancellor on executive leadership transitions and related considerations.

2.4. Negotiations and Compensation

2.4.1 Advise on strategic matters relating to labour relations and collective bargaining

2.4.2 Approve, on behalf of the Board of Governors, mandates for employee group negotiations and/or collective bargaining and receive ongoing information on the status of negotiations.

2.4.3 Review and approve, on behalf of the Board of Governors, negotiated compensation agreements, collective agreements, and memoranda of understanding or other governing documents with University employee groups, and inform the Board of the results.

2.4.2 Receive ongoing information on the status of negotiations and review, on behalf of the Board of Governors, negotiated collective and other compensation agreements and inform the Board of the settlement results.

3. Membership

3.1 The Committee shall be comprised of the following through appointment by the Board of Governors:

3.1.1 Ex-Officio Voting Members

    a. Chair of the Board, who shall serve as the Committee Chair

    b. Vice-Chair(s) of the Board

    c. The respective chairs of each standing committee of the Board, provided they are external members of the Board

3.1.2 Regular Voting Members

a. Up to 3 external members who shall normally be from among the community-at-large and/or lieutenant governor in council members of the Board of Governors

3.1.3 Non-Voting Members

a. President & Vice-Chancellor

b. University Secretary or designate

4. Meetings and Rules of Order

4.1 Meeting Frequency

4.1.1 The Committee will normally meet four times annually. Additional meetings may be held at the call of the Committee Chair.

4.2 Quorum

4.2.1 A quorum for the transaction of business at meetings of the Committee shall consist of a majority of the regular voting membership.

4.2.2 In the event that a meeting does not achieve quorum, any ex-officio voting members present may be counted as regular voting members for the purposes of establishing quorum.

4.3 Terms of Reference

4.3.1 The Committee shall review its terms of reference one year after the original effective date, and thereafter on an annual basis.

4.3.2 A comprehensive review shall be undertaken every five years, in accordance with the Board's Committee review schedule.

4.4 Board By-laws

4.4.1 The committee may recommend amendments to its terms of reference to the Board of Governors at any time. Should any provision of these terms of reference conflict with Board of Governors By-law 1, the applicable provision in By-law 1 shall prevail.

University of Waterloo | Board of Governors

For Information   **Open Session**

Date of Meeting: February 3, 2026

To: Members, Board of Governors

From: Genevieve Gauthier-Chalifour, University Secretary

RE: **11. Governance & Leadership Committee Report**

11.3   Update on Board Committee Restructure

The following offers an update further to that provided at the Board's meeting in October 2025.

Background

In 2020-21 the Board commissioned an external governance review, with the Final Report received April 22, 2021. Following this review, WATSON Advisors was engaged to do a further review of the Board's committee structure; their Insights Report was received by the Governance Committee October 17, 2023. Since this time, the Governance & Leadership Committee has considered a series of possible future states to modernize the Board's committee structure to ensure alignment with the Board mandate (approved June 2023) and leading practices in university and corporate board governance.

During the 2023-24 governance year, all committees received an introductory report about the Board committee review and feedback was invited on potential changes. Through these discussions, and in consultation with the Board Chair and President, it was determined that committees focused on financial operations (i.e. Finance & Investment, Audit & Risk and Pension Investment) as well as the Pension & Benefits Committee, would require additional time and consultation. This also provided the ability to focus resources to support the establishment of the Community & Culture Committee, and review of the Governance & Leadership Committee mandate.

The following principles and considerations have previously been identified as pertinent to the review of all Board standing and subcommittees:

- Ensure appropriate balance between fundamental fiduciary and stewardship responsibilities, and the need for big picture oversight
- Consider the role of internal/elected governors and participation on standing committees (i.e. to provide increased opportunities for internal governor participation)
- Consider a distributed risk framework across all standing committees (i.e. embed risk oversight relative to mandate in committee terms of reference)
- Consider opportunities to streamline committee mandates (e.g. financially focused committees) to create opportunities to recruit a broader set of skillsets to the Board
- Review committee mandates for currency, clarity and effective use of Board time and resources. This includes the undertaking of an environmental scan of U15. comparator institutions to help identify existing gaps and leading practices
- Reflect the University of Waterloo's commitment to leading practices for effective, transparent and accountable governance

The following provides an update on the status of the committee review including work completed to-date and proposed/anticipated timelines to complete the balance of work and refreshed mandates during the 2025-26 governance cycle.

Activity	Status	Timeline
Establish new Community & Culture Committee	Complete	Committee launched September 2024
Review Governance Committee mandate	Complete	Governance & Leadership Committee (GLC) revised terms of reference approved February 2025
Review Pension & Benefits Committee (P&B) mandate Review Pension Investment Committee (PIC) mandate	In progress. Respective committees were presented with a revised version of the draft Pension Committee terms of reference at a January 9, 2026 joint meeting after legal review and substantive consultation and engagement with employee groups. The committees did not reach a decision regarding the endorsement of the proposed terms of reference.	Delayed. Anticipate April 2026 presentation for Board approval. (Original timeline February 2026.)
Review Building & Properties Committee mandate	Environmental scan completed. Summary analysis reviewed by GLC. Propose clean-up and minor refresh to modernize.	March 2026 – early draft terms of reference to committee for discussion May 2026 – final draft to committee for endorsement June 2026 – final draft to GLC, Board for approval
Review Audit & Risk Committee mandate	Environmental scan completed. Summary analysis reviewed by GLC. Propose minor refresh to modernize. Hold on committee structure changes previously contemplated.	March 2026 – early draft terms of reference to committee for discussion May 2026 – final draft to committee for endorsement June 2026 – final draft to GLC, Board for approval
Review Finance & Investment Committee mandate	Environmental scan completed. Summary analysis enclosed. Propose minor refresh to modernize. Hold on committee structure changes previously contemplated.	March 2026 – early draft terms of reference to committee for discussion May 2026 – final draft to committee for endorsement June 2026 – final draft to GLC, Board for approval
Review Executive Committee mandate	Environmental scan completed. Analysis underway.	March 2026 – early draft terms of reference to G&L committee for discussion

		June 2026 – final draft to GLC, Board for approval

Pension Committee – Draft Terms of Reference

Proposed terms of reference for a new Pension Committee were shared with the Pension Investment Committee, Pension & Benefits Committee and the Governance & Leadership Committee. The mandate for the new Pension Committee is proposed to include investment oversight for the pension fund (currently within the mandate of the Pension Investment Committee) and remove oversight of benefits to an internal management committee.

The Pension & Benefits Committee (PB) and Pension Investment Committee (PIC) considered the terms of reference at a joint meeting held January 9, 2026 and were unable to endorse the document as anticipated (no motion was tabled). Work is ongoing in response to feedback and a penultimate draft will be presented to committees for endorsement at their upcoming meetings.

Next Steps

Following the meeting, the Secretariat will engage respective committee chairs on next steps in terms of reference reviews and embed activity in committee work plans as appropriate.

Documentation Provided

- N/A

For Information   **Open Session**

Date of Meeting:	February 3, 2026
To:	Members, Board of Governors
From:	Genevieve Gauthier-Chalifour, University Secretary
RE:	**11. Governance & Leadership Committee Report**

11.4 Draft Guidelines for Use of Confidential and In Camera Sessions

Background

At its meeting October 28, 2025 the Board received an update on alignment with the Council of Ontario University's leading practices in board governance.

Item 41 in the report provides detail on the leading practice of ensuring that university decision-making processes are open and transparent as possible. It was noted in this report that the University is currently aligned with this practice and would be creating a guidance document to provide clarity on matters and materials that should be considered in confidential or in camera sessions.

Draft Guidelines

Draft guidelines for use of confidential and in camera sessions are enclosed for initial review and feedback from governors. The draft guidelines were informed by a sector scan and draw from similar guidelines/guidance documents at other U15 institutions. The guidelines would apply to meetings of the Board of Governors and its committees.

Next Steps

Further revisions will be contemplated following the meeting in response to feedback. It is anticipated that the guidelines will be presented for consideration by the Governance & Leadership Committee at its March 25 meeting, and to the Board of Governors for final approval in April 2026.

Documentation Provided:
- Draft Guidelines for Use of Confidential and In Camera Sessions

1. Purpose

These Guidelines apply to all meetings of the Board of Governors and its committees and are intended to provide a framework for use of confidential and *in camera* sessions.

These Guidelines describe measures that are consistent with the *University of Waterloo Act, 1972 ("the Act")*, as amended, Board of Governors By-law 1, and governance leading practices as outlined by the Council of Ontario Universities. [1]

2. Guiding Principles

The Board is committed to the principles of accountability and transparency to members of the University community and to the public which is served by the University. The Board demonstrates this commitment by striving to conduct the majority of its business in open session, unless reasoning is provided in accordance with the principles articulated in these guidelines.

Open sessions are open to observers in accordance with the Board-approved Guidelines for Visitors to Board Meetings. Meeting agendas, materials and minutes of open session meetings are made publicly available on the Secretariat website.

In determining which matters are to be considered in open, confidential, or in-camera sessions of the Board or committee meetings, overall consideration will be given to the principle that Board and Committee meetings should be open to the public, except where discussion or materials may include personal, competitive or commercial information or where discussion in open session would be contrary to the best interests of the University.

3. Confidential Session

Items that may be considered in confidential session include:

a) Confidential Information: required by contract or law to remain confidential to the University and/or its Board of Governors;
b) Personal Information: matters concerning identifiable individuals (e.g. awards, honours, appointments);
c) Competitive or Commercially Sensitive Information: financial, contractual, or other information which, if disclosed, would put the University at a competitive disadvantage, or be prejudicial to a third party or otherwise not in the best interests of the University, including gift agreements, proposed sale or acquisition of property, or information supplied by a third party in confidence;
d) Legal or Litigation: information that is subject to legal privilege or that is about law enforcement, civil or criminal or administrative tribunal proceedings, or the security of the University's property or systems;
e) Other: other limited exceptions, including where discussion in open session would be contrary to the best interests of the University, including planning documents or discussions that are conceptual/in development, and matters to be referred to another group or government institution.

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[1] Council of Ontario Universities Leading Practices in Board Governance, 2025;
https://ontariouniversities.ca/wp-content/uploads/COU-Leading-Practices-in-Board-Governance.pdf

Attendance at confidential sessions is limited to members of the Board of Governors, Vice-Presidents, Secretariat staff and those invited to attend to assist with deliberations such as proponents of matters being presented in confidential session.

Agendas, briefing documents, minutes, reports and other documents received by a member for purposes of a confidential session Board or committee meeting shall not to be shared outside the Board of Governors. The meeting minutes are the official record of the meeting and information about proceedings of a confidential session of the Board, or its committees, shall remain confidential to the Board and its members.

Members of the Board are provided access to confidential agendas, minutes and materials of all committees of the Board.

During the term of the Member and thereafter, confidential information received by a Member shall not be divulged to any other person without the express prior, written authorization of the Board Chair. It is the responsibility of Members and any other person who receives confidential information to ensure the security of confidential information entrusted to them at all times, whether in digital or hard copy form. Such documentation must be destroyed in a confidential and secure matter. Members may return documentation to the University Secretary for secure destruction.

4. In Camera Session

Board of Governors

In camera sessions are held following the confidential session at all regular meetings of the Board.

Items that may be considered during the *in camera* session include:

a) Executive Appointments: matters related to appointment and/or review of the president, vice-presidents, deans and university secretary;
b) Personal Information: matters concerning identifiable individuals (e.g. human resources matters);
c) Board Effectiveness: matters affecting the quality and effectiveness of a Board or Committee meeting, or internal governance matters such as Board evaluation
d) Internal governance matters, such as Board evaluations and attendance.

Attendance is limited to members of the Board of Governors and the University Secretary.

Board Committees

In accordance with the terms of reference for respective committees, some matters may be delegated to committees to oversee on behalf of the Board. These matters, which may be considered *in camera*, include but are not limited to:

- Audit and Risk: including meetings with the internal and external auditors and the Chief Risk Officer
- Employee and Labour Matters: including negotiations, collective or employee group agreements, and executive performance and compensation

Members of any committee may also request an *in camera* session to discuss internal working relationships of the committee, consistent with sessions held at the Board level.

Attendance at these sessions is limited to members of the committee, the University Secretary or delegate, and those invited to participate in the session to assist with discussion.

Minutes of *in camera* sessions will record decisions only. The Chair shall be responsible for, with support from the secretary, the communication of any *in camera* discussion to necessary parties after the meeting.

Agendas and materials presented *in camera* are provided only to members of the respective committee.

5. Process

The University Secretary, in consultation with the President and Board Chair, will draft agendas using these guidelines to inform the designation of matters coming before the Board. The Chair of the Board of Governors and/or its committees will make the final determination on the designation of items prior to distribution of the meeting agenda.

Questions related to these guidelines should be directed to the Secretariat at board@uwaterloo.ca.

University of Waterloo
BOARD OF GOVERNORS
Minutes of the October 28, 2025 Meeting
[in agenda order]

Present: Nasser Abukhdeir, Aubrey Basdeo, Jordan Bauman, Linda Blair, Catherine Boivie, David Borcsok, Laura Deakin, Teresa Fortney, Murray Gamble (chair), Genevieve Gauthier-Chalifour (secretary), Vivek Goel, Nancy Heide, Andre Hladio, Achim Kempf, Bilal Khan, Matthew Klassen, Brian Lipskie, Dorothy McCabe, Steve Mennill, Damian Mikhail, Terry Mundell, Patricia O'Malley, Sahezad Pardhan, Nicholas Pellegrino, David Porreca, Tracy Primeau, Karen Redman, Meray Sadek, Rida Sayed, James Skidmore, Dan Weber, Jennisha Wilson, Stan Woo

Regrets: Neil Randall, Jagdeep Singh Bachher, Berry Vrbanovic

Guests: Peter Barr, Graham Brown, Amanda Cook, Tanya Daniels, Ashley Day, Charmaine Dean, David DeVidi, Nenone Donaldson, Thomas Duever, Melanie Figueiredo, Jenny Flagler-George, Anne Galang, Jennifer Gillies, Diana Goncalves, Sarah Hadley, Michelle Hollis, Rob Hunsperger, Diane Johnston, Andrea Kelman, Jennifer Kieffer, Jochen Koenemann, John Lewis, Lili Liu, Tony Ly, Nick Manning, Christine McWebb, Ian Milligan, Beth Namachchivaya, Catherine Newell-Kelly, Judene Pretti, Chris Read, Jacinda Reitsma, Daniela Seskar-Hencic, Nadia Singh, Kathy Smidt, Greg Smith, Alexie Tcheuyap, Mathew Thijssen, Ian Vanderburgh, Caitlin Vaux, Nickola Voegelin, Justin Wan, Tim Weber-Kraljevski, Kate Windsor

Organization of Meeting: Murray Gamble took the chair and Genevieve Gauthier-Chalifour acted as secretary. The secretary advised that quorum was present.

OPEN SESSION

4. Approval of Agenda
4.1.1 Declarations of Conflict of Interest

Abukhdeir declared a conflict of interest in relation to item 14.2.1 Leaves and Sabbaticals Report as a family member is listed within the report to approve sabbaticals and other leaves in accordance with Policy 3.

4.1.2 Approval of Agenda and Consent Items

Wilson/Skidmore.
> **To approve the agenda of the October 28, 2025 Board of Governors meeting, as presented; and, to approve or receive for information consent agenda items 14.1 – 14.5. CARRIED.**

The following items were subject to the vote and carried or received accordingly:

> 14. Consent Agenda
> 14.1 Minutes of the June 17, 2025 Meeting
> 14.1.1 Minutes – June 17, 2025
> 14.2 Report of the Vice-President, Academic and Provost
> 14.2.1 Leaves and Sabbaticals Report
>
> 14.3 Policies & Compliance
> 14.3.1 Policy 68 – Vice President Research & International – Housekeeping Amendments

14.4 Finance & Investment Committee Report
14.4.1 Statement of Investment Policies and Procedures (Endowment, IQC) - Proposed Amendments

14.5 Board Executive Committee Report
14.5.1 Report from the Chair

4.1.3 Business Arising from the Minutes

There was no business arising from the minutes.

5. Remarks from the Chair

Board Chair Murray Gamble welcomed returning governors to the meeting and offered a particular welcome to new governors Jordan Bauman, Catherine Boivie, David Borcsok, Laura Deakin, Matthew Klassen, Steven Mennill, Damian Mikhail, Patricia O'Malley, Meray Sadek, Rida Sayed and Stan Woo. Gamble also welcomed Tom Duever, Interim Vice-President Academic and Provost.

Gamble noted that a virtual education session will be taking place this fall on fiduciary duty for boards and with a focus on responsible investing. The session will be led by legal experts from McCarthy Tetrault. Governors were encouraged to attend.

6. Report of the President

Vivek Goel, President and Vice-Chancellor, noted several recent significant events, including welcoming close to 7,000 new first year students during orientation week, and homecoming where over 2,000 alumni, friends and family participated in events. The University observed National Day for Truth and Reconciliation on September 30th with a series of events on campus. Last week, Fall Convocation was celebrated, where the University conferred 2,812 degrees, certificates, and diplomas over five ceremonies.

Goel spoke to the Joint Board and Senate retreat where Scott Latham delivered a keynote presentation on Artificial Intelligence (AI) and its impact on universities. It was also recently announced that a $1M research collaboration with Google to create the Google Chair in the Future of Work and Learning. Dr. Edith Law was named as the inaugural Chair and will focus on how best to design tools and environments for learning so students can take full advantage of AI's potential while recognizing risks.

In September, Evan Solomon, Minister of Artificial Intelligence and Digital Innovation launched an AI Strategy Task Force and a 30-day national sprint to help shape Canada's approach to AI. Mary Wells, Dean of the Faculty of Engineering, was named to this task force. Goel noted he was leading a Council of Ontario Universities' Taskforce to set AI guidelines for institutions which is currently focused on consultations with COU Advisory Committees and external stakeholders to gain a better understanding of current and future AI adoption. The University of Waterloo is developing the basis for an Institutional AI Enablement Strategy.

The Federal budget will be released on November 4th, and in Prime Minister Carney's pre-budget speech, he referred to Canadian universities as being among the best in the world. Carney spoke to spending less and investing more in different areas, using the term rupture in reference to the global structure.

The Ministry of Colleges, Universities, Research Excellence and Security (MCURES) is currently conducting a review of the funding formula. MCURES has recently launched a costing survey aiming to collect data on high-priority program areas. The data will be used to assess how ministry funding and tuition fees contribute to the operational sustainability of these programs and alignment between revenues and costs. MCURES has also scheduled regional consultations in November that the University will participate in.

Over the summer months the MCURES held consultations on college and university governance. Further details will be provided under the Report of the Governance and Leadership Committee.

6.2 2024-25 Annual Institutional Performance Report

Goel presented the report as provided in the meeting package. A governor inquired how the University was working towards being a top employer. Jacinda Reitsma, Vice-President, Administration and Finance, responded that the Community and Culture Committee would be receiving updates on health and wellness priorities for students and employees and that updates would be provided in the future.

6.3 Faculty of Arts — Reorganization Proposal

Goel spoke briefly to the history of the proposal and the strategic motivation to bring the change forward.

Alexie Tcheuyap, Dean, Faculty of Arts, spoke to the proposal as presented in the meeting materials. The key goals of the proposed reorganization are to build the Faculty of Arts for the future, sustain programming amid expected reductions in funding and people, and build resilience. It was noted that all current academic programs will be retained. A transition period is anticipated from Fall 2025 to July 1, 2026, during which new administrative, leadership, and staff roles will be defined and implemented.

Porreca/Wilson
> **On recommendation from Senate, that the Board of Governors approve the proposed reorganization of the Faculty of Arts, as presented, effective July 1, 2026. CARRIED.**

7. Audit & Risk Committee Report
7.1 Report from the Chair

Patricia O'Malley, Chair of the Audit & Risk Committee, presented the report as provided in the meeting package. There were no questions.

7.2 2024-2025 Audited Financial Statements

O'Malley spoke to the report on the 2024-2025 Audited Financial Statements received by the Audit & Risk Committee. The committee had a fulsome discussion regarding the report and on the overall financial health of the University at its July and October meetings. The report is now presented for consideration by the Board.

O'Malley/Weber
> **That, on the recommendation of the Audit & Risk Committee, the Annual Financial**

Report for the Year ended April 30, 2025 be approved by the Board of Governors, as presented. CARRIED.

8. Building & Properties Committee Report
8.1 Report from the Chair

Tracy Primeau, Chair of the Building & Properties Committee, presented the report as provided in the meeting package. There were no questions.

8.2 Land-Based Learning Project Land Use Request

John Lewis, Director, Indigenous Faculty Relations, provided an overview of the land use request, as provided in the meeting materials. Lewis emphasizes the importance of the project, including empowering Indigenous faculty and staff. A key goal is to use outdoor space as living laboratories or classrooms where Indigenous peoples can reconnect with and reclaim their cultures and traditions. The project is also an act of reconciliation, creating opportunities to bring Indigenous cultural teachings onto campus rather than requiring communities to be accessed elsewhere. The space will be a collaboration between the Faculty of Health and the Office of Indigenous Relations.

Governors discussed the importance of involving first nations and Indigenous communities in the project, and the opportunity to take advantage of the lake, as the relationship between lands and water is important in Indigenous teachings.

Primeau/Mennill
> **That, on the recommendation of the Building & Properties Committee, the land use request for the Land Based Learning Project be approved by the Board of Governors, as presented; and**
>
> **b) That University Administration report back to the Building & Properties Committee on this project for capital project approval; and**
>
> **c) Material changes to the approved land use request proceed through the regular approval channels of the Building & Properties and Board of Governors, as appropriate.**
>
> **CARRIED.**

8.3 Campus Plan Update

Jacinda Reitsma, Vice-President, Administration and Finance, presented the update on the Campus Plan, as provided in the meeting materials. The item has been brought forward for updates and consultations at the Joint Seante and Board retreat this September and at the Building & Properties Committee at their last meeting. It is expected that the item will be brought forward for formal motion at the February meeting of the Board.

Governors discussed the ongoing consultations planned, the future inclusion of AFIWs and satellite campuses, and the needs of the campus community, such as parking.

8.4 Campus Energy Planning Update

Mathew Thijssen, Director of Sustainability, gave a brief presentation and provided an overview of the Campus Energy Planning Update, as presented in the meeting materials. Governors discussed data centres, the use of AI, and how the institution might leverage external expertise to build internal capabilities in these areas.

9. Finance & Investment Committee Report
9.1 Report from the Chair

Bilal Khan, Chair of the Finance & Investment Committee, presented the report as provided in the meeting package. There were no questions.

9.2 2025-26 Q1 Budget Update

Reitsma provided a verbal update on the 2025-26 Q1 Budget. As Q1 occurs over the spring months, more details will be available for the Q2 update. Overall, expenses are tracking well to meet projections for the year. Duever added that enrolment numbers and related data will be available after November 1, 2025. Domestic enrolment is up 2% compared to last year and the international undergraduate numbers are being monitored, with many deferrals in the pipeline. There were no questions.

9.3 Responsible Investment Policy – Proposed Amendments

Khan introduced the draft updates to the Responsible Investment Policy (RIP), as presented in the meeting materials.

Sarah Hadley, Chief Financial Officer, noted that the draft updates are coming forward for feedback and discussion. Further discussion at the committee level will take place in the coming weeks, with a final draft for approval to be brought forward at the February Board meeting. A legal review of the draft updates to the policy amendments has been requested, and governors and members of relevant Board committees will be invited to a November education session on fiduciary duty.

Peter Barr, Chair of the Task Force on Social Responsibility in Investing, and former governor and UW alumni, spoke to the work of the task force which was formed to examine the University of Waterloo's Responsible Investment Policy and related policy framework with a lens on social factors. The committee undertook an environmental scan of the RIPs at peer institutions, held a number of workshops and community engagement events to ensure feedback was heard. The task force completed their report in February 2025, which provided recommendations for updating the RIP.

A governor inquired about extending the RIP to include the investments of the IQC Trust. Hadley noted that selecting institutional investment funds that have an approach of incorporating ESG (environmental, social and governance) factors in their investment decision making processes is in place for the IQC Trust actively managed investments. This feedback will be taken under consideration.

A governor inquired about the footnote on internationally recognized human rights being considered from a Canadian perspective. Hadley responded that the task force discussed how to define international human rights. The feedback on adding further specificity is noted. Another governor inquired how the policy updates would be operationalized. Hadley spoke to the annual report received by the Board each June, which currently includes a carbon score card and metrics. The goal is to expand this report over time to include additional information.

A governor asked for clarification regarding a statement in the draft updates to the policy on expectations for active equity managers to not hold material positions in fossil fuel companies and if there was any thought to investing in oil and gas companies, particularly Canadian ones. Hadley responded that the fossil fuels statement came from a previous Responsible Investment Advisory Group report to Board (June 2021). This was not meant to be an exclusion but as an expected outcome of ESG factor integration in investment decision making that would be monitored. The feedback was noted and that the language would be looked at in the final draft.

A governor spoke to concerns from students, including investments in weapons manufacturers, and the importance of student voices being heard during the consultation process. Hadley indicated that the Responsible Investment Policy has an approach of ESG factor integration and that for actively managed investments, the University selects institutional investment funds that have an approach of incorporating environmental, social and governance factors in their investment decision making processes. This has an impact in particular in the actively managed investments.

10. Pension & Benefits Committee Report
10.1 Report from the Chair

Teresa Fortney, Chair of the Pension and Benefits Committee, spoke to the report as provided in the meeting materials, including the report from Pension Investment Committee. Fortney highlighted the strong performance of the pension funds despite market turbulence, along with the need to continue to monitor long term performance.

Related to the proposed Pension & Benefits Committee restructure, a governor inquired about the net reduction of faculty and staff within the proposed membership. Fortney noted the need to ensure that particular skill sets are available for participants to meet the mandate of the committee. A full legal review of the proposed committee terms of reference would be conducted in the future.

A governor noted the due diligence of the current Pension & Benefits Committee and the Pension Investment Committee, and asked if there would be value in having a legal review conducted on the management of the plan. In response to a question about other jointly sponsored pension plan options, Fortney responded that plans such as the University Pension Plan (UPP) and the Colleges of Applied Arts and Technology (CAAT) Pension Plan, are becoming well known and that future information sessions were being planned to support questions and provide further information to the various employee groups.

11. Community & Culture Committee Report
11.1 Report from the Chair

Linda Blair, Chair of the Community & Culture Committee, presented the report as provided in the meeting package. In relation to the Disability Inclusion Steering Committee (DISCO) report, a member inquired how the institution was planning to cost pedagogical components. Tom Duever, Interim Vice-President, Academic and Provost responded that the costs associated will need to be included in the operating budget.

11.2 Sexual Violence Prevention and Response Office Annual Report

Blair presented the report as provided in the meeting package. There were no questions.

11.3 Policy 42 - Prevention of and Response to Sexual Violence - Proposed Amendments

Blair spoke to the presentation on Policy 42 received by the committee. Chris Read, Associate Provost, Students, spoke to the proposed amendments, including the three key areas of change, and the extensive consultation process undertaken by the Policy Drafting Committee.

Blair/Wilson

> **That, on the recommendation of the Community & Culture Committee, the proposed amendments to Policy 42 be approved by the Board of Governors, as presented and effective as of October 29, 2025. CARRIED.**

12. Governance & Leadership Committee Report
12.1 Report from the Chair

Murray Gamble, Chair of the Governance & Leadership Committee, presented the report as provided in the meeting package. There were no questions.

12.2 Signing Authority – Proposed New Policy

Gamble spoke to the proposed Signing Authority Policy as provided in the meeting materials, and noted the policy was provided to the Board at the June 2025 meeting for discussion, followed by a request for additional feedback from members. No further feedback has been received, and the policy is unchanged from the version presented in June 2025 and was recommended for Board approval by the Governance & Leadership Committee at its October meeting.

Gauthier-Chalifour noted that a minor change to the policy was missing in the materials. On page 198 of the meeting book, Section 6.1 should read "*The Signing Committee establishes by written resolution the Register, through which limited signing authority is delegated to the persons or entities listed in the Register, and in the circumstances outlined in the Register. The Signing Committee delegates authority to amend the Register as outlined in Section 9 of this policy.*"

Fortney/Blair

> **That, on the recommendation of the Governance & Leadership Committee, the Signing Authority and Approval Policy be approved by the Board of Governors, as presented. CARRIED.**

12.3 Board Committee Review and Restructure Update

Gamble noted that work continues on the board committee review. The work is expected to be completed by the end of this governance cycle.

Gauthier-Chalifour added that amendments or restructuring will be brought forward in the winter term and an environmental scan is currently being completed by the Secretariat to support discussions.

13. Other Business

There were no other items of business.

15. Items Removed from Consent Agenda

There were no items removed from the consent agenda.

October 30, 2025

Genevieve Gauthier-Chalifour
University Secretary

For Decision   **Open Session**

Date of Meeting:	February 3, 2026
To:	Members, Board of Governors
From:	Genevieve Gauthier-Chalifour, University Secretary
RE:	**13.2 Report of the Vice-President, Academic & Provost - CONSENT**

13.2.1   Leaves and Sabbaticals Report

Recommendation:
To approve the sabbatical and administrative leaves, as presented.

Background:

In accordance with Policy 3 – Sabbatical and Other Leaves for Faculty Members, the Board approves sabbatical and special leaves. Enclosed for the Board's approval is the sabbatical and administrative leaves report as prepared by the Office the Vice-President, Academic & Provost.

13.2.2   Promotion Report

Background:

In accordance with Policy 77 – Tenure and Promotion of Faculty Members, the Board receives notice of all faculty promotions for information. Enclosed for the Board's information is the Faculty Promotion report from the President and Vice-Chancellor, as prepared by the Office the Vice-President, Academic & Provost.

Documentation Provided:
- Sabbatical and Administrative Leaves Report
- Promotion Report

University of Waterloo
SABBATICAL AND
OTHER LEAVES
Report to the Board
3 February 2026

This report is recommended for inclusion in the consent agenda.

FOR APPROVAL

Motion: To approve the following sabbatical and other leaves in accordance with Policy 3– Sabbatical and Other Leaves for Faculty Members.

Background: The report on Sabbatical and Other Leaves comes to the Board of Governors at each meeting as leave requests occur throughout the year.

Granting of sabbatical and other leaves is contingent upon the faculty member's department being able to make the necessary arrangements to accommodate such an absence, and also upon the financial resources of the University in any given year. Application for leave must be made in writing to the Department Chair and approved by the Department Chair, Faculty Dean and the Vice-President, Academic & Provost based on their consistency with the criteria laid out in Policy 3. Application for sabbatical leave should include the faculty member's plans for scholarly activities while on leave.

Sabbatical and other leaves further require the approval of the Board of Governors.

1. Sabbatical Leaves

Faculty of Arts

DeVidi, David, Philosophy and Office of the Associate Vice-President, Academic, July 1, 2026, to August 31, 2026, at 100% salary, and September 1, 2026, to August 31, 2027, at 100% salary.
After seven years as Associate Vice-President, Academic, I will return to my two main areas of research, Philosophy of Logic and Mathematics, and Philosophy of Disability. The experience in senior administration will help in the development of new insights with respect to philosophical issues related to disability and higher education.

Harris, Randy, English Language and Literature, March 1, 2026, to August 31, 2026, at 85% salary.
There are three objectives for this leave: (1) to organize and present a workshop bringing construction grammar and rhetorical figures together; (2) to lay the groundwork for a special issue I am editing of Constructions and Frames; and (3) to complete the ms. of my book with Cambridge University Press (developed, proposed, and contracted during my 23-24 sabbatical).

Ilcan, Suzan, Sociology and Legal Studies, September 1, 2026, to February 28, 2027, at 85% salary.
My research focuses on international migration and border relations, particularly in the context of migration displacement and precarity in the Eastern Mediterranean. During sabbatical, I will conduct new research in Cyprus dealing with humanitarian aid, asylum dynamics, and the role of community relations. This research will involve the publication of blogs, policy reports, and refereed scholarly publications.

Faculty of Engineering

Benoit, Michael, Mechanical and Mechatronics Engineering, September 1, 2026, to February 28, 2027, at 100% salary.
During this leave, I plan to initiate new research collaborations and foster existing collaborations internationally in the area of advanced manufacturing and materials. Expected collaborations include advancing the use of circular materials (Technical University Munich), developing advanced laser processing (Stuttgart), and exploring new additive manufacturing technologies (Politecnico di Torino).

Bissett, Tara, School of Architecture, July 1, 2026, to December 31, 2026, at 100% salary.
My research examines the architecture of women's reform and care institutions from 1800 to 1970. During my sabbatical, I will work in the UK and French archives, visit and map historic reformatory sites, and establish a digital repository of spatial records. Expected outcomes include completing a book proposal and completing an edited volume with Dr Maria Pia Montealegre.

Clausi, David, Systems Design Engineering, March 1, 2026, to August 31, 2026, at 100% salary.
My primary area of research is computer vision, and I plan to continue my extensive research program within the Vision and Image Processing (VIP) Research Group. This will provide me with dedicated time to conduct research, apply for new grants, write journal papers, and work with the numerous HQP under my supervision.

Ghafurian, Moojan, Systems Design Engineering, July 1, 2026, to December 31, 2026, at 100% salary.
I will be conducting user studies that require off-campus presence. I will be writing two papers based on graduated students' work, and research that has data collection done. I will write a SSHRIC IG application, expanding my current SSHRC IDG. I will work on my application for P. Eng. I will organize an IEEE conference to be held in 2027.

Jeon, Soo, Mechanical and Mechatronics Engineering, September 1, 2026, to August 31, 2027, at 100% salary.
My research covers design and control for mechatronic systems with applications to industry automation and robotics. I expect to stay in Korea to collaborate with colleagues in Seoul National University and Yonsei University as well as KIMM (Korea Institute for Machinery & Materials). Expected outcomes include, but not limited to, exploring new research areas, securing international collaboration grants, and developing new course notes.

Li, Amy (Tianyuam), Civil and Environmental Engineering, July 1, 2026, to December 31, 2026, at 100% salary.
My research focuses on indoor air quality. During my leave, I will visit Canadian and international institutions to learn about advances in measurement techniques and multidisciplinary strategies for air quality improvement. I will conduct a systematic literature review on the effectiveness of occupant-focused interventions and strengthen ongoing collaboration with Health Canada on radon studies.

Mitra, Sushanta, Mechanical and Mechatronics Engineering, September 1, 2027, to August 31, 2028, at 100% salary.
My research focus is active soft matter systems integrating interfacial science with materials science. My plans include establishing international collaborations in Netherlands, France, Germany, Spain, and Asia (Japan, Singapore, Thailand, Taiwan, Vietnam, India, China) to develop new methodologies and theoretical frameworks. My expected outcomes include breakthrough research directions, strengthened global partnerships, enhanced UW research capabilities, and publications in high-impact journals advancing interfacial science research.

Scott, Andrea, Mechanical and Mechatronics Engineering, September 1, 2026, to August 31, 2027, at 85% salary.

I intend to publish research on ice classification, modelling and data fusion done by myself and my students over the past two years, in addition to focusing on a new project on multimodal sensing. I also plan to strengthen my existing collaborations outside the university with others at the University of Sherbrooke, the Cold Regions Research Center (Wilfrid Laurier University) and the Norwegian University of Science and Technology.

Tavassoti-Kheiry, Pejoohan, Civil and Environmental Engineering, July 1, 2026, to December 31, 2026, at 100% salary.

Pavement Engineering: Plans: 1) expanding research on nondestructive testing of pavement materials, 2) establishing new collaboration with UFC-Fortaleza Brazil, ÉTS Montreal, and ENTEP France, 3) Finalizing research on a novel insulating material and the patenting process, and 4) working on a new design software (potentially through an I2I grant). As a side activity, I will be making a 2nd revision to the textbook on Transportation Principles and Applications. Outcomes: majorly publications (journals, conferences, and the textbook) as well as potentially to IP applications.

Faculty of Environment

Shilomboleni, Helena, School of Environment, Resources and Sustainability and the department of Geography and Environmental Management, July 1, 2026, to December 31, 2026, at 100% salary.

My research investigates how new agricultural development interventions might improve food security, climate resilience and economic prosperity for smallholder farmers in the context of sub-Saharan Africa. During my sabbatical leave, I will travel to Kenya for further fieldwork and collaboration on a new grant proposal with local partners. I will also work on writing three to four journal articles.

Lynes Murray, Jennifer, School of Environment, Enterprise and Development, May 1, 2026, to April 30, 2027, at 85% salary.

Continuing on with my research on marketing for sustainability I will focus my sabbatical time on further expanding my work on sports and sustainability. This includes developing partnerships with sports organizations and disseminating current research through academic publications. I will also be working on a writing a textbook on marketing and sustainability and applying for SSHRC funding.

Faculty of Health

Keller, Heather, Kinesiology and Health Sciences, January 1, 2027, to December 31, 2027, at 93.3% salary.

I conduct research on nutrition and the mealtime experience in vulnerable populations. I will be leading two intervention studies during the time of this sabbatical, as well as completing manuscripts with several graduate student and co-investigator projects that are terminating in 2026/7. I also plan to apply for funding for the continuation of the Cooking Together interventions.

Faculty of Mathematics

Baranoski, Gladimir, Cheriton School of Computer Science, July 1, 2026, to December 31, 2026, at 100% salary.

The main purpose of this leave is to conduct collaborative research projects on light and matter interactions aiming at applications in computer graphics, biomedical optics and remote sensing. These projects will involve activities at Canadian institutions and, possibly, Foreign institutions. It will also involve the preparation of a book describing practical knowledge and insights obtained while conducting in-depth and interdisciplinary research in this area.

Brannan, Michael, Pure Mathematics, July 1, 2026, to December 31, 2026, at 100% salary.
My area of research is in the mathematical fields of operator algebras, representation theory, quantum groups, and their applications to quantum information theory. Work undertaken with this sabbatical will contribute to the development of basic research in mathematics and also foster links between faculty IQC (Waterloo) and the new Quantum Technologies Institute at Saarland University.

McKinnon, David, Pure Mathematics, September 1, 2026, to August 31, 2027, at 100% salary.
My research is in arithmetic geometry, and I expect to use the time of my leave to shift my focus away from administrative responsibilities and towards more purely research activities. I plan to make various trips during my leave, including to a special semester at the Institute for Computational and Experimental Research in Mathematics in Providence, Rhode Island during the fall term of 2026.

Slofstra, William, Pure Mathematics, September 1, 2026, to August 31, 2027, at 100% salary.
My area of research is in Mathematics of quantum information. During the sabbatical, I will participate in long-term programs at the Insitut Henri Poincare in Paris and the Simons Institute in Berkeley, for a long-term research project on compression procedures for algebras and reboot a research podcast that's been on hiatus.

Zucker, Andy, Pure Mathematics, July 1, 2026, to December 31, 2026, at 100% salary.
My area of research is in mathematical logic, topological dynamics, and their interactions. Current plans for my sabbatical include giving invited talks at at least two conferences and at least one extended research visit. Expected outcomes include proving new theorems and authoring papers to submit for publication.

Faculty of Science

Tang, Xiaowu (Shirley), Chemistry, May 1, 2026, to April 30, 2027, at 100% salary.
During sabbatical leave, I plan to strengthen research on nano-biomaterials and nano-biosensors by broadening research collaborations, engaging closely with students, publishing to promote research impact, and enriching research funding. In addition, I will dedicate more effort and time to knowledge translation.

2. Sabbatical Cancellations

Faculty of Engineering

Clausi, David, Systems Design Engineering, January 1, 2026, to July 31, 2026, at 100% salary.

3. Administrative Leaves

Faculty of Arts

DeVidi, David, Philosophy and Office of the Associate Vice-President, Academic, September 1, 2027, to February 28, 2028, at 100% salary, and March 1, 2028, to January 31, 2029, at 100% salary.
After seven years as Associate Vice-President, Academic, I will return to my two main areas of research, Philosophy of Logic and Mathematics, and Philosophy of Disability. The experience in senior administration will help in the development of new insights with respect to philosophical issues related to disability and higher education.

Faculty of Engineering

Mitra, Sushanta, Mechanical and Mechatronics Engineering, September 1, 2028, to December 31, 2028, at 100% salary.
My research focus is active soft matter systems integrating interfacial science with materials science. My plans include establishing international collaborations in Netherlands, France, Germany, Spain,

and Asia (Japan, Singapore, Thailand, Taiwan, Vietnam, India, China) to develop new methodologies and theoretical frameworks. My expected outcomes include breakthrough research directions, strengthened global partnerships, enhanced UW research capabilities, and publications in high-impact journals advancing interfacial science research.

Faculty of Mathematics

McKinnon, David, Pure Mathematics, September 1, 2027, to December 31, 2027, at 100% salary and January 1, 2028, to August 31, 2028, at 100% salary.
My research is in arithmetic geometry, and I expect to use the time of my leave to shift my focus away from administrative responsibilities and towards more purely research activities. I plan to make various trips during my leave, including to a special semester at the Institute for Computational and Experimental Research in Mathematics in Providence, Rhode Island during the fall term of 2026.

UNIVERSITY OF WATERLOO
Report of the President to the Board of Governors
February 3, 2026

FOR INFORMATION

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Promotion to Professor

From Policy 77 – Tenure and Promotion of Faculty Members:

Promotion to the rank of Professor recognizes a high order of achievement in both scholarship and teaching by tenured Associate Professors, together with satisfactory performance in service. Although evidence of strong teaching performance is required, normally the greatest emphasis is placed on scholarship and achievement within an individual's discipline. However, in exceptional cases, a tenured Associate Professor may be promoted on the basis of an outstanding teaching record accompanied by a continuing and long-standing record of satisfactory or better scholarship and service.

A continuous program of scholarship with positive peer review by nationally and internationally recognized scholars is essential for promotion to Professor. The candidate's record is to be judged in comparison with the records of faculty members recently promoted at UW and other universities of comparable standing. Promotion to Professor is not an assured step in the career of a faculty member, and some will not attain this rank.

In accordance with the processes outlined in Policy 77, and following positive recommendations received from the tenure and promotion committees in departments, schools and faculties, and the University Tenure, Permanence and Promotion Committee, the following individuals were promoted to the rank of Professor, effective 1 July 2025.

Faculty of Arts
Frances Condon, English Language and Literature
Stephanie Denison, Psychology
Fraser Easton, English Language and Literature
Kate Lawson, English Language and Literature
Ashley Rose Mehlenbacher, English Language and Literature

Faculty of Engineering
Sibel Alumur Alev, Management Science and Engineering
Hyock Ju Kwon, Mechanical and Mechatronics Engineering
Guo-Xing Miao, Electrical and Computer Engineering
John Zelek, Systems Design Engineering

Faculty of Environment
Brad Fedy, School of Environment, Resources and Sustainability
Juan Moreno-Cruz, School of Environment, Enterprise and Development
Prateep Nayak, School of Environment, Enterprise and Development

Faculty of Health
Shannon E. Majowicz, School of Public Health Sciences
Samantha Meyer, School of Public Health Sciences
James Wallace, School of Public Health Sciences

Faculty of Mathematics
Bin Li, Statistics and Actuarial Science
David Saunders, Statistics and Actuarial Science

Faculty of Science
Avery Broderick, Physics and Astronomy
Brian Kendall, Earth and Environmental Sciences
Graham Murphy, Chemistry
Germán Sciaini, Chemistry
William Wai Lun Wong, School of Pharmacy

February 3, 2026

Vivek Goel, CM, OOnt
President and Vice-Chancellor

For Information   **Open Session**

Date of Meeting:	February 3, 2026
To:	Members, Board of Governors
From:	Tom Duever, Interim Vice-President, Academic & Provost
RE:	**13.2 Report of the Vice-President, Academic & Provost - CONSENT**

13.2.3   Undergraduate and Graduate Admissions and Enrolment Update

Summary

This brief provides undergraduate and graduate admissions data and supporting context and aims to support Senate's awareness of the admissions funnel. The undergraduate data includes the 2022-2025 admissions funnel. A separate and early look at 2026 undergraduate applications is also provided.

This update is intended to provide Senate with an understanding of the trends in our applications, offers of admissions, and new admits - differentiated by undergraduate and graduate applicants, domestic and international applicants.

Jurisdictional Information

This report is submitted in support of section 22 of the *University of Waterloo Act*, 1972:

> (d) to determine standards of admission of students to the University;

> (j) to undertake, consider and co-ordinate long-range academic planning;

Governance Path

Senate Planning and Finance Committee: January 22, 2026 (information)
Senate: January 26, 2026 (information)
Board of Governors: February 3, 2026 (information)

Documentation Provided

Admissions and Enrolment 2022-2025 Brief

Admissions and Enrolment 2022-2025
Brief prepared for Senate 26 January 2026

This Brief provides an overview of admissions of undergraduate and graduate students in 2025, along with comparative data from 2022 to 2024 and an early look at 2026 application numbers. The recruitment and admissions information includes the number of applications, number of offers, number of confirmations, and count date registrations for each of the most recent four years.

ADMISSIONS – *The Data*

Domestic

Domestic interest in Waterloo programs is strong. On the undergraduate side, admissions criteria varied widely, from competitive-entry programs with capacity limits to those accepting minimum averages and offering to all eligible applicants. Many programs used minimum criteria to meet targets, while alternate offers were made for programs lacking qualified applicants. Domestic registrations came in above target. On the graduate side, domestic applications and registrations were significantly higher than in recent years and came in closer to targets.

In the charts that follow, graduate student numbers are a composite number that include Winter, Spring and Fall in each calendar year.

Undergraduate Domestic 2022 to 2025
applications, offers, confirmations, registrations

	2022	2023	2024	2025
Applications[1]	50086	49933	50787	51890
Offers[1]	26812	28338	29109	30593
Confirmations[1]	6449	6214	6221	6705
Count Date Registered[2]	6058	6087	5988	6495
Targets[3]	5594	5617	5733	6015
% of Target	108%	108%	104%	108%

Graduate Domestic 2022 to 2025
applications, offers, confirmations, registrations

	2022	2023	2024	2025
Applications	4615	4187	4684	5862
Offers	2354	2314	2434	2799
Confirmations	1642	1710	1694	1982
Count Date Registered	1536	1590	1597	1849
Count Date Registered FTE	1332	1332	1332	1580
Targets FTE	1681	1695	1641	1605
% of Target	79%	79%	81%	98%

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1. *Applications, Offers, and Confirmations data sourced from Registrar Resources Admissions Reports in Power BI.*
2. *November 1 Registered data source from IAP's Year One Monitoring reports (Quest extracts).*
3. *Targets established by Provost and Faculty Deans.*

International

This year was highly challenging for international recruitment and admissions across Canada, and Waterloo was not immune to these trends. Geopolitical tensions with two of our major source countries for undergraduate and graduate students (China and India) continue to impact our numbers. Visa processing times, both inside and outside of Canada, also present major barriers or perceptions of barriers to prospective students. Incoming graduate students also face security concerns leading to an additional layer of visa challenges, particularly students coming from China and Iran. Additionally, federal messaging around immigration continues to dissuade students from even applying to Waterloo. Our total number of incoming undergraduate international students was quite close to the reduced target that was used in 2025. Incoming graduate international student numbers have remained relatively stable despite the challenges, somewhat thanks to an increase in the number of offers made.

In the tables that follow, "International" students are counted on the basis of citizenship status for Applications, Offers and Confirmations, as this is the information that is available at these points of time. For registration, "International" is defined on the basis of fee status, where some students who are not Canadian citizens or permanent residents are eligible to pay domestic fees.

Undergraduate International 2022 to 2025
applications, offers, confirmations, registrations

	2022	2023	2024	2025
Applications[1]	17692	16642	14122	12483
Offers[1]	8361	8280	7071	6553
Confirmations[1]	1228	1075	932	962
Count Date Registered[2]	937	812	540	508
Targets[3]	1187	1156	1160	539
% of Target	79%	70%	47%	94%

Graduate International 2022 to 2025
applications, offers, confirmations, registrations

	2022	2023	2024	2025
Applications	9620	9026	8126	7412
Offers	1883	2257	2147	2309
Confirmations	1076	1192	1132	1179
Count Date Registered[4]	916	1031	944	929
Count Date Registered FTE[5]	904	1018	909	912
Targets FTE	958	959	1005	1037
% of Target	94%	106%	90%	88%

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[4] *For graduate students, students are counted on the relevant date (November 1, February 1, July 1) of their first term.*
[5] *Graduate targets are in terms of FTE, rather than headcount, so registrations are shown in both measures.*

ADMISSIONS – *Graduate Student Deep Dive*

The tables that follow separate the Graduate student information above by type of graduate degree.

Domestic Course-based Master's 2022 to 2025

	2022	2023	2024	2025
Applications	2092	1957	2493	2922
Offers	919	984	1281	1569
Confirmations	597	705	883	1103
Count Date Registered	542	622	812	1001
Count Date Registered FTE	375	401	596	769
Targets FTE	773	790	783	812
% of Target	49%	51%	76%	95%

Domestic Research Master's 2022 to 2025

	2022	2023	2024	2025
Applications	2005	1796	1709	2343
Offers	1169	1098	888	958
Confirmations	847	826	605	678
Count Date Registered	804	794	583	651
Count Date Registered FTE	784	776	562	629
Targets FTE	657	646	620	567
% of Target	119%	120%	91%	111%

Domestic PhD 2022 to 2025

	2022	2023	2024	2025
Applications	518	434	482	597
Offers	266	232	265	272
Confirmations	198	179	206	201
Count Date Registered	190	174	202	197
Count Date Registered FTE	172	156	174	182
Targets FTE	251	259	238	226
% of Target	68%	60%	73%	80%

International Course-based Master's 2022 to 2025

	2022	2023	2024	2025
Applications	4930	4365	3986	3277
Offers	1183	1307	1305	1502
Confirmations	567	570	596	615
Count Date Registered	439	458	449	453
Count Date Registered FTE	431	449	438	439
Targets FTE	447	405	448	498
% of Target	96%	111%	98%	88%

International Research Master's 2022 to 2025

	2022	2023	2024	2025
Applications	3426	3231	2825	2452
Offers	442	610	496	413
Confirmations	341	410	321	282
Count Date Registered	320	377	286	244
Count Date Registered FTE	318	374	285	243
Targets FTE	293	316	313	293
% of Target	109%	118%	91%	83%

International PhD 2022 to 2025

	2022	2023	2024	2025
Applications	1264	1430	1315	1683
Offers	258	340	346	394
Confirmations	168	212	215	282
Count Date Registered	157	196	209	232
Count Date Registered FTE	156	195	186	231
Targets FTE	218	237	244	246
% of Target	71%	82%	76%	94%

ADMISSIONS – *International Deep Dive*

Total PALs used by Program Type, 2025
These Provincial Attestation Letter (PAL) counts include all PALs from the 2025 allocation distributed by Waterloo. While most PALs are given to confirmed, incoming students who need to apply for a study permit, some PALs were given to current students who needed to re-apply for a study permit. Additionally, some students were given a second PAL (and a few students were given a third PAL) because of difficulties with their initial study permit applications. Because of the scarcity of PALs, additional PALs were given only after consultation with our immigration team.

	Total
Undergraduate: PALs to new student	902
Undergraduate: PALs to "X+Y" student	207
Undergraduate: PALs to current student	41
Graduate: PALs to new students	1144
Graduate: PALs to current students	24
Other (e.g. Renison)	10
Total	2328

Source: Registrar's Office

In total, Waterloo used close to 80% of our total PAL allocation from the Province in 2025. As of the time of writing of this report, we have not yet received our PAL allocation for 2026, although we do know that graduate students in master's and PhD programs will not require PALs in the coming year.

In 2025, we continued to expand our communications (e.g., website updates, emails, webinars, staff/faculty training) to support students through this process. Undergraduate students were required to pay a $2500 tuition deposit to obtain a PAL, and course-based Master's students were required to pay a $1000 deposit.

International fee-paying registered undergraduate students, by country of last school attended and country of citizenship, Fall 2025 and Fall 2024

By country of last school attended, Waterloo's largest source market for international fee-paying undergraduate students continues to be Canada, where we saw an increase in numbers from 2024 to 2025. At the same time, the careful strategic thought and difficult operational work done by our international recruiting teams ensured that the drop in international fee-paying students coming from outside of Canada was not more significant, despite global and national forces that have made recruiting much more challenging. Increased competition from universities across many countries has also added significant pressure to our efforts.

Last school attended (by country)	2025	% of total
Canada	225	44%
China	73	14%
India	53	10%
USA	25	5%
UAE	24	5%
Indonesia	13	3%
Saudi Arabia	10	2%
Pakistan	6	1%
Hong Kong	5	1%
Thailand	5	1%
Rest of world	69	14%
Total	508	100%

Citizenship	2025	% of total
China	210	41%
India	88	17%
Korea	30	6%
United States	25	5%
Hong Kong	24	5%
Pakistan	15	3%
Viet Nam	13	2%
Taiwan	12	2%
Indonesia	11	2%
Rest of world	80	15%
Total	508	100%

Source: Registrar's Office, IAP

Last school attended (by country)	2024	% of total
Canada	211	39%
China	89	16%
India	61	11%
UAE	31	6%
Saudi Arabia	22	4%
USA	15	3%
Indonesia	11	2%
Bangladesh	4	1%
Kenya	3	0.5%
Rest of world	93	17.5%
Total	540	100%

Citizenship	2024	% of total
China	229	42%
India	111	21%
Korea	28	5%
Hong Kong	17	3%
Pakistan	15	3%
Indonesia	15	3%
Saudi Arabia	13	2%
Viet Nam	12	2%
Nigeria	7	1%
Rest of world	93	18%
Total	540	100%

Source: Registrar's Office, Admissions

International registered graduate students, by country of last institution attended and country of citizenship, 2025 and 2024

The charts below show the breakdown of incoming international graduate students by last institution and by citizenship for both 2025 and 2024. Research-based programs typically rely on program-level recruitment linked to supervisor research opportunities, while course-based programs use coordinated faculty and program-driven strategies supported by centralized marketing and recruitment resources, with an emphasis on reputation, rankings, and targeted outreach.

Last institution attended (by country)	2025	% of total
Canada	418	45%
China	114	12%
USA	91	10%
India	46	5%
Iran	45	5%
UK	14	2%
Pakistan	12	2%
Egypt	9	1%
Nigeria	6	<1%
Germany	6	<1%
Rest of world	165	17%
Total	926	100%

Citizenship	2025	% of total
China	493	53%
India	74	8%
Iran	63	7%
USA	39	4%
Pakistan	22	2%
Egypt	20	2%
Nigeria	17	2%
Ukraine	10	1%
Viet Nam	8	1%
Turkey	7	1%
Rest of world	173	19%
Total	926	100%

Source: GSPA

Last institution attended (by country)	2024	% of total
Canada	362	39%
China	141	15%
USA	103	11%
India	70	8%
Iran	55	6%
UK	26	3%
Pakistan	18	2%
Nigeria	7	1%
Hong Kong	5	<1%
Egypt	4	<1%
Germany	4	<1%
Rest of world	130	14%
Total	925	100%

Citizenship	2024	% of total
China	473	51%
India	112	12%
Iran	67	7%
USA	31	3%
Pakistan	24	3%
Nigeria	18	2%
Hong Kong	16	2%
Egypt	11	1%
Bangladesh	9	1%
Ukraine	5	1%
Viet Nam	5	1%
Rest of world	149	16%
Total	925	100%

Source: GSPA

ADMISSIONS – *Early look at 2026*

Our admissions team monitors application trends through the application period. Because of changes in processes and timelines that are made from year to year, a snapshot on a particular date during the application period does not necessarily tell the full story of what might happen by the time that applications mostly close at the end of January.

Undergraduate Applications 2024 to 2026 as of December 17 in each year

Applications	2024	2025	2026	YOY (as of Dec 17)
Domestic	35844	38360	37373	-3%
International	9384	8663	8822	+2%

Domestic first-choice applications to Waterloo programs are down 14% year-over-year, with decreases in all Faculties except for Environment. Applications for lower choices are roughly the same as in the previous cycle. International first- and second-choice applications have healthy increases of 6% and 5%, respectively, and are also relatively flat for lower choices.

Graduate Applications 2024 to 2026
Because application numbers to graduate studies for Winter and Spring are small compared to the numbers for Fall, and because of the timing at which the bulk of applications are typically received for Fall entry, presenting comparative numbers for graduate studies at this time does not seem useful.

For Decision   **Open Session**

Date of Meeting: February 3, 2026

To: Members, Board of Governors

From: Geneveive Gauthier-Chalifour, University Secretary

RE: **13.3 Pension & Benefits Committee Report - CONSENT**

13.3.1 Amendments to the Statement Of Investment Policies and Procedures for the Registered Pension Plan

Recommendation:

That, on the recommendation of the Pension & Benefits Committee, the amendments to the Pension's Statement of Investment Policies and Procedures ("SIPP") be approved by the Board of Governors, as presented.

Background:

In accordance with the terms of reference, the Pension & Benefits Committee annually reviews the Pension's Statement of Investment Policies and Procedures (SIPP), and recommends any amendments to the Board of Governors.

At the January 9, 2025 meeting of the Pension & Benefits Committee, proposed changes to the SIPP were reviewed on the recommendation of the Pension Investment Committee. The Committee had presented feedback regarding benchmarks for some asset classes at a previous meeting.

A revised, red-line version of the SIPP is presented for the consideration of the Board

Documentation Provided:
- SIPP Briefing Note
- Statement of Investment Policies and Procedures for the Registered Pension Plan (red-line amended version)

For Decision   **Open Session**

To:	Board of Governors
From:	Sarah Hadley, Chief Financial Officer
Date of Meeting:	February 3, 2026
Agenda Item:	**Amendments to the Statement of Investment Policies and Procedures for the Registered Pension Plan**

Overview and Highlights

Statement of Investment Policies and Procedures ('SIPP')

The most substantial proposed changes are to update the benchmarks for the Direct Infrastructure and Listed Real Estate asset classes.

- For Direct Infrastructure it is recommended that the benchmark be updated to (Canadian) CPI + 5% from the previous OECD CPI + 5%. OECD CPI represents the collective inflation across the countries that participate in the Organization for Economic Co-operation and Development. The proposed change is to simply the benchmark, avoiding any confusion related to a largely unknown CPI measure.
- For the Listed Real Estate benchmark, it is recommended that it be changed to the S&P/TSX Capped REIT Index, which is the benchmark for the existing holding in this asset class, and represents the Canadian real estate sector, whereas the existing benchmark is a global real estate index.

The other change is more administrative in nature and removes direct references to specific websites.

It is recommended that changes to the SIPP be recommended to the Pension & Benefits Committee, for further recommendation to the Board of Governors.

Consultation and Engagement

Staff reviewed the SIPP with Eckler (pension investment consultant), to collect their advice on updates. Benchmarking elements in the SIPP were also compared to the Endowment SIPP in an effort to ensure consistency of approach.

Risk Considerations

Any changes to pension investment policy documents must be considered within the framework of the University's fiduciary responsibility to pension plan members.

Alignment with Strategy, Vision, Values

Priority environmental and social factors have been identified in the SIPP and are consistent with environmental and social factors that the University prioritizes in pursuit of its mission and vision.

February 2026

Documentation Provided

- Pension Statement of Investment Policies and Procedures (redline)

Statement of Investment Policies and Procedures

University of Waterloo Pension Plan (2011)

Registration number: 0310565

Effective: ~~November~~ March 1, 2026~~2024~~

Replaces previous version which was last revised and effective on ~~April 4, 2023~~November 1, 2024

Contents

Introduction

1) **Purpose and Scope of Policy**

   a) This Statement of Investment Policies and Procedures (the "Policy") sets out the investment principles, guidelines and procedures for investing and managing the assets and the associated risks for the University of Waterloo Pension Plan (2011), registration number 0310565, as amended (the "Plan").

   b) The University of Waterloo (the "University") was established by an Act of Legislature in the Province of Ontario. The University's Board of Governors (the "Board") has established a governance structure to administer the Plan.

   c) The Policy is informed by the requirements of the *Income Tax Act* (Canada) ("ITA") and the *Pension Benefits Act* (Ontario) ("PBA"), including their respective regulations and all subsequent amendments, and any other applicable federal or provincial law governing the investment of pension funds, including Schedule III to the *Pension Benefits Standards Regulation, 1985* (Canada) ("PBSA") (the foregoing are, collectively, the "Applicable Law").

   d) The Policy is intended to summarize and explain the investment approach but does not supersede the Plan text, resolutions of the Board of Governors, the Applicable Law or the Plan's Funding Policy & Guideline (the "Governing Documents"). In case of any dispute between this document and the Governing Documents, the Governing Documents shall prevail.

   e) The Pension & Benefits Committee and the Pension Investment Committee shall annually review and either confirm or recommend amendments to this Policy to the Board who may amend this Policy and direct the University to file any such amendments with the regulator in accordance with the Applicable Law. The University will provide any amended copy of this Policy to the Fund Managers and the Plan's actuary.

2) **Overview of the Plan and its Governance**

   a) The Plan is a contributory defined benefit plan based upon an individual's final average salary and years of participation in the Plan prior to retirement. Pensions paid under the Plan are escalated annually by the cost-of-living factor as described in the Governing Documents.

   b) The University is the sponsor and legal administrator of the Plan for the purposes of Applicable Law. The University through its Board is ultimately responsible for all aspects of managing the Plan, including the prudent investment and administration of the assets of the Plan. In accordance with the Governing Documents, the Board has created committees and subcommittees,

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delegated to University staff, and appointed external agents, to carry out certain of its responsibilities. University staff are responsible for distributing all pertinent reports and information to the appropriate committees based on their terms of reference as well as communicating with the Fund Managers and agents regarding the committees' decisions.

c) The University will comply with the Governing Documents and will exercise the care, diligence and skill in the administration and investment of the Plan's assets (the "Fund") that a person of ordinary prudence would exercise in dealing with the property of another person. The individuals acting on behalf of the Plan in furtherance of its duty will use all knowledge and skill that they possess or ought to possess in the administration and investment of the Fund.

Investment Principles

3) Plan Objectives

The objective of the Plan is to provide members of the Plan with the retirement benefits prescribed under the terms thereof.

a) The University established the Plan to provide members with a defined level of retirement income in accordance with the Plan's terms. Further, the intent is to ensure that retirement benefits, and University and member contributions remain reasonable and relatively stable over the life of the Plan while ensuring its sustainability (the Plan's funding practices are detailed in the Funding Policy & Guideline, which establishes a formal framework to achieve the Plan's funding requirements).

b) To achieve the Plan's goals, its assets will be invested in a prudent and efficient manner. The Plan will strive to maximize long-term real returns on its invested assets subject to an appropriate level of risk.

4) Investment Objectives

Return and risk objectives are established taking into consideration factors, including the nature and sensitivity of the Plan's liabilities; allocation of liabilities between active and retired members; the going concern and solvency positions of the Plan, as calculated and projected by the Plan's actuary; net cash flow position of the Plan and liquidity needs to meet Plan obligations; investment horizon of the Plan; historical and expected capital market returns; volatility of different asset classes; financial implications of Environmental, Social and Governance ("ESG") factors; inflation and interest rate risks; benefits of investment diversification; and the University's risk tolerance with respect to the Fund.

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5) Portfolio Return and Risk Objectives

The return objectives of the Fund are:

a) Earn a rate of return, after investment expenses, of CPI[1] + 3.5% over four-year moving periods. This objective is reviewed annually to ensure that it is realistic based on market conditions and consistent with the actuarial discount rate used to calculate the Plan's going concern liabilities

b) Achieve a minimum absolute rate of return, after investment expenses, which exceeds the benchmark return by 0.25% over four-year moving periods

The risk objective of the Fund is to reduce the frequency and severity of funding deficits.

6) Expected Volatility

The volatility of the Fund's returns is directly related to the asset mix. The Benchmark Portfolio in Section 12 has been constructed with the expected returns and related risks in mind. Provided the Fund's investment structure stays within the permitted ranges for each asset class, the volatility of the Fund's returns should be similar that of the Benchmark Portfolio.

7) Risk Factors

The Plan's investments are subject to the following risk factors:

a) Equity market

b) Interest rates (which includes interest rate risk on both liabilities and assets)

c) Credit

d) Liquidity

e) Inflation

f) Currency

g) Active manager underperformance

h) Governance

i) Operational

j) Regulatory

The primary method for managing these risks is diversification. The Plan will be diversified by asset class, geography, security (through well-diversified portfolios of

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[1] CPI source: Bank of Canada Total CPI: https://www.bankofcanada.ca/rates/price-indexes/cpi/

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bonds, equities and alternatives), fund manager and investment style.

8) **Active and Passive Investments**

The investment strategy may employ a mix of active and passive management styles. Active management is adopted where there is a reasonable expectation of adding value relative to the relevant benchmark over the long-term, net of expenses. Passive management is adopted where the prospect of adding value above the relevant benchmark is diminished or for the purpose of managing active risk within asset classes.

9) **Liability Hedging**

The Fund's investment strategy will consider the sensitivity of the Plan liabilities to interest rate and inflation changes and consider opportunities for hedging those liabilities through its investments.

10) **Liquidity**

The investment strategy should provide sufficient liquidity to meet the Plan's financial obligations as they come due, while ensuring the Fund does not contain excessive cash or low yielding liquid assets. Provided the liquidity requirements of the Plan are met, the Plan may consider investing a portion of the Fund in illiquid assets, where such investment has the potential of enhanced returns, in part, due to the illiquidity premium.

11) **Currency Hedging**

Currency movements relative to the Canadian dollar are not expected to have a significant impact over the long term. The Plan policy is to not hedge currency at the total fund level. Over shorter periods, currency movements may increase volatility and currency hedging may be employed by Fund Managers where expressly permitted.

12) **Asset Mix**

The Fund will be invested in a broad range of assets with the goal of meeting or exceeding return expectations and mitigating investment risks. The following benchmark portfolio ("Benchmark Portfolio") is representative of the long-term asset mix policy for the Fund based on the analysis conducted in the asset-liability study.

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Assets	Minimum[2] %	Maximum[2] %	Benchmark Portfolio %	Benchmark
Cash	0	5	2	FTSE Canada 91-Day T-Bill Index
Fixed Income	15	25	20	FTSE Canada Long Bond Index
Total Fixed Income	**15**	**30**	**22**	
Canadian Equity	0	10	5	S&P/TSX Composite
Global Equity	40	55	48	MSCI ACWI (Net) (CAD)
Total Equity	**40**	**65**	**53**	
Listed Infrastructure	0	10	5	FTSE Developed Core Infrastructure 50/50 (CAD)
Direct Infrastructure	0	10	5	~~OECD~~ CPI[3] +5%
Listed Real Estate	0	10	5	~~FTSE EPRA/NAREIT Developed~~S&P/TSX Capped REIT Index (CAD)
Direct Real Estate	0	10	5	MSCI Global Property Funds Index (CAD)
Total Real Assets	**10**	**30**	**20**	
Private Debt	0	10	5	SOFR + 4%

For the purpose of the total asset mix described above, the Fund Managers' asset class pooled funds are deemed to be 100% invested, even though these funds may contain a portion held in cash and cash equivalent instruments.

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[2] Minimum and Maximum percentages for "total" asset classes may not be equal to the sum of the minimum and maximum percentages for each sub-category of the asset class. Differences may be included to facilitate risk mitigation efforts within each larger asset class.
[3] CPI source: Bank of Canada Total CPI

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The Plan's target asset allocation for each investment category listed in subsection 76(12) of Regulation 909 under the *Pension Benefits Act* (Ontario) is as follows:

Asset Class under Sub-section 76(12) of Regulation 909, under the *Pension Benefits Act* (Ontario)	Long Term Target Allocation
1. Insured Contracts	0.0%
2. Mutual or pooled funds or segregated funds	0.0%
3. Demand deposits and cash on hand	1.0%
4. Short-term notes and treasury bills	1.0%
5. Term Deposits and guaranteed investment certificates	0.0%
6. Mortgage Loans	0.0%
7. Real Estate	10.0%
8. Real Estate Debentures	0.0%
9. Resource properties	0.0%
10. Venture Capital	0.0%
11. Corporations referred to in subsection 11(2) of Schedule III to the federal investment regs	0.0%
12. Employer issued securities	0.0%
13. Canadian stocks other than investments referred to in 1 to 12 above	5.0%
14. Non-Canadian stocks other than investments referred to in 1 to 12 above	48.0%
15. Canadian bonds and debentures other than investments referred to in 1 to 12 above	20.0%
16. Non-Canadian bonds and debentures other than investments referred to in 1 to 12 above	0.0%
17. Investments other than investments referred to in 1 to 16 above[4]	15.0%

13) Rebalancing

At all times, the market value of the individual asset classes will be within the minimum and maximum aggregate investment limits prescribed in Section 12 but may deviate from the benchmark portfolio.

The Board recognizes that, due to the illiquid nature of the real asset and private debt asset classes, that the target allocation will be invested gradually and held in fixed income and equities during the intervening period.

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[4] Refers to the long-term target allocation to Infrastructure and Private Debt

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14) Responsible Investing

Consistent with its fiduciary duty, when selecting Fund Managers or direct investments, the Plan considers criteria that include: the Fund Manager's business and staff; historical performance; the integration of environmental, social and governance (ESG) factors, including climate change risks and opportunities, which may have a financial impact on the investments, as well as the Fund Manager's Responsible Investing Policy. The adoption of sound ESG practices is intended to reduce financial risk over all time periods and offer enhanced long-term value to the Fund. The Plan's ESG practices are further detailed in the University of Waterloo Responsible Investment Policy.

Permitted and Prohibited Investments

15) Permitted Investments

In general, and subject to the restrictions in Sections 16 & 17, the Fund Manager may invest in any of the following asset classes and in any of the investment instruments listed.

a) Cash and Short-Term Investments

Cash on hand, demand deposits, treasury bills, short-term notes and bankers' acceptances, commercial paper, term deposits and guaranteed investment certificates having a term of less than or equal to one year.

b) Fixed Income

Bonds, debentures, or other debt instruments of corporations, Canadian Governments, Government agencies, or guaranteed by Governments, supranationals, federal real return bonds, mortgage-backed securities, mortgages, asset-backed securities, non-convertible preferred shares, term deposits, guaranteed investment certificates, insurance contracts, private placements and bonds where capital, interest or both are linked to increases in the cost-of-living (i.e., real return bonds).

c) Equities

Common shares, preferred shares, American Depository Receipts, Global Depository Receipts, rights, warrants, installment receipts, index units, income trust units (including real estate investment trusts) and securities convertible into common shares.

d) Derivatives

Derivatives are a type of financial contract which can be traded on an exchange

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or over the counter for which the value is dependent on an underlying asset, group of assets or a benchmark; common derivatives include futures contracts, forwards, options and swaps.

The pooled funds in which the Plan invests may invest directly in derivatives to create synthetic exposures, or for hedging purposes, if their objectives and strategies permit, and if the exposure to derivatives is subject to limits based on the intended use and strategies for derivatives and the risks associated with them. Derivatives may also be used to hedge currency and provide downside protection. Derivatives may not be used for speculative trading or to create a portfolio with leverage. Investment funds that invest in derivatives must comply with all Applicable Law and must be invested and managed in accordance with regulatory derivatives best practices.

e) Infrastructure

Listed, direct or indirect investments in the debt or equity securities of infrastructure entities including the transportation, energy, utilities, telecommunications and social infrastructure sectors.

f) Real Estate

REITs, direct or indirect investments in the debt or equity securities of real property assets including industrial, office, retail, multi-residential, agriculture and timberland properties.

g) Private Debt

Senior and junior debt instruments including secured and unsecured loans, bonds and other related instruments.

h) Pooled Funds

Investments in open-ended or closed-ended pooled funds, or private/limited partnerships, provided that the assets of such funds are permissible investments under this Policy. It is recognized that where pooled funds are held, there may be instances where there is a conflict between this policy and the investment policy of the pooled fund. In that case, the pooled fund policy shall dominate.

The Fund manager shall ensure that the Plan has received a copy of the most recent version of the pooled fund policy.

16) Minimum Quality Requirements

a) Quality Standards

i) The minimum quality standard for publicly-traded bonds and debentures is 'BBB' or equivalent as rated by at least one Recognized Bond Rating Agency at the time of purchase. Where an investment in the portfolio is downgraded

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below a 'BBB' rating, the following steps will be taken:

- The Fund Manager will notify the Plan of the downgrade at the earliest possible opportunity;

- Within ten business days of the downgrade, the Fund Manager will advise the Plan in writing of the course of action taken or to be taken by the Fund Manager, and its rationale; and

- Immediately upon downgrade, the Fund Manager will place the asset on a Watch List subject to monthly review by the Fund Manager with the Plan until such time as the security matures, is sold or until it is upgraded to a level consistent with the purchase quality standards as expressed in this policy.

ii) In cases in which the Recognized Bond Agencies do not agree on the credit rating, the bond will be classified as follows:

- If two agencies rate a security, use the lower of the two ratings; or

- If three agencies rate a security, use the middle of the three ratings.

iii) Private Debt investments that are rated internally by the fund manager as investment grade and non-investment grade are permitted.

b) **Rating Agencies**

For the purposes of this Policy, the following rating agencies shall be considered to be 'Recognized Bond Rating Agencies:'

i) Morningstar DBRS;

ii) Standard & Poor's; and

iii) Moody's Investors Services

17) **Maximum Quantity Restrictions**

a) **Total Plan Level**

The Plan shall not, directly or indirectly, lend or invest moneys to or in any one person, any associated persons or any affiliated corporations if:

i) 10% or more of the total market value of the Plan's assets has already been lent or invested, in total, to or in the person, the associated persons or the affiliated corporations; or

ii) 10% or more of the total market value of the Plan's assets would be lent or invested, in total to or in the person, the associated persons or the affiliated corporations as a result of the loan or investment.

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iii) Holdings issued by the Government of Canada and its agencies are exempt from the abovementioned 10% limitations.

The Plan shall not, directly or indirectly, invest moneys in the securities of a corporation to which are attached more than 30% of the votes that may be cast to elect the directors of the corporation.

This section applies to those investments and loans subject to quantitative limit under Section 9(1) of Schedule III to Pension Benefits Standards Regulations, 1985 (Canada).

b) Fixed Income

i) A maximum of 15% of the market value of the Canadian fixed income securities shall be invested in BBB bonds or debentures.

ii) A maximum of 10% of the market value of the actively managed fixed income portfolio may be invested in debt denominated in US currency issued by the US Government, its agencies and instrumentalities. Fixed Income in any other foreign currency will not be purchased.

c) Equities

No one equity holding shall represent more than 10% of the total market value of the fund manager portfolio.

18) Fund Manager Compliance

Fund Managers must be compliant with the Policy, the Fund Implementation Procedures and the Responsible Investment Policy.

The Fund Managers shall not make investments in asset categories other than those explicitly permitted in the Policy, unless the Plan first consents in writing.

19) Securities and Cash Lending

The Fund Managers and custodian may participate in securities lending programs for the purpose of generating revenue, subject to the provisions of the Applicable Law.

Such loans must be secured by cash and/or readily marketable government bonds, treasury bills and/or letters of credit, discount notes, banker's acceptances of Canadian chartered banks, or high quality, liquid equities. The amount of collateral taken for securities lending should reflect OSFI standards and best practices in local markets. This market value relationship must be calculated at least daily.

Fund Managers and custodians participating in securities lending will make available the terms and conditions of any securities lending program(s) with the

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Plan.

20) Short Selling

Short selling and/or pair trading are not permitted.

21) Borrowing

The Plan shall not borrow money, except to cover short-term contingency and the borrowing is for a period that does not exceed ninety days, subject to the PBA and the ITA.

22) Monitoring

Compliance with this Policy, together with relevant risk metrics, will be monitored quarterly including:

a) Achievement of the total return objective

b) Liquidity requirements

c) Asset mix limits

d) Credit quality requirements

e) Single issuer limits

f) Fund Manager Performance and related ESG integration

General Provisions

23) Conflicts of Interest

a) Responsibilities

This standard, which is consistent with the University Policy 69 (Conflict of Interest) applies to the University and the members of the University, as well as to all agents employed by the Plan, in the execution of their responsibilities under the Pension Benefits Act (the "Affected Persons").

An "agent" is defined to mean a company, organization, association or individual, as well as its employees who are retained to provide specific services with respect to the investment, administration and management of the assets of the Plan.

b) Disclosure

In the execution of their duties, the Affected Persons shall disclose any material conflict of interest relating to them, or any material ownership of securities, which could impair their ability to render unbiased advice, or to make unbiased

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decisions, affecting the administration of the Plan assets.

Further, it is expected that no Affected Person shall make any personal financial gain (direct or indirect) because of his or her fiduciary position. However, normal and reasonable fees and expenses incurred in the discharge of their responsibilities are permitted if documented and approved by the Plan.

No Affected Person shall accept a gift or gratuity or other personal favour, other than one of nominal value, from a person with whom they deal with in the course of performance of his or her duties and responsibilities for the Plan.

It is incumbent on any Affected Person who believes that he or she may have a conflict of interest, or who is aware of any conflict of interest, to disclose full details of the situation to the attention of the University immediately. The University, in turn, will decide what action is appropriate under the circumstances but, at a minimum, will table the matter at the next regular meeting of the appropriate committee.

No Affected Person who has or is required to make a disclosure as contemplated in this Policy shall participate in any discussion, decision or vote relating to any proposed investment or transaction in respect of which he or she has made or is required to make disclosure.

24) Voting Rights

The voting rights acquired through the investments held by the Plan are delegated to the Fund Managers of the securities. Fund Managers are expected to exercise all voting rights related to investments held by the Plan in the best interests of the Plan. Fund Managers shall report their voting activities to the Plan on a quarterly basis documenting how they voted as well as how ESG factors were included in the rationale for the voting decision.

25) Valuation of Investments Not Regularly Traded

The following principles will apply for the valuation of investments that are not traded regularly:

a) Equities

Average of bid-and-ask prices from two major investment dealers, at least once every month.

b) Fixed Income

Same as for equities.

c) Real Assets and Private Debt

The fair value of infrastructure, real estate and private debt investments is

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determined by the general partner, or the pooled Fund Manager based on industry standards, which may include consideration of previous transaction prices, discounted cash flow, and the valuations of other comparable publicly traded investments. Limited partnerships and pooled funds will be audited annually by a qualified independent third party appointed by the fund's general partner or Fund Manager.

26) Related Party Transactions

The University, on behalf of the Plan, may not enter into a transaction with a related party unless:

a) The transaction is made for the operation or administration of the Plan under terms and conditions that are not less favourable to the Plan than market terms and conditions and such transaction does not involve the making of loans to, or investments in, the related party; or

b) The combined value of all transactions with the same related party is nominal or the transaction(s) is immaterial to the Plan.

For the purposes of this section, only the market value of the combined assets of the Plan shall be used as the criteria to determine whether a transaction is nominal or immaterial to the Plan.

Transactions less than 0.5% of the combined market value of the assets of the Plan are considered nominal.

In addition, the prohibition to entering into transactions with a related party does not apply to investments:

a) In an investment fund in which investors other than the Administrator and its affiliates may invest and that complies with the requirements set out in Sections 9 and 11 of Schedule III to the PBSA;

b) In an unallocated general fund of a person authorized to carry on a life insurance business in Canada;

c) In securities issued or fully guaranteed by the Government of Canada, the government of a province, or an agency of either one of them;

d) In a fund composed of mortgage-backed securities that are fully guaranteed by the Government of Canada, the government of a province, or an agency of either one of them;

e) In a fund that replicates the composition of a widely recognized index of a broad class of securities traded at a marketplace (as that term is defined in the PBSA); and

f) That involve the purchase of a contract or agreement in respect of which the return is based on performance of a widely recognized index of a broad class of

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securities traded at a marketplace (as that term is defined in the PBSA).

A "related party" in respect of the Plan means:

a) A person who is the administrator of the Plan including any officer, director or employee of the administrator. It also includes the Fund Managers and their employees, a union representing employees of the employer, a member of the Plan, a spouse or child of the persons named previously, or a corporation that is directly or indirectly controlled by the persons named previously, among others. Related party does not include government or a government agency, or a bank, trust company or other financial institution that holds the assets of the Plan, where that person is not the administrator of the Plan;

b) An officer, director or employee of one of the administrators of the Plan;

c) A person responsible for holding or investing the assets of the Plan, or any officer, director or employee thereof;

d) An association or union representing employees of the University, or an officer or employee thereof;

e) A member of the Plan;

f) The spouse or child of any person referred to in any of paragraphs (a) to (e);

g) An affiliate of the University;

h) A corporation that is directly or indirectly controlled by a person referred to in any of paragraphs (a) to (g); and/or

i) An entity in which a person referred to in paragraph (a) or (b), or the spouse or a child of such a person, has a substantial investment.

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For Information   **Open Session**

Date of Meeting: February 3, 2026

To: Members, Board of Governors

From: Genevieve Gauthier-Chalifour, University Secretary

RE: **13.4 Policies & Compliance - CONSENT**

13.4.1 Bill 166 Annual Compliance Reports

Recommendation

That the Board of Governors approve the 2025 Annual Report on Cost of Educational Materials, as presented.

Background

In 2024, Universities and Colleges in Ontario received government Directives related to legislative changes arising from Bill 166, *Strengthening Accountability and Student Supports Act, 2024.*

2025 Annual Report on Cost of Educational Materials

A Directive related to Bill 166 requires institutions to provide students with information about educational costs associated with attending the institution (Cost of Educational Materials Directive), as well as an annual report that must be approved by an institution's Board of Governors.

2025 Annual Reports on Anti-Racism/Anti-Hate and Student Mental Health Policies

Bill 166 also mandated two categories of policy requirements for universities: (A) student mental health policies; (B) anti-racism/anti-hate policies. A supplemental document is enclosed outlining general Directive requirements, the University's approach, and the process for required annual reporting.

These reports must be shared with the Board of Governors, Ministry, and posted publicly by January 31 each year.

Next Steps

In future years, these three required reports will be initially reported through the Community & Culture Committee (due to the committee's schedule this year and the report timelines, sharing the 2025 report was not feasible and as such is going directly to the Board of Governors).

The anti-racism and anti-hate report and the student mental health policies report will be publicly posted and submitted to the Ministry by the January 31 deadline. These reports will follow the Directive requirements for content and will not contain information that would compromise personal privacy or reveal information that should properly remain confidential. The cost of educational materials report will be emailed to MCU within 10 working days of

the Board's approval.

Documentation Provided

- Supplemental Document – Bill 166 Directives and University Responses
- 2025 Annual Report on Cost of Educational Materials
- 2025 Annual Report on Anti-Racism and Anti-Hate
- 2025 Annual Report on Student Mental Health Policies

Supplemental Document – Bill 166 Directives and University Responses

The *Strengthening Accountability and Student Supports Act*, 2024 ("Bill 166") received Royal Assent on May 16, 2024. This legislation amended the *Ministry of Training, Colleges and Universities Act* ("Act") with new requirements for Ontario's publicly assisted colleges and universities. On September 9, 2024, the University received two Ministerial Directives issued pursuant to the Act. The University struck a Bill 166 Working Group to achieve compliance.

The Minister's Student Mental Health Directive required, generally:

- *Each institution to publish its student mental health policy on its website and make a copy of the policy available to anyone who requests it.*

- *Each institution must provide its Board of Governors with an annual report on the implementation and effectiveness of its student mental health policy in the preceding year.*

Additional required content was outlined in the Directive.

In response, Campus Wellness/AP Students created a new centralized platform outlining all of the required content, including prinicples, commitments, supports, and reporting requirements flowing from the Directive. The required annual reports will be linked to from this centralized platform. The AP Students will create and submit this report annually to the Secretariat for submission to the BOG and the Ministry.

The Minister's Anti-Racism Anti-Hate Directive required, generally:

- *A centralized platform available for the campus community to access all the necessary information in alignment with the legislative and directive requirements.*

- *To have policies and rules that describe how each institution will address and combat racism and hate, including but not limited to anti-Indigenous racism, anti-Black racism, antisemitism and Islamophobia.*

- *Each institution must provide its Board of Governors with an annual report on the implementation and effectiveness of its anti-racism/ anti-hate policies and rules in the preceding year.*

An amendment of Policy 33 – Ethical Behaviour was necessary to meet some Directive requirements. The Directive also mandated prescribed content/data for the required annual reports, which is outlined in Policy 33. The Secretariat, with support from LIS, AP Students, CHRO, and AVP Faculty and Academic Life, created the **process** for the annual required annual reporting:

- Creation of standardized form to capture required P33 case data through each of AP Students, AVP Faculty and Academic Life, and the Chief Human Resources Officer.
- Routing forms to the Secretariat to aggregate into the annual report.
- Seeking LIS review for privacy.

In addition to amending Policy 33, EDIRO – with support from the Bill 166 Working Group – created new centralized website for Anti-Racism and Anti-Hate Supports for students. The website includes additional Directive requirements (commitments, supports, prinicples). The required annual reports will be linked to from the website.

The two 2025 Bill 166 Reports are the inaugural reports. They will be submitted to the Board of Governors and posted online in accordance with Directive requirements.

UNIVERSITY OF WATERLOO

2025 Annual Report on Cost of Educational Materials, to the Board of Governors

In December 2024 the Ministry of Colleges and Universities issued a revised directive on Costs of Educational Materials intended to ensure that students and their families can find information on educational costs with ease and to improve consistency in the higher education sector with respect to the publication of educational costs.

The Ministry Directive imposes four reporting requirements. The information required is to be shared annually with each institution's governing board (in Waterloo's case, the Board of Governors), and within 10 working days of approval by the Board it is to be emailed to MCU.

This memo includes the required information for the University of Waterloo for the calendar year 2025.

We deal with each of the annual report requirements in turn.

1. **Ancillary fees as approved by the board of governors or governing body per current requirements in the *Tuition and Ancillary Fees Minister's Binding Policy Directive* for colleges and the *Tuition Fee Framework Implementation Guidelines for Publicly Assisted Universities,* or the *Ontario Operating Funds Distribution Manual.***

The University lists all such fees on a common web page. The term-by-term fees going back to 2020 are linked from this page. https://uwaterloo.ca/finance/student-financial-services/incidental-fees

2. **The method used by the institution for communicating the costs of textbooks and other learning materials (i.e. syllabus or alternative method of communication such as a website).**

Instructors communicate these costs in their course outlines. The University is implementing a common Outline tool on campus, soon to be mandatory for all courses. Instructors cannot complete the outline development process (i.e., "publish" the outline, using the system's terminology) until the course costs section is completed. The Outline tool includes features that facilitate identifying and reporting costs such as an ability to search for textbooks and identify an accurate price.

3. **A summary of current and planned communications to students on where to find information on educational costs.**

The University publishes fee schedules (tuition and incidentals) of Board of Governor-approved fees on the Student Financial Services website. There are tools that students can use to estimate fees and budget estimates for books and supplies. Students receive an email when their fee bill becomes available on Quest (the University's student information system).

4. **The percentage of courses that included the costs of textbooks and other learning materials in their course syllabuses or in the alternative method of communication. If the percentage is less than 100%, the report must include plans on how and when the institution will reach full compliance with the requirements in this directive.**

Winter 2025

Faculty	Undergrad			Grad			Total		
	Courses	Comp-liant	%	Courses	Comp-liant	%	Courses	Comp-liant	%
Arts	939	867	**92**	167	146	**87**	1106	1013	**92**
Engineering	298	233	**78**	89	76	**85**	387	309	**80**
Environment	65	56	**86**	62	54	**87**	127	110	**87**
Health	75	69	**92**	34	25	**86**	109	94	**86**
Math	329	195	**59**	141	52	**37**	470	247	**53**
Science	209	199	**95**	24	14	**58**	233	213	**58**
Total	1915	1619	**85**	517	367	**71**	2432	1986	**82**

Spring 2025

Faculty	Undergrad			Grad			Total		
	Courses	Comp-liant	%	Courses	Comp-liant	%	Courses	Comp-liant	%
Arts	278	257	**92**	61	55	**90**	339	312	**92**
Engineering	234	181	**77**	59	50	**85**	293	231	**79**
Environment	31	30	**97**	12	11	**92**	43	41	**95**
Health	23	22	**96**	20	19	**95**	43	41	**95**
Math	175	159	**91**	49	43	**88**	224	202	**90**
Science	113	96	**85**	11	8	**73**	124	104	**84**
Total	854	745	**88**	212	186	**88**	1066	931	**88**

Fall 2025

Faculty	Undergrad			Grad			Total		
	Courses	Comp-liant	%	Courses	Comp-liant	%	Courses	Comp-liant	%
Arts	789	636	**81**	127	110	**87**	916	746	**81**
Engineering	371	307	**83**	114	91	**80**	485	398	**82**
Environment	96	87	**91**	45	44	**98**	141	131	**93**
Health	69	69	**100**	40	37	**93**	109	109	**97**
Math	310	284	**92**	104	84	**81**	414	368	**89**
Science	316	270	**85**	32	12	**38**	348	282	**81**
Total	1951	1653	**85**	462	378	**82**	2413	2034	**84**

All of 2025

Faculty	Undergrad			Grad			Total		
	Courses	Comp-liant	%	Courses	Comp-liant	%	Courses	Comp-liant	%
Arts	2006	1760	**88**	355	311	**88**	2361	2071	**89**
Engineering	903	721	**80**	262	217	**83**	1165	938	**81**
Environment	192	173	**90**	119	109	**92**	311	282	**91**
Health	167	160	**96**	94	81	**86**	261	241	**92**
Math	814	638	**79**	294	179	**61**	1108	699	**63**
Science	638	565	**89**	67	34	**51**	705	599	**85**
Total	4720	4017	**85**	11191	931	**78**	5911	4830	**82**

Plan for reaching 100%

The University has developed an online Outline tool to standardize course outlines so that they automatically meet Senate developed guidelines. The University has decided that this tool is to be mandatory for all instructors in all courses. As noted in response to item 2, when instructors use the tool, it is not possible to publish the final outline unless a course-costs section is completed. The tool also facilitates the reporting of costs for instructors. When the Outline tool is used, any remaining non-compliant courses will be the result of instructors making errors in their reports, so the percentage of compliant courses should continue to increase over time.

University of Waterloo – 2025 Annual Report on Anti-Racism and Anti-Hate

In January, 2025, the University of Waterloo amended its policies in accordance with the Minister's Anti-Racism/Anti-Hate Directive. Policy 33 – Ethical Behaviour was amended and a new centralized website for Anti-Racism and Anti-Hate Supports was created for students. Further, in September 2025, the University sent a communication to its student associations outlining its commitments to and resources for student health and well-being.

The University of Waterloo is committed to fostering an inclusive and supportive community, where diversity is celebrated, and discrimination, hate, and racism are not tolerated. The University prioritizes the holistic well-being of students, supporting their mental, physical, spiritual, and emotional health with a commitment to meet diverse needs. This includes offering culturally relevant and identity-based support for students, ensuring they feel seen, understood, and valued. Programs and services are grounded in effective, sustainable interventions to create long-term, positive impact for students.

Waterloo Anti-Racism Anti-Hate Policies and Supports – Effectiveness and Implementation

The University of Waterloo's Anti-Racism Anti-Hate framework demonstrates substantial reach and impact through multi-modal engagement across responsive case support, educational programming, outreach, and digital platforms. The volume of support provided through University supports, including the Office of Equity, Diversity, Inclusion and Anti-Racism (EDIRO), reflects growing trust in the framework's capacity to address diverse needs ranging from direct support to education and policy development.

The University's President's Anti-Racism Task Force continues to implement and advance recommendations from the PART Report, engaging in campus-wide projects, including but not limited to centralized anti-hate response processes through the Office of EDI-R and dedicated counsellors and response teams for anti-hate support. The PART report will be updated in 2026 with further details and implementation progress.

Building capacity and community outreach

With 48 educational sessions engaging over 1,000 participants and 60 outreach events reaching 3,450 community members, and 1,583 individuals currently enrolled in four Anti-Hate LEARN modules, the framework provides both responsive support and proactive education to foster an inclusive campus environment.

Digital Engagement

Significant digital engagement including 32,074 unique website users, 4,825 unique user resource downloads, and 21% growth in social media followers positions the framework as the central resource for advancing equity and combating hate at the University of Waterloo. Top

performing pages in the last year include EDIRO's homepage (3,461 unique users), Religious Days of Observance (3,044 unique users), and Anti-Racism Anti-Hate Supports (2,134 unique users).

Policy 33 – Ethical Behaviour

Policy 33 – Ethical Behaviour is the University of Waterloo's centralized anti-racism and anti-hate policy. In 2025, the policy was amended to reflect Directive requirements, including but not limited to outlining annual reporting requirements. The Policy has always been publicly available. The Policy now also lives on the new centralized website for Anti-Racism and Anti-Hate Supports which outlines the University of Waterloo's commitments with respect to anti-racism and anti-hate to address all forms of racism and hate and identify how the University is proactively creating an inclusive post-secondary environment. The table below reports the data as outlined in Policy 33.

University of Waterloo's 2025 report data.

Total Complainants[1]		Total Nature of Complaint	
Faculty 3		Discrimination	4
Staff 5		Harassment	10
Student 5		Poisoned Environment	7
Other 0			
Total Code Group		**Total Sub-Categories of Associated Code-Group (s), if applicable**	
Age	0		
Ancestry, colour, race	2	Anti-Black Racism 2	
Citizenship	0	Anti-Indigenous Racism 0	
Ethnic origin	0	Antisemitism 0	
Place of origin	0	Islamophobia 0	
Creed	0		
Disability	0		
Family status	0		
Marital status	0		
Gender identity, gender expression	1		
Receipt of public assistance (housing only)	0		
Record of offences (employment only)	1		
Sex (including pregnancy and breastfeeding)0			
Sexual orientation	1		

Total Results of Preliminary Assessment	Total Investigative Findings	
Proceeded to investigation 9	Breach of Policy 33	No Breach of Policy 33
Did not proceed to investigation 4	7	2

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[1] An individual may submit a single complaint that contains multiple allegations. This is why the "Total Nature of Complaint" sum may be higher than the number of complainants.

Total Discipline or other Outcome Imposed 7	**Total Law Enforcement Involvement** 0	
Total Times to Resolve Complaints 0-6 months 9 6-12 months 0 More than 12 months 0	**Total Initial Communications to Complainants** Within 30 days 13 More than 30 days 0	
Investigative Findings Accepted Yes 9 No 0		

University of Waterloo – 2025 Annual Report on Student Mental Health Policies

Introduction

In January 2025, the University of Waterloo created a new [centralized website](#) used to publish the University's student mental health policies and rules. This new centralized website includes:

- Student-centred principles that demonstrate the institution's commitments to its student population with respect to mental health and well-being;
- Easy access to information on programs, policies, services, and supports available with respect to student mental health, including resources on campus and in the community;
- Information on how the institution protects privacy and confidentiality for individuals accessing campus mental health and wellness services; and
- A holistic range of approaches, such as upstream measures like mental health and wellness promotion, and downstream measures like mental health intervention and crisis response.

In accordance with the Ontario Ministry of Colleges and Universities Directive on Student Mental Health, the University of Waterloo has embedded a comprehensive mental health and well-being framework through Campus Wellness that aligns with sector expectations for accessible, holistic and evidence-informed supports. The University's student mental health policies are supported by integrated medical care, counselling, health promotion and community engagement initiatives designed to meet the diverse needs of the student population. This framework is aligned with the Directive's emphasis on ease of access, prevention, and early intervention, and a range of approaches to mental health and well-being.

The University continues to action Okanagan Charter commitments and align its student mental health policies and practices with the National standards of Canada. In addition to advancing its Okanagan Charter commitments, the University has sustained momentum through the Committee on Student Mental Health (CoSMH), which was struck to lead the implementation of key recommendations from the President's Advisory Committee on Student Mental Health and embed a culture of wellness across campus. CoSMH's efforts, alongside persistent advocacy from student leadership, were instrumental in the recent re-establishment of the Office of the Ombudsperson, a confidential, impartial resource that further strengthens transparency accountability, and student support at the University.

Implementation

Implementation of student mental health policy is reflected in both service and programming capacities. For example, the [centralized platform](#) on student health and well-being includes easily accessible information on the availability of mental health services, as well as instructions on how to access those services. It also contains information related to early intervention, prevention, and mental health promotion.

Between February 1 - December 31, 2025, Campus Wellness delivered 20,621 counselling service appointments to 3,654 unique clients, alongside 27,212 health services appointments for 7,978 unique clients, and 1,550 specialized care appointments for 512 clients, demonstrating a high volume of integrated clinical and wellness engagement. Expanded offerings have included single-session counselling options, same-day health appointment, crisis supports, and targeted wellness programs, with increased appointment availability and reduced wait times as well as improved responsiveness to urgent needs. As one example of the implementation and effectiveness of practices focused on student mental health, Campus Wellness eliminated the counselling waitlist to ensure that students leave intake appointments with a scheduled counselling session.

Effectiveness

Effectiveness of these services is supported by robust client experience data and measurable outcomes. Effectiveness is demonstrated through service quality, outcomes, student experiences, and engagement, and through efforts made towards continuous improvement.

In client satisfaction surveys administered across the last two terms (W25 and F25), the following was shared:

- 93% students reported that they were comfortable sharing concerns with their provider;
- 91% students indicated that providers prioritized their perspectives;
- 92% students felt involved in decisions about their care.

This indicates strong student engagement and perceived quality of care.

The greatest demand for mental health training is '*Responding to Students in Distress'*. This training has equipped students and student supporters with the knowledge and confidence to: recognize warning signs of distress; respond to signs of distress; and refer to resources and supports. In 2025, 216 students and student supporters participated in the training; 96% of participants indicated that they can respond to someone in distress (33% increase from pre-training survey), contributing to a more informed and supportive campus environment.

Continuous Improvement

The University has also prioritized the integration of student engagement with equity-driven practices and collaborative service delivery. Students contribute meaningfully through placements, co-op roles, peer health initiatives, and advisory committees, ensuring programs reflect their needs and perspectives. Equity-informed strategies and culturally responsive approaches remain central, promoting accessibility for diverse populations. Interdisciplinary collaboration across health, academic and support teams strengthens inclusivity and enables comprehensive care, fostering continuity and seamless transitions between services. These efforts underscore a commitment to holistic, student-centered wellness and continuous improvement in mental health support.

UNIVERSITY OF WATERLOO | Board of Governors

For Information	**Open Session**

Date of Meeting: February 3, 2026

To: Members, Board of Governors

From: Genevieve Gauthier-Chalifour, University Secretary

RE: **14. Items Removed from Consent Agenda**

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14. Items Removed from the Consent Agenda

Agenda items that were removed from the consent agenda, as part of the approval of the agenda (item 4.1.2) are to be considered at this time during the agenda.

If no matters have been removed from the consent agenda, the Board of Governors shall proceed to confidential session.

Documentation Provided:
- N/A