

Senate Planning & Finance Committee

Open Session

June 3, 2026

1:00 p.m. - 2:00 p.m.

Needles Hall

NH 3318 / Virtual Option

Waterloo Campus

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2026 06 03 Senate Planning & Finance Meeting Book

AGENDA

	1. Governance Resources		
	Link to Governance Resources		
	2. OPEN SESSION		
1:00 p.m.	3. Approval of the Agenda and Minutes		
	3.1 Conflict of Interest	Information	3
	3.2 Minutes of the March 26, 2026 Meeting	Decision	4
	3.3 Business Arising from the Minutes	Information	
1:05 p.m.	4. Enterprise Resource Planning (ERP) Update [Reitsma, Krauss]	Information	
	4.1 ERP Update Briefing Note	Information	6
	4.2 ERP Update Presentation	Information	8
1:20 p.m.	5. R+T Park Strategic Plan and Innovation District Design [Reitsma, Pereira]	Information	
	5.1 R+T Park Strategic Plan and Innovation District Design Briefing Note	Information	15
	5.2 R+T Park Strategic Plan and Innovation District Design Presentation	Information	17
1:40 p.m.	6. Library Strategic Space Plan [Fieguth, Namachchivaya]	Information	
	6.1 Library Strategic Space Plan Briefing Note	Information	33
	6.2 Library Strategic Space Plan Presentation	Information	38
2:00 p.m.	7. Other Business		
	8. Adjournment		
	The next meeting of the Senate Planning and Finance Committee will take place in Fall 2026.		

For Approval**Open Session**

To: Senate Planning & Finance Committee

From: Ashley Day
Associate University Secretary

Date of Meeting: June 3, 2026

Agenda Item: **3. Approval of Minutes and Business Arising**

3.1 Conflict of Interest

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

The Secretariat can provide guidance regarding potential conflicts of interest in advance of or during the meeting.

3.2 Minutes of the March 26, 2026 Meeting

Motion: To approve the minutes of the March 26, 2026 Senate Planning and Finance Committee meeting, as distributed/amended.

Documentation provided:

- Minutes of the March 26, 2026 meeting

3.3 Business Arising from the Minutes

There are no items of business arising.

University of Waterloo
SENATE PLANNING & FINANCE COMMITTEE
Minutes of the March 26, 2026 Meeting

Present: Nasser Abukhdeir, Jordan Bauman, Andrew Chang, Cecilia Cotton, Ashley Day (Secretary), Tom Duever, Paul Fieguth, Bruce Frayne, Vivek Goel (Chair), Rob Gorbet, Jochen Koenemann, Jacinda Reitsma, Alexie Tcheuyap, Diana Vangelisti

Resources/Guests: Gen Gauthier-Chalifour, Sarah Hadley, Andrea Kelman, Jennifer Kieffer, Tony Ly, Karl Schuett

Regrets: Laith Alkhalwaldeh, Charmaine Dean, Chris Houser, Scott Kline, Lili Liu, Shana MacDonald, Erin O'Connell, Mary Wells

Organization of Meeting: Vivek Goel took the chair and Ashley Day acted as secretary. The secretary advised that a quorum was present.

OPEN SESSION

1. Governance Resources

This item was provided for information only.

2. OPEN SESSION

3. Approval of the Minutes and Business Arising

3.1. Conflict of Interest

There were no conflicts of interest declared.

3.2. Minutes of the January 22, 2026 Meeting

A motion was heard to approve the minutes of the January 22, 2026 Senate Planning and Finance Committee meeting, as distributed. Vangelisti and Frayne. Carried.

3.3. Business Arising from the Minutes

There were no matters of business arising.

4. 2026-2027 Operating Budget

Tom Duever, Interim Vice-President, Academic and Provost, and Jacinda Reitsma, Vice-President, Administration and Finance, spoke to the University of Waterloo's 2026–2027 Budget Report, as presented in the meeting materials. As the Joint Board and Senate 26/27 Operating budget preview session was held two days prior to the meeting, a very brief overview was provided.

Members discussed future revenue plans for WATSpeed, the Ministry of Colleges, Universities, Research Excellence and Security (MCURES) University Financial Accountability Framework and the related performance and liquidity metrics, and the Waterloo Fund as referenced in the budget and financial documents, noting that it differs from the Office of Advancement's Waterloo Fund. A member commented on the funds allocated to construction projects and deferred maintenance, and on the importance of investing in the future of the University. The Chair confirmed that, other than the residence building, there are no major new construction projects currently in the planning phase, and that the multi-year budget plan addresses ongoing needs relative to capital renewal.

A motion was heard that the Senate Planning and Finance Committee recommend that Senate approve the operating budget revenues and expenses for 2026-2027, as presented in Tables 14 and 20 of the University of Waterloo 2026-2027 Budget Report. Vangelisti and Frayne. Carried.

5. Other Business

There was no other business.

6. Adjournment

The next meeting of the Senate Planning & Finance will be held on June 3, 2026.

March 28, 2026

Ashley Day
Associate University Secretary

For Information**Open Session**

To: Senate Planning and Finance Committee

From: Jacinda Reitsma, VP Administration and Finance
Corrine Krauss, Director, Financial Systems and Controls

Date of Meeting: June 3, 2026

Agenda Item: **4.1 ERP Update**

Summary

The University is undertaking a multi-year initiative to replace its current financial system (Unit4) with a modern Enterprise Resource Planning (ERP) platform. This is a foundational investment to improve how financial information is managed, reported, and used across the institution.

This project is the first step in a broader, long-term ERP and data renewal roadmap. It will establish a modern foundation for subsequent initiatives (including student systems) and enable more integrated, efficient operations across the University.

The current financial system (Unit4) no longer aligns with institutional needs or the vendor's future direction, and maintaining it would require a full re-implementation regardless of provider. At the same time, the University operates separate ERP systems for Finance, HR, and Student functions—creating inefficiencies, duplicated effort, and fragmented data.

A comprehensive RFP process has been completed, with Workday selected as the ERP platform and Deloitte as the implementation partner. The new system is planned to go live May 1, 2028, with additional features, including financial planning, thereafter in 2029.

The project will implement a modern, integrated financial platform that:

- Streamlines and standardizes core financial processes
- Improves access to timely, reliable data and reporting
- Reduces system complexity and manual work
- Creating a scalable foundation to support future institutional transformation

Key elements of this project will include:

Simplified processes: With the support of campus, we aim to leverage automation and streamline processes, bringing consistency and standardization to reduce manual exception handling and improve overall efficiency, enhance reporting capabilities, and ensure that data management and user permissions are seamlessly integrated. This means that we collectively will need to think differently about how we do tasks and workflows that intersect the general financial system, with a goal to harmonize as many processes as possible across campus.

- **System consolidation with enhanced data and reporting:** As part of this project, we will aim to build functionality and processes that allow for a reduction in the number of separate

platforms on campus, simplifying our IT ecosystem. This consolidation will enable the adoption of a common data model and unified security structure, significantly enhancing our ability to manage, share, and analyze data. By standardizing data practices, we will support more robust and timely reporting and empower data-driven decision-making—ultimately improving the user experience and operational effectiveness.

Extensive consultation has taken place including with Faculties to define requirements and identify process improvements. This will be a highly collaborative, institution-wide project. Engagement continues with Faculties, administrative units, and campus stakeholders through requirements workshops and feedback channels. Faculties will be represented in the project in the Project Steering Committee, as subject matter experts, and through a recurring feedback group to be established for Fall 2026.

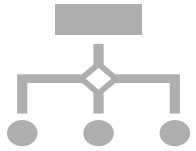
FINANCIAL ERP PROJECT UPDATE

Presentation to Senate Planning & Finance

June 2026



Initiative for New Financial ERP - Workday Financials



Consolidation of Systems

Improved data consistency and single source of truth for decision-making

Reduction in number of systems users need to learn

Reduction in integrations, simplifying the infrastructure



Process and Data Simplification

Combined reporting in-system

Availability of value-add features (Adaptive Planning module)



Proven experience

Proactive monitoring for issues and high response support

Initiative for New Financial ERP – Workday Financials

- The Financial ERP implementation supports the University’s 2026/2027 institutional priority of Renewing Campus Infrastructure and Supports by:
 - Modernizing core administrative systems
 - Strengthening financial reporting
 - Improving data quality, transparency, and simplification of data interchange
 - Enabling more timely and informed decision-making
 - Creating a scalable foundation to support future institutional transformation

Simplified Processes - Workday Financials

- Leverage automation
- Streamline processes
- Consistency and standardization
- Reduce manual exception handling
- Improve overall efficiency
- Harmonize as many processes as possible

Timeline

- **Plan & Design** (~May–Dec 2026): Project mobilization, governance setup, and iterative design workshops to define future-state processes and the Foundation Data Model.
- **Build & Configure** (Jan–Jul 2027): Iterative system configuration, integration development, and successive data conversion cycles across tenant builds.
- **Test & Refine** (Mar 2027–Mar 2028): Structured testing cycles including prototype unit testing, end-to-end testing, and user readiness review, with ongoing defect resolution and refinement.
- **Deploy & Stabilize** (Mar 2028–post Go-Live): Cutover execution, production migration, and a 6-week Hypercare period following the May 1, 2028 Go-Live.



* Note there will be a Phase 2 implementation of Adaptive Planning (planning and budgeting), Contracts, and Sourcing in 2029

Initiative for New Financial Enterprise System

Engagement and Input

- Significant Faculty engagement
 - Initial general and specific topical requirements meetings with EO and FFO groups
 - Participation by Faculty representatives as Subject Matter Experts and through recurring feedback group [Planned]
- Other engagement
 - Initial requirements meetings with the Office of Research and IPB
 - Specific topical requirements focus groups with ASU/Ancillary representatives
 - Campus Survey for additional requirements [Ongoing]

UNIVERSITY OF WATERLOO



YOU+WATERLOO

Our greatest impact happens together.

For Information**Open Session**

To: Senate Planning and Finance Committee

From: Jacinda Reitsma, VP, Admin & Finance
Mike Pereira, Director, Real Estate and R+T Park

Date of Meeting: June 3, 2026

Agenda Item: **5.1 R+T Park Strategic Plan and Innovation District Design**

Summary

The David Johnston Research + Technology Park (R+T Park) at the University of Waterloo is at a pivotal moment in its evolution. After more than two decades, the district has grown significantly and is home to more than 35 tenants across research, technology, and innovation sectors, including SAP, OpenText, and the Accelerator Centre.

However, with the planned addition of the new WRHN @ University Hospital, the remaining development opportunities are increasingly limited. Furthermore, feedback from tenants and stakeholders makes clear that the district's potential is constrained by an office-park character that no longer reflects both the ambitions nor the sense of community of a world-class innovation hub.

The plan can be accessed using the following link:
<https://uwaterloo.ca/secretariat/sites/default/files/uploads/documents/rt-park-strategic-plan-noappendices-reduced.pdf>

The R+T Park Strategic Plan and Innovation District Design charts a course for transforming R+T Park into a dense, mixed-use, and deeply connected innovation district in the following key areas:

Vision and Guiding Principles

- The vision for R+T Park is one rooted in the University of Waterloo's culture of discovery and innovation, linking students, researchers, industry, and community to create real-world impact. The district is designed for enterprises that advance co-op and graduate student pathways, collaborative research and development, health innovation, transformative technologies, and sustainable practices. Six guiding principles shape all planning and development decisions:
 - Collaboration, Trust, and Curiosity by Design
 - A Distinct Identity and Sense of Place
 - Human-Centered and Inclusive
 - Indigeneity and Truth and Reconciliation
 - Connected and Accessible
 - Stewardship, Sustainability, and Adaptation

Governance

- Governance reform is a foundational priority in this plan. Current governance is primarily internal and administrative, lacking real estate and commercial development expertise. A three-phase governance transition is recommended, as follows:
 - Phase One clarifies roles, responsibilities, and decision pathways.
 - Phase Two explores whether a Real Estate Advisory Board should be established to bring specialized development and financing expertise.
 - Phase Three evaluates whether operations should remain internal or transition to a subsidiary development corporation.

Business Strategy and Ecosystem Integration

- A comparative landscape analysis examines the requirements and preferences for startups, scale-ups, and medium-to-large enterprises in location selection, contextualizing R+T Park with respect to these needs.
- The plan recommends a strategic brand and positioning refresh to clearly define R+T Park's value proposition around four thematic sectors that are strongly aligned with the mission of the University: Health and Science; Transformative Technologies; Sustainability; and Community
- The plan identifies opportunities for firm attraction and retention through Programmatic enhancement. A four phase approach will see R+T Park programming grow; adding new use activations, and a scaled Living Labs initiative that embeds real-world experimentation into the district.
- These enhancements will be delivered in collaboration with the Office of Research, Velocity, and Co-operative Education, as well as external partners to further deepen the relationship between the University and industry.

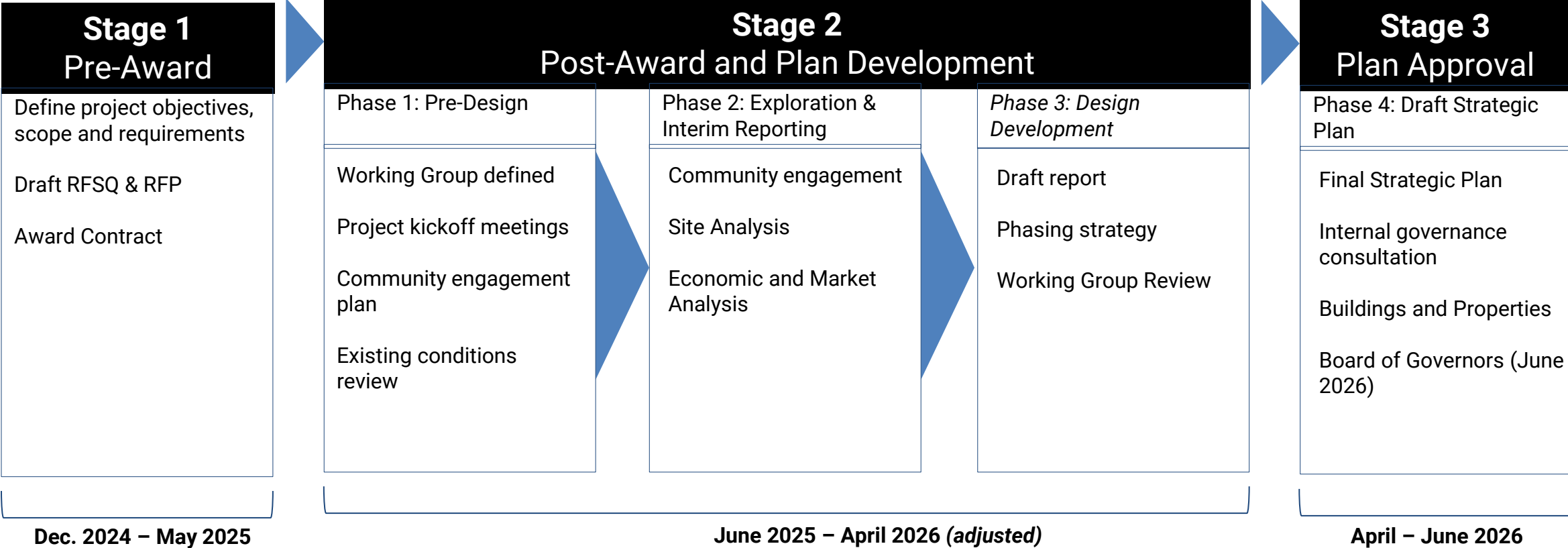
Land Use and District Design

- The development concept organizes R+T Park into four quadrants, each reflecting one of the four strategic themes of the District Design and aligned with University of Waterloo's Global Futures framework.
- Design guidance emphasizes low-to-mid-rise built form, active ground-floor frontages, and strong street relationships along Wes Graham Way and Hagey Boulevard. Energy and sustainability planning includes a proposed district energy system connecting R+T Park to the new hospital and the main University campus, alongside building envelope standards, smart building systems, and biodiversity-enhancing landscape design.
- Indigeneity is woven throughout the plan through land-based learning connections, ecological restoration, and alignment with the Office of Indigenous Relations' Kiinomaage-Aki initiative at Columbia Lake.

Taken together, the Strategic Plan and Innovation District Design provides R+T Park with a clear, comprehensive, and actionable framework for the next twenty years. By strengthening governance, repositioning its brand, diversifying land uses, and improving mobility and public space, R+T Park is positioned to fulfill its role as a world-class innovation district that advances the University of Waterloo's mission and contributes meaningfully to the economic and social vitality of Waterloo Region.

R+T PARK
Draft Strategic Plan
and
Innovation District Design

Strategic Planning Process



Key Plan Elements



- + Vision & Guiding Principles
- + Governance
- + Business Strategy & Ecosystem Integration
- + Land Use and District Design
- + Mobility
- + Plan Governance & Review



Guidance and Governance



R+T Park Vision and Guiding Principles

Draft Vision Statement

The David Johnston R+T Park at the University of Waterloo is a place where research, talent, industry, and community converge – a vibrant district where a tradition of discovery fuels collaboration, creativity, and real-world impact.

Guiding Principles – R+T Park is evolving into community that:

- + Encourages Collaboration, Trust and Curiosity by Design
- + Has a Distinct Identity and Sense of Place
- + Is Human-Centered and Inclusive
- + Centres Indigeneity and Truth & Reconciliation
- + Is Connected and Accessible
- + Is a Model for Stewardship, Sustainability, and Adaptation

Governance



Phased approach to governance and engagement

Short-term (1-2 years)

- + Review and assessment
- + Clarify and strengthen roles and responsibilities
- + Align structure to strategic planning and outcomes

Long-term (2-5 years)

- + Review and analysis of real estate management structures
- + Focus on revenue generation, highest and best use of lands and assets, and mission alignment



Business Strategy & Ecosystem Integration



- + Comparative Analysis and Fit
- + Branding and Positioning
- + Themes and Sectors
- + Programmatic Opportunities
- + Partnership and Collaboration



Land Use & District Design



R+T Park must be more than a place to work, but a community and a destination.

- + Urban innovation districts combine population density, well-designed public spaces, and diverse land uses to create **fertile ground for human connection and innovation.**

Intentional interaction through the design of streets, parks and plazas, and buildings.

- + **Streets** should be designed for **pedestrians first.**
- + **Park and plaza spaces** foster formal and informal connectivity through both programming and design
- + **Buildings** are not isolating places for work but **centres of activity** that connect people to the outdoor environment and community of R+T Park.

The principles of transit-oriented development are also central to thinking about the future of the R+T Park.

- + ION light rail is an incredible advantage for the district, but **making transit a practical choice** requires we make transit, walking and cycling comfortable and convenient.

Development Concept Overview



Development Concept Overview









LEGEND:

- Subject Lands
- Existing Development
- Sector-specific Opportunities
- Lab Infill Opportunities
- Office Infill Opportunities
- Residential Infill Opportunities
- Priority Retail/Food & Beverage Frontage Area
- Parking
- Open Space
- Mobility Hub

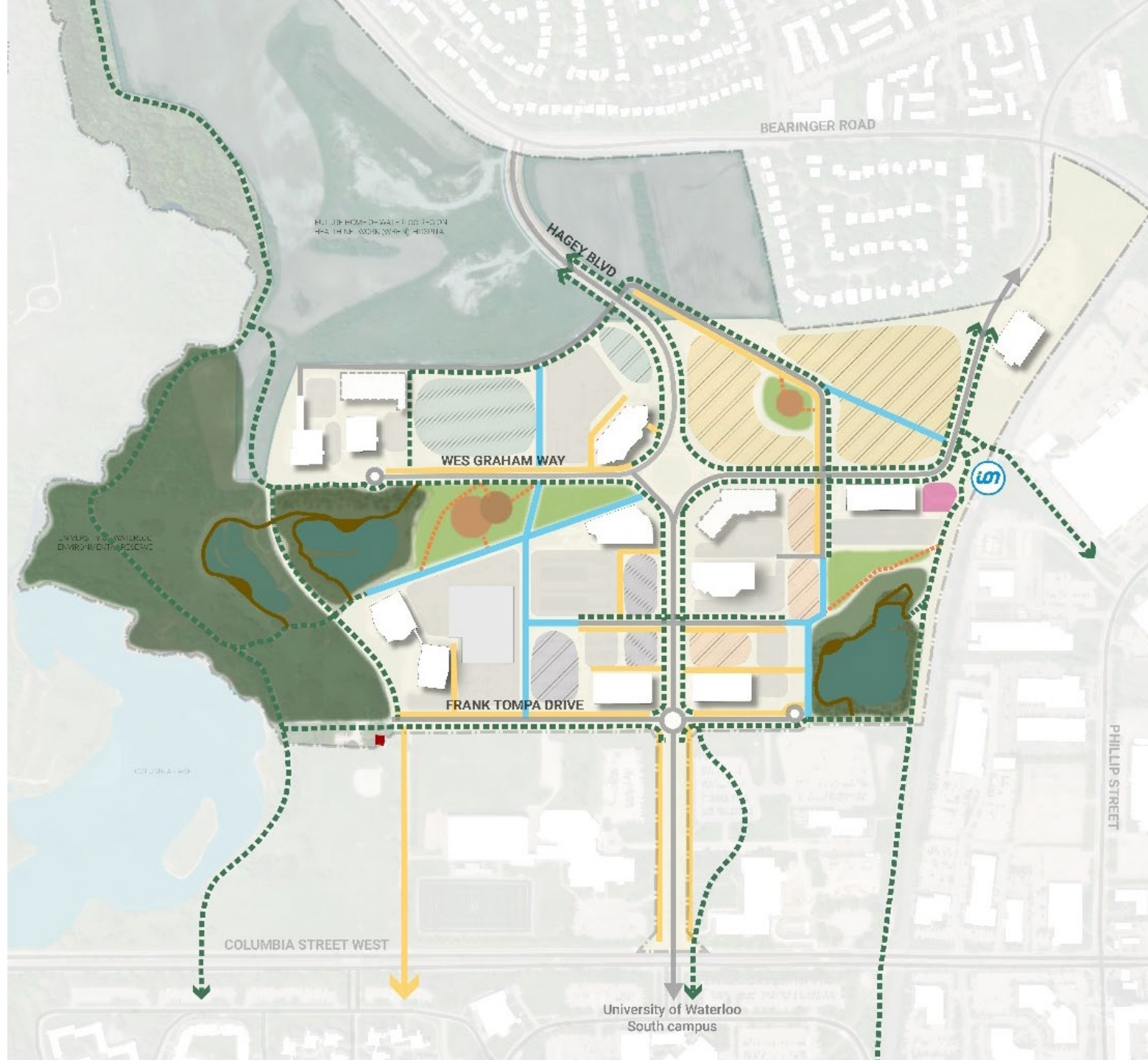
Development Concept Overview



LEGEND:

-  Subject Lands
-  Infill Opportunities
-  Central Plaza
-  Primary Gateways
-  Secondary Gateways
-  Identified Gateways (as per UW Campus Plan)

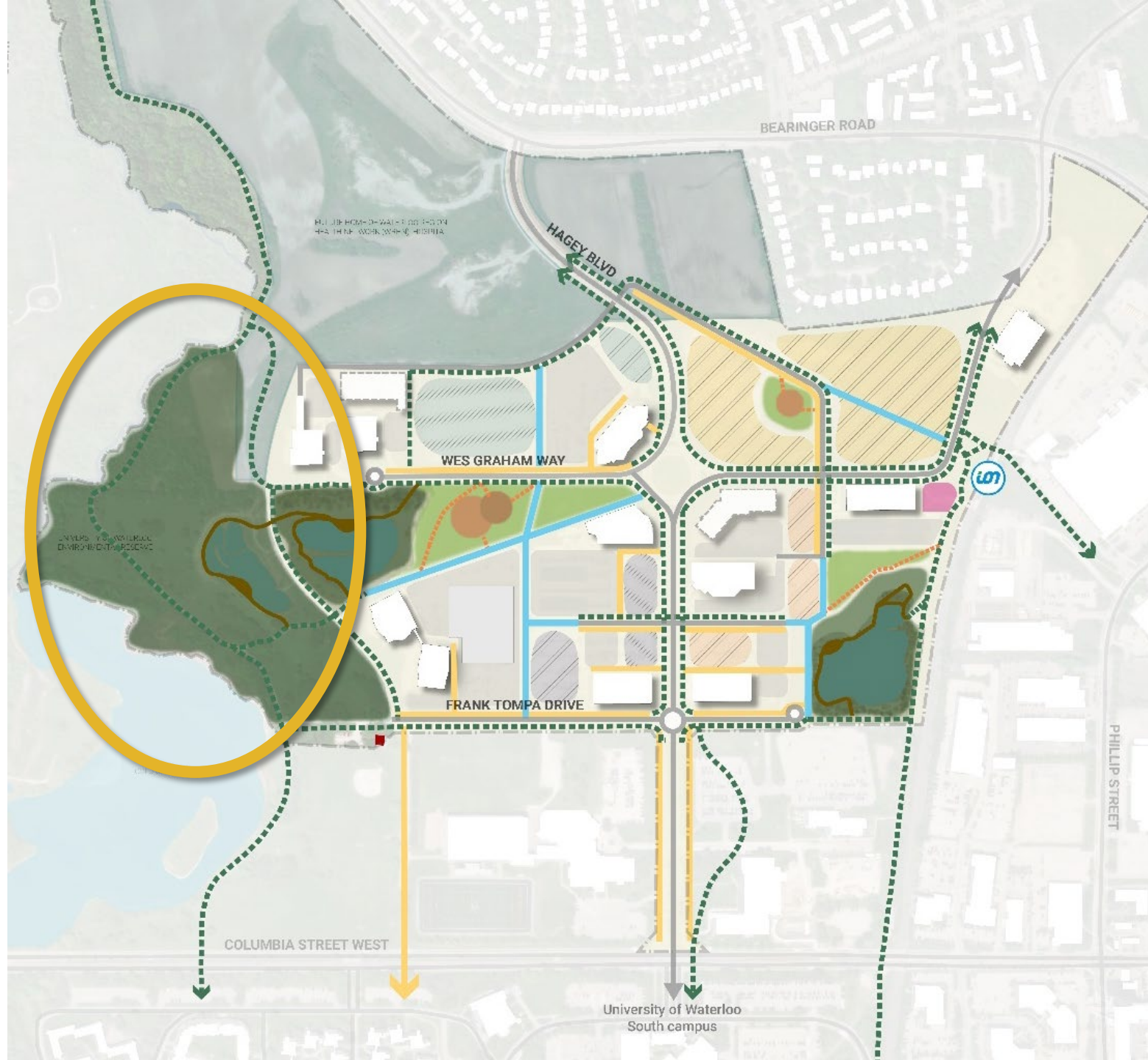
Development Concept Overview



LEGEND:

-  Subject Lands
-  Enhanced Active Transportation Pathways
-  Internal Pathways
-  Sidewalks
-  Multi-Use Trails
-  Proposed Particle Accelerator
-  Lab Infill Opportunities
-  Office Infill Opportunities
-  Residential Infill Opportunities
-  Parking
-  Mobility Hub
-  Proposed Sport Courts
-  Proposed Outdoor Gym / Play Areas

Development Concept Overview



LEGEND:

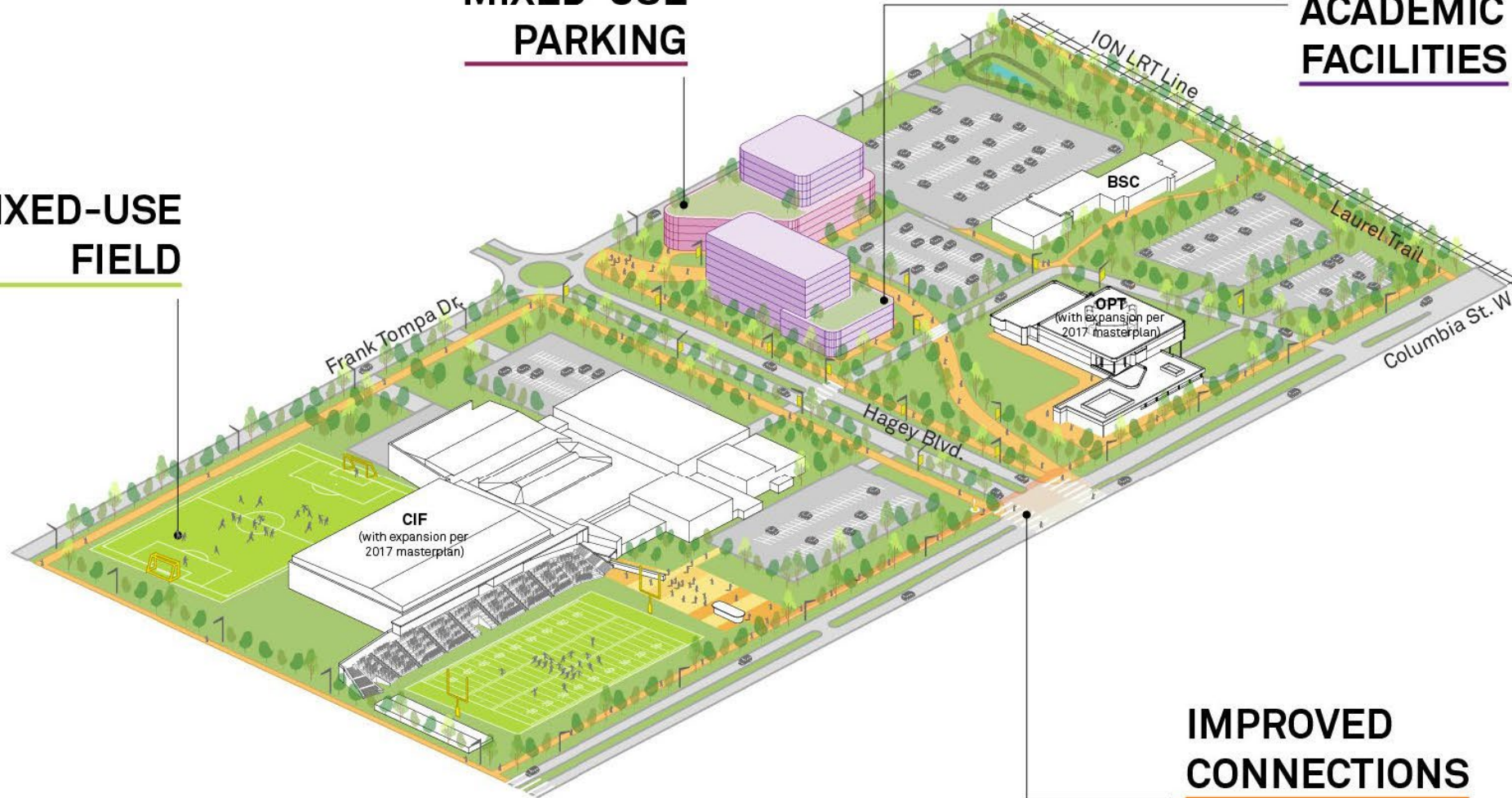
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-  Proposed Outdoor Gym / Play Areas

Campus Plan Integration

MIXED-USE FIELD

MIXED-USE PARKING

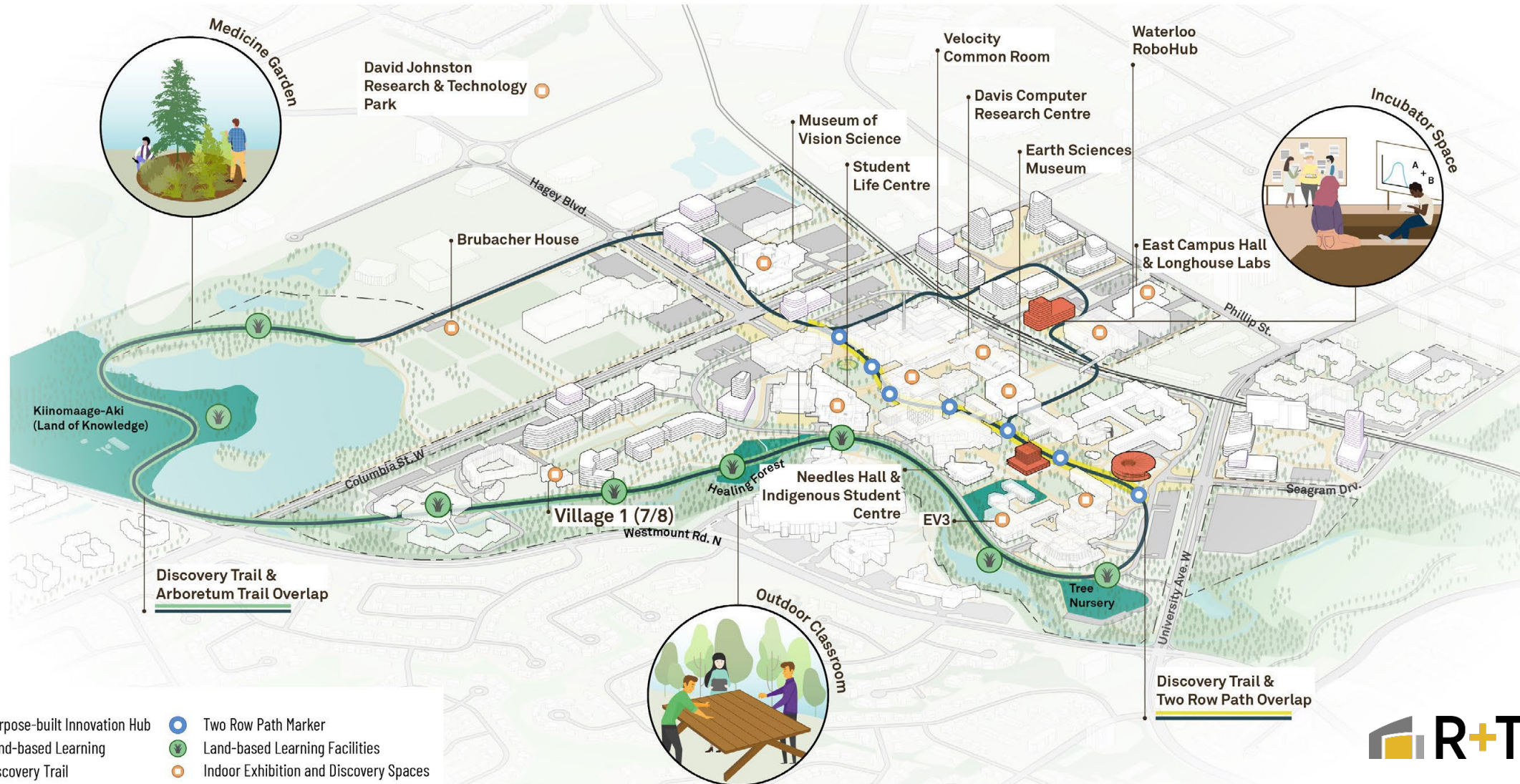
ACADEMIC FACILITIES



IMPROVED CONNECTIONS

DISCOVERY AND INNOVATION FRAMEWORK

The Campus Plan envisions an integrated ecosystem of indoor and outdoor discovery zones and innovation hubs dedicated to exploring, learning, and interaction that crosses faculties, departments, and disciplines.



Plan Governance & Review



Annual Review Cycle will assess:

- + Alignment between current priorities and plan implementation.
- + Progress/outcomes over the previous year.
- + How changes in policy, markets, finances, resources, etc. may impact implementation.
- + Continued alignment with University planning.

Five-Year Comprehensive Review will include:

- + Deep and comprehensive assessment of long-term impacts, outcomes, challenges, and alignments.
- + Assessment of alignment with the Campus Plan and Strategic Plans of the University.
- + Engagement with leadership & key stakeholders



THANK YOU

MIKE PEREIRA, *MA, MEd*

Director, Real Estate and R+T Park

Jenn Dawe

Manager, R+T Park



DAVID JOHNSTON
RESEARCH+TECHNOLOGY PARK
UNIVERSITY OF WATERLOO

For Information**Open Session**

To: Senate Planning and Finance Committee
From: Beth Namachchivaya, University Librarian
Paul Fieguth, Associate Vice President, Academic Operations
Date of Meeting: June 3, 2026
Agenda Item: **6.1 Library Strategic Space Plan**

Summary

Beth Namachchivaya, University Librarian, and Paul Fieguth, Associate Vice President, Academic Operations, will provide an overview of the Library Strategic Space Plan. The plan can be found at the following link: <https://uwaterloo.ca/lib/libraries-strategic-space-plan>

Rationale

- The Libraries have completed a 15-year Strategic Space Plan, commissioned by the Provost and designed by Perkins&Will, to guide the long-term renewal of Dana Porter and Davis Centre Libraries and align library spaces with evolving academic, research, and student needs.
- The plan identified several proof-of-concept projects to demonstrate alignment with emerging University priorities early in the initiative. The first of these, Late Night Access in Dana Porter Library, commenced in March 2026.
- The plan is grounded in **extensive consultation with approximately 1,000 community members**, ensuring the proposed spatial strategies reflect shared priorities related to accessibility, inclusion, Indigenous engagement, learning, research, and student experience.
- Strategic reconfiguration of physical collections enables the introduction of **high-impact, student-centered, and technology-enabled programs**, including a centralized Learning Commons, digital scholarship spaces, accessibility-focused environments, and dedicated Indigenous learning and collections space.
- The plan aligns library renewal with key institutional priorities, including **Waterloo at 100, the Campus Plan, Global Futures, accessibility commitments, sustainability goals, and infrastructure renewal planning**.
- A **phased 15-year implementation approach** supports affordability, operational continuity, and flexibility, allowing sequential investments to integrate into a coherent long-term outcome while keeping libraries open during construction.

1. PROPOSED RECOMMENDATION

Proceed with Phase 2 design of the University of Waterloo Libraries’ 15-year Strategic Space Plan, enabling a phased, institutionally aligned renewal of Dana Porter and Davis Centre Libraries in support of evolving academic, research, accessibility, and Indigenous priorities.

2. ADMINISTRATIVE COMMITTEE(S) CONSULTED

This section outlines how the item was routed through persons, groups and/or [internal governance bodies](#) for consultation.

Month/Year	Committee/Group/Person(s)	Outcome/ Notes (Information/Consultation/Decision)
2024	Office of the Provost	Project commissioned by Provost
2024-present	Library Strategic Space Planning Steering Committee	Consultation/Decision/Recommendation
April 2024	Senate Long Range Planning Committee	Information
April 2024	Dean’s Council	Information
May 2024	Info Group	Information
May 2024	President’s Advisory Committee on Design (PACOD)	Information
May/June 2024	Library staff (multiple)	Information/consultation
Sept 2025	Executive Council	Consultation
Sept 2025	WUSA/GSA	Consultation
Oct 2025	CAL; Faculty, Staff, Student open house, workshop events	Consultations
January 2026	Provost & Steering Committee	Consultation
April 2026	PVP+	Decision/Approval
April 2026	Deans’ Council	Decision/Approval
April 2026	Council of Academic Leaders	Information
April 2026	Leadership Forum	Information
June 2026	Senate Planning and Finance Committee	Information

6. PROPOSED NEXT STEPS

- Complete **Phase 1: Late Night Access** initiative in Dana Porter Library (*in progress*)
- Launch and complete **Phase 2 design** (2026/27)
- Develop institutional funding strategy, Phase 2 (infrastructure renewal, Advancement, external funding)

7. SUPPORTING MATERIALS (APPENDIX)

Costing Overview

The costing strategy aligns directly with the phased implementation approach to ensure investments are targeted, manageable, and tied to both infrastructure renewal and program impact. Costs are organized by phase to reflect the sequencing of enabling mechanical upgrades and subsequent architectural renovations, clearly articulating the scope and value of each investment over time.

Costing Overview: Library Strategic Space Plan (15-year)			
	PHASES	GFA sq/ft	TOTAL PER PHASE
PHASE 1 - 2026 Late Night Access Space	Washroom at Level 02 + relocating ATC	722	\$620,000
		Total Phase 1 Project	\$620,000
PHASE 2: 2027-2030 Transformative Project	Enabling Work: AHU 10F + 40F Upgrade; \$2,704,000*		
	Level 2 New Entry, Event Space, Info	15,037	\$9,528,000
	Level 3 New Learning Commons	22,841	\$7,381,000
		Total Phase 2 Project	\$16,909,000
PHASE 3: 2030-2032 Extending The Transformation	Level 1: Archives & Digital Scholarship	15,758	\$5,878,000
		Total Phase 3 Project	\$5,878,000
PHASE 4: 2032-2035 Supporting New Services	Enabling Work: AHU 30F Upgrade; \$1,056,800*		
	Levels 9 + 10: Student Space + New Staff	19,074	\$8,971,000
		Total Phase 4 Project	\$8,971,000
Phase 5: 2035-2037 Davis Centre Transformative Project	AHU Upgrade; \$5,127,200*		
	Levels 1 + 2: Learning Commons, Focus & Silent Study, Specialty Programs	59,536	\$26,299,000
		Total Phase 5 Project	\$26,299,000

Phase 6: 2037 - 2039 Dana Porter Extending Transformation	Enabling Work: AHU 20F Upgrade; \$1,150,000*		
	Level 4: Student Accessibility & Wellness	3,778	\$3,292,000
		Total Phase 6 Project	\$3,292,000
Phase 7: 2039 - 2043 Flexible Rollout	Level 8: Collection & Study	9,483	\$2,966,500
	Level 7: Collection & Study	9,483	\$2,966,500
	Level 6: Collection & Study	9,483	\$2,966,500
	Level 5: Collection & Study	9,483	\$2,966,500
Total Project Cost for Dana Porter Library			\$47,536,000
Total Project Cost for Davis Centre Library			\$26,299,000
Overall Project Cost for both Dana Porter Library and Davis Centre Library			\$73,835,000
<i>* Building services values are included in the sub-total amount.</i>			

Early phases focus on critical enabling work, such as air handling unit upgrades and essential life-safety and accessibility improvements, which represent foundational investments required to support future renovations. These phases carry higher infrastructure costs but are necessary to unlock capacity for increased occupancy, expanded study spaces, and new programs in later stages. By bundling system upgrades with initial renovations in each zone, the plan avoids redundant work and reduces long-term capital risk.

Subsequent phases concentrate on high-impact program areas, including Library Accessibility Commons, and specialized academic spaces. Costs in these phases are more directly tied to user-facing improvements and can be adjusted in scale or timing based on funding availability and institutional priorities. The final flexible rollout phase allows collection and study space upgrades to proceed incrementally, enabling cost control while responding to evolving needs.

Overall, this phased costing approach supports a realistic, transparent, and efficient investment strategy. It balances near-term infrastructure needs with long-term program goals, aligns capital spending with the Libraries' mission and vision, and ensures the libraries remain operational throughout construction.

Separate Price Structural Intervention

The proposed structural concept focuses on introducing new "open below" floor openings at levels 2, 3, and 9, along with façade replacement at level 10 of Dana Porter Library. These interventions are further outlined in the structural concept brief. Similarly, the façade replacement at the upper levels is being explored as a study to introduce full-

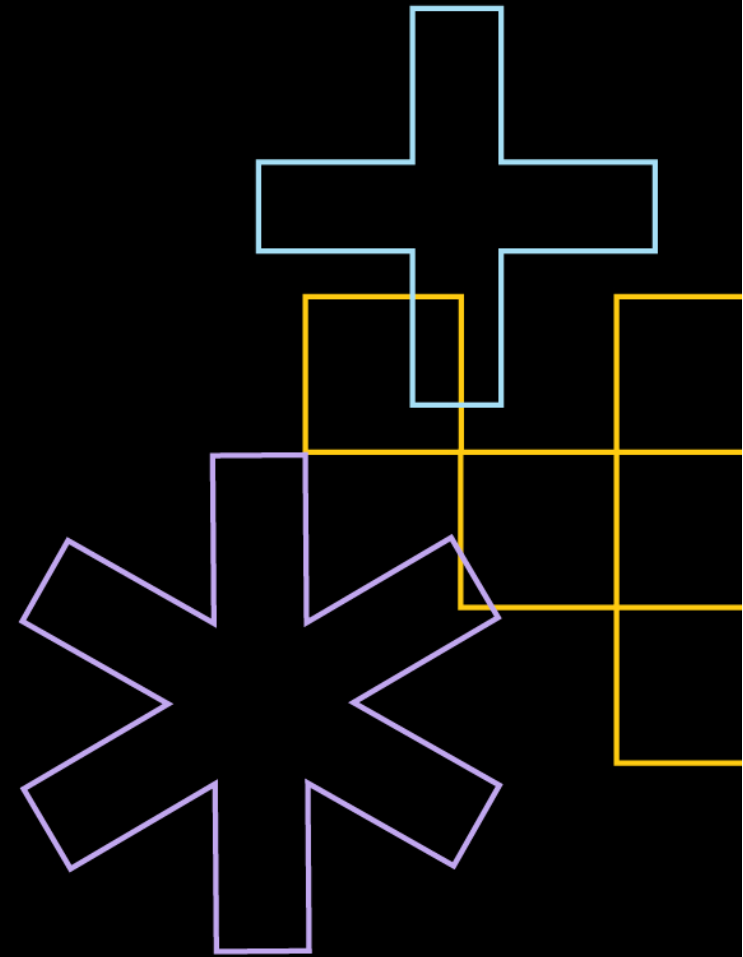
height glazing, which could significantly improve daylight access and overall user experience.

Separate Price Items	Subtotal
Level 2 - Opening Below	\$258,000
Level 3 - Opening Below	\$181,000
Level 9 - Opening Below	\$294,000
Level 10 - Replace Existing Facade	\$1,331,000
(Additional details are available in the complete plan.)	

Libraries Strategic Space Plan

5/28/2026

Beth Namachchivaya, University Librarian, Libraries
Paul Fieguth, Associate Vice President, Academic Operations



Context

- Yesterday's library cannot meet tomorrow's students
- End-of-life design
- End-of-life infrastructure
- Long-term flexible vision required



Dana Porter, Main Floor, Library Help Desk

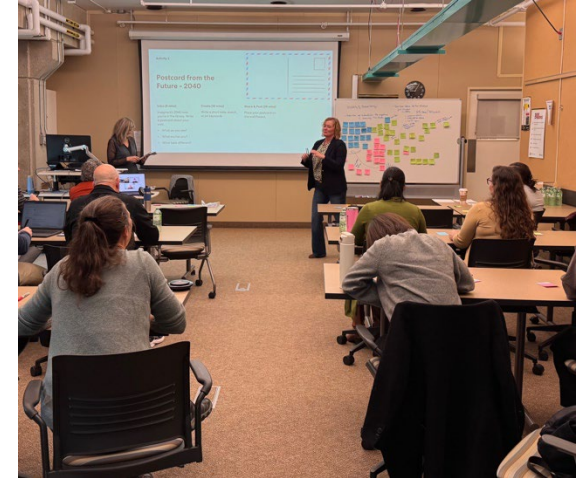
Engagement & Goals

What we heard:

- Faculty-agnostic campus hub for student learning, discovery
- Be future-ready
- Enable integrated student academic experience
- Key role in scholarly information literacy & stewardship

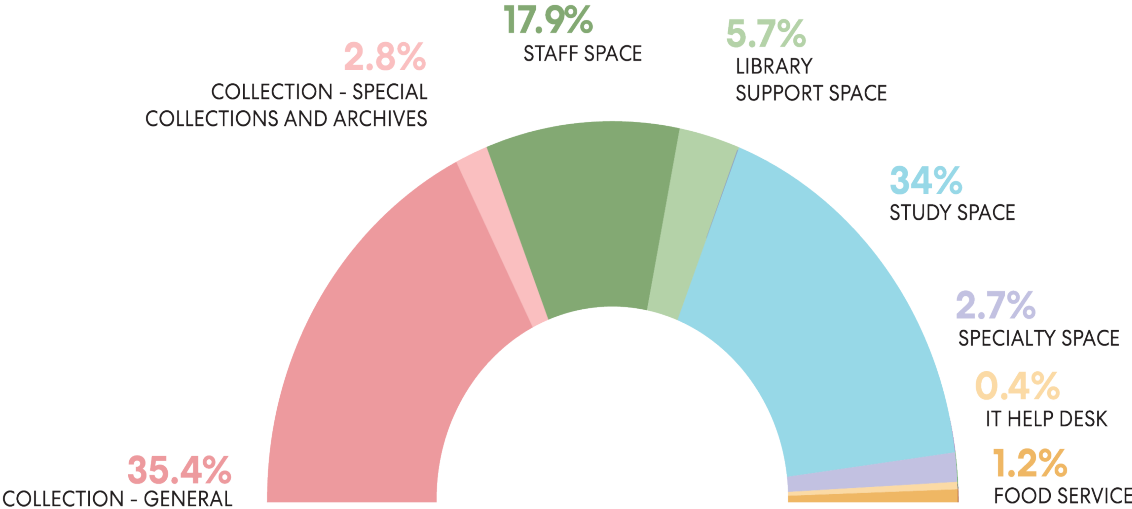
Goals

- Flexible spaces for learning and research
- Central, people-driven hub and information resource
- Enhanced accessibility support
- Interdisciplinary, cross-functional student interaction spaces

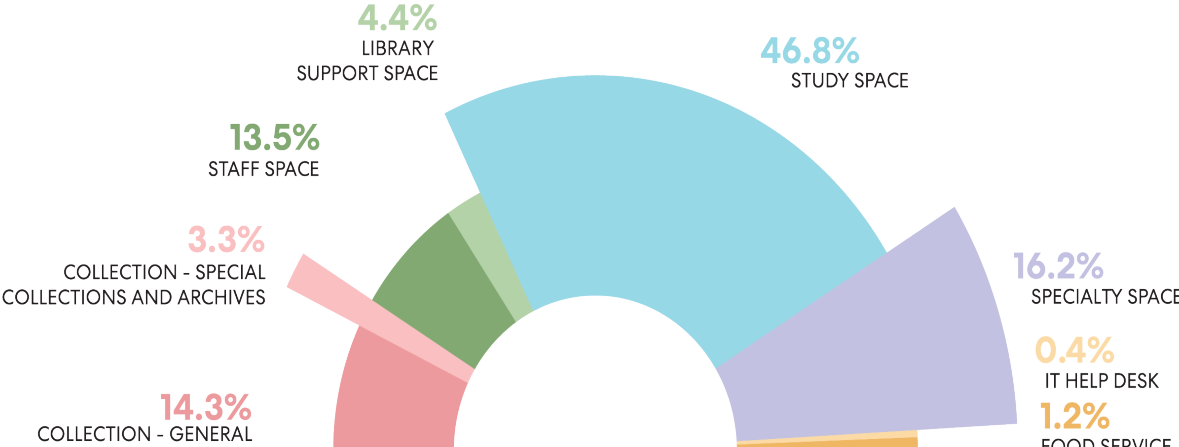


Space allocation: current and proposed

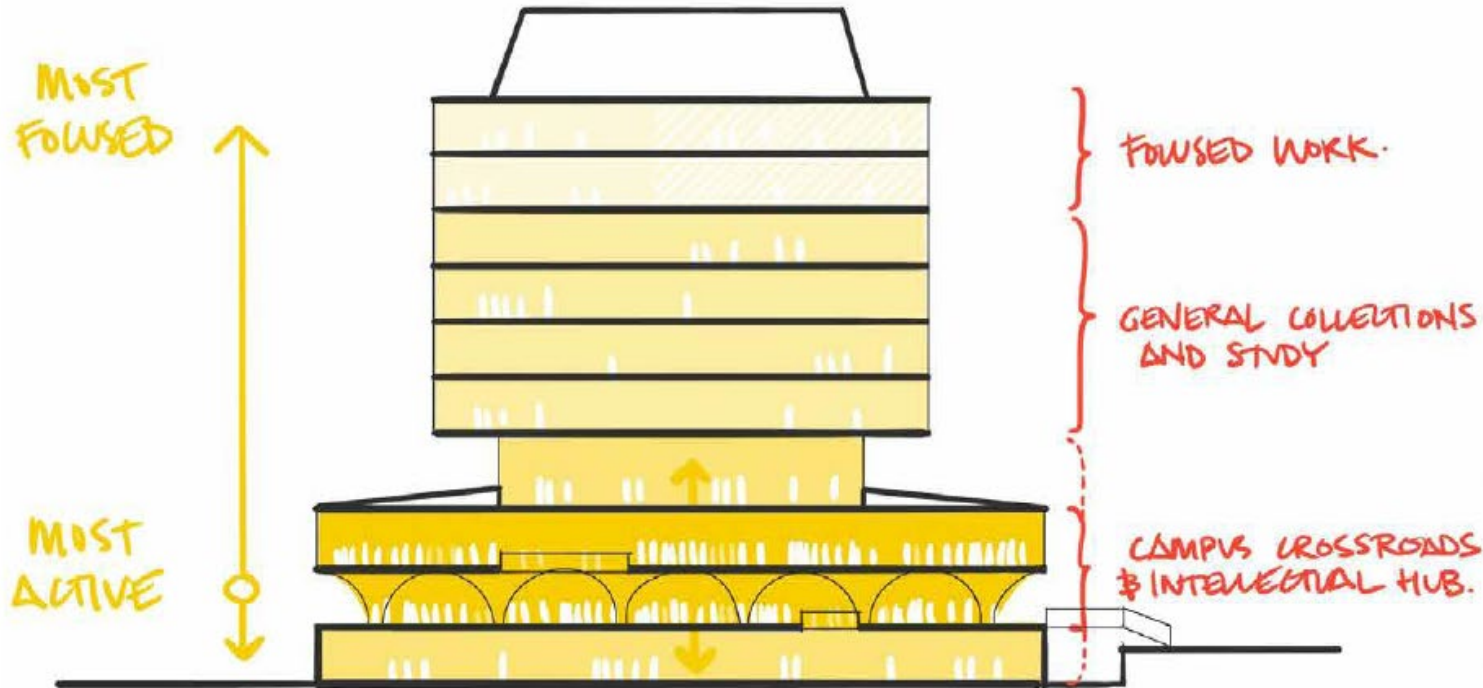
Current



Proposed



Planning approach: Dana Porter Library



- Reinforce the Library as a campus destination
- Strengthen relationship to the Two Row Path
- Establish a clear gradient of activity

Interaction spaces

Digital Scholarship Lab



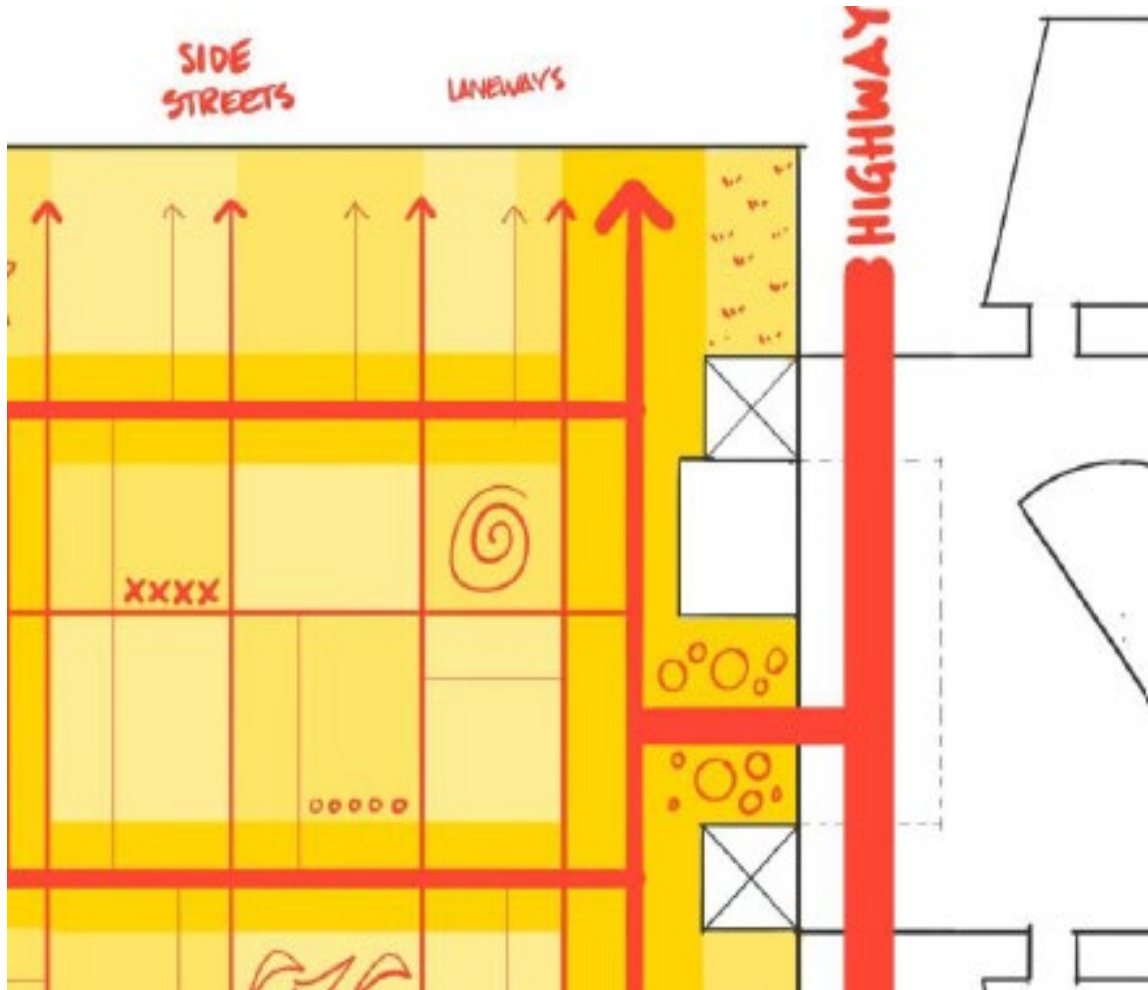
Media Production Studio



Indigenous Learning Centre



Planning approach: Davis Centre Library



- Reinforce the library as a campus hub and integrator
- Create a range of experiences from entry to interior
- Democratised access to daylight
- Establish a “main street” with supporting side streets

Interaction spaces

IGNITE lab



Idea to Impact Hub



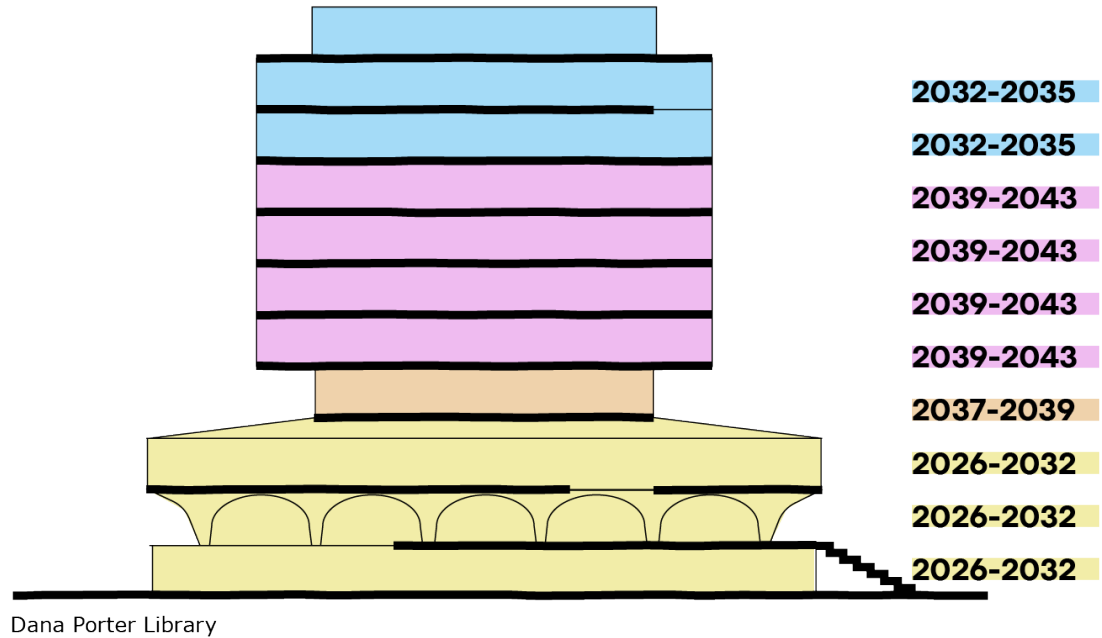
Library Accessibility Commons



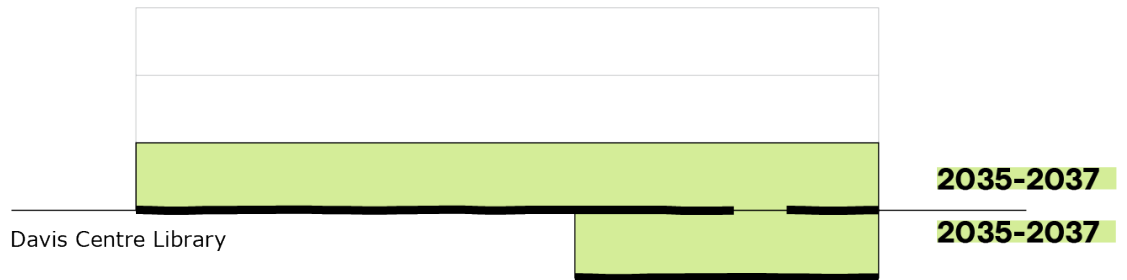
15 - year phasing & investment

Phase	Projects	Cost
1: 2026 - 2027	Dana Porter late-night access	\$620,000
2: 2027 - 2030	Dana Porter levels 2 - 3	\$16.9m
3: 2030 - 2032	Dana Porter level 1	\$5.9m
4: 2032 - 2035	Dana Porter levels 9 - 10	\$8.9m
5: 2035 - 2037	Davis Centre levels 1 - 2	\$26.3m
6: 2037 - 2039	Dana Porter level 4	\$3.3m
7: 2039 - 2043	Dana Porter level 5 - 8	\$11.9m
	Total	\$73.8m

Phasing and implementation strategy



15-year phased approach, maintains library operations throughout construction



Outcomes

- Substantial Infrastructure renewal
- New integrated service and program spaces
- Increased study and interaction spaces
- Advance academic experience beyond the classroom



Dana Porter Library, third floor, learning commons

Phase 1: late - night access



- In progress
- Dana Porter Library

Dana Porter Library: design



Dana Porter, second floor, event space

Davis Centre Library: design



Davis Centre Library, Main Floor, Library Help Desk

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