Senate

Open & Confidential Sessions

January 26, 2026

3:30 p.m. - 5:30 p.m.

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UNIVERSITY OF WATERLOO | Senate

2026 01 26 Senate Meeting Book

AGENDA

1. Governance Resources

   [Link to Governance Resources](#)

2. OPEN SESSION

Time	Item	Type	Page
3:30 p.m.	3. Territorial Acknowledgement [Dean]		
3:35 p.m.	4. Approval of the Agenda and Minutes [Goel]		
	4.1 Conflict of Interest	Information	4
	4.2 Approval of the Agenda and Consent Items	Decision	
	4.3 Minutes of the November 24, 2025 Meeting	Decision	5
	4.4 Business Arising from the Minutes	Information	
3:40 p.m.	5. Report of the President		
	5.1 General Update [Goel]	Information	10
3:55 p.m.	6. Report of the Senate Planning and Finance Committee		
	6.1 2025-26 Mid Year Budget Update [Duever, Reitsma]	Information	11
	6.2 Undergraduate and Graduate Admissions and Enrolment Update [Duever, VanderBurgh, Wan]	Information	14
	6.3 Campus Plan [Reitsma, Bender, Lewis, Pereira, Thijssen]	Decision	23
4:35 p.m.	7. Report of the Senate Executive Committee		
	7.1 Appointment of Chancellor Review Committee [Goel]	Decision	182
	7.2 Senate Engagement Working Group Update [Deakin, Shantz]	Information	184
4:50 p.m.	8. Report of the Senate Graduate Council		
	8.1 Faculty of Engineering [Wan]	Decision	185
	8.2 Faculty of Health [Wan]	Decision	189
5:00 p.m.	9. Report from the Faculties		
	9.1 Faculty of Mathematics Constitution Amendments [Cotton]	Decision	191
5:10 p.m.	10. Report from the Senate Research and Innovation Council		
	10.1 Annual Report of the Vice-President Research and International [Dean]	Information	205
5:30 p.m.	11. Consent Agenda		
	11.1 Senate Work Plan 2025-26	Information	230
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14. CONFIDENTIAL SESSION

5:35 p.m.   15. Report of the Honorary Degrees Committee

17. Adjournment

For Information   **Open Session**

To:	Senate
From:	Gen Gauthier-Chalifour University Secretary
Date of Meeting:	January 26, 2026
Agenda Item:	**4. Approval of the Agenda and Minutes**

4.1 Conflict of Interest

Senators are invited to declare any conflicts related to the open session agenda at this time. Should a conflict of interest arise during discussion, senators 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 Senate meeting.

4.2 Approval of the Agenda and Consent Agenda

Motion: To approve the agenda as presented/amended, and to approve or receive for information the items on the consent agenda, listed as items 11.1-11.7 of the Senate agenda.

Senators wishing to have an item removed from consent to the regular agenda are asked to contact the University Secretary in advance of the meeting. Senators may also request to have items moved to the regular agenda immediately prior to the approval of the agenda. Items removed from the consent agenda will be considered under item 12.

4.3 Minutes of the November 24, 2025 Meeting

Motion: To approve the open and confidential minutes of the November 24, 2025 meeting, as distributed.

Documentation Provided:
- Open Minutes of the November 24, 2025 Meeting (item 4.3)
- Confidential Minutes of the November 24, 2025 Meeting (item 16.1)

4.4 Business Arising from the Minutes

There is no business arising from the minutes.

University of Waterloo
SENATE
Minutes of November 24, 2025 Meeting

Present: John Abraham, Nasser Abukhdeir, Yasmeen Almomani, Veronica Austen, Michael Barnett-Cowan, Aubrey Basdeo, Jordan Bauman, Jean Becker, Raouf Boutaba, David Clausi, Martin Cooke, Cecilia Cotton, Ashley Day (Associate Secretary), Hans De Sterck, Laura Deakin, Charmaine Dean, David DeVidi, Michael Drescher, Thomas Duever, Andrea Edginton, Mark Ferro, Paul Fieguth, Bruce Frayne, Gen Gauthier-Chalifour (Secretary), Vivek Goel (Chair), Rob Gorbet, Vikas Gupta, Kevin Hare, Chris Houser, Nadine Ibrahim, Marc Jerry, Acey Kaspar, Misha Khan, Scott Kline, Jochen Koenemann, Sachin Kotecha, Christiane Lemieux, Ondrej Lhotak, Christopher Lim, Lili Liu, Jun Liu, Brad Lushman, Shana MacDonald, Carol Ann MacGregor, Blake Madill, Pendar Mahmoudi, Heather Mair, Peter Meehan, Damian Mikhail, Sushanta Mitra, Richard Myers, Carter Neal, Cathy Newell Kelly, Christopher Nielsen, James Nugent, Nicholas Pellegrino, David Porreca, Neil Randall, Arya Razmjoo, Jacinda Reitsma, Jessica Rindlisbacher, Sharon Roberts, Meray Sadek, Beth Sandore Namachchivaya, Rida Sayed, Mark Seasons, Marcus Shantz, James Skidmore, Karen Sunabacka, Su-Yin Tan, Christopher Taylor, Sharon Tucker, Diana Vangelisti, Justin Wan, Johanna Wandel, Jeffrey Wilson, Stan Woo, Changbao Wu, En-Hui Yang

Regrets: Laith Alkhawaldeh, Andrew Chang, Helen Chen, Teresa Fortney, Murray Gamble, Peter Hall, Achim Kempf, Colleen Maxwell, Alex Pawelko, Jagdeep Singh Bachher, Alexie Tcheuyap, Katie Traynor, Bojana Videkanic, Mary Wells, Clarence Woudsma

Guests: Heather Bolton, Graham Brown, Tanya Daniels, Melanie Figueiredo, Jenny Flagler-George, Diana Goncalves, Lisa Habel, Diane Johnston, Andrea Kelman, John Lewis, Tony Ly, Nick Manning, Jon Mason, Christine McWebb, Ian Milligan, Kirsten Muller, Fayaz Noormohamed, Chris Read, Tim Weber-Kraljevski

1. Governance Resources
A link to the governance resources for Senate was provided for information.

2. OPEN SESSION
The Chair welcomed members to the last Senate meeting of the 2025 calendar year and noted that nominations for faculty and graduate students will open on January 7, 2026. Members with expiring terms (August 31, 2026) will receive an email from the Secretariat in December. The Chair noted Tom Duever's interim term as Vice-President Academic & Provost and Charmaine Dean's second term as Vice-President, Research & International will both end on June 30, 2027. A call for nominations for both vice-presidential nominating committees will be made in January. The Chair announced that this was the last meeting of senators Jean Becker, Associate Vice-President of Indigenous Relations, and Cathy Newell Kelly, Registrar, as both will retire at the end of the year. The Chair thanked them for their service and dedication to the University.

3. Territorial Acknowledgement
The territorial acknowledgement was given by Lili Liu, Dean, Faculty of Health.

4. Approval of Agenda and Minutes

4.1. Conflict of Interest
No conflicts of interest were declared.

4.2. Approval of the Agenda and Consent Items
The Secretariat received a request from a senator to move item 5.3, Freedom of Expression Task Force – Guidelines for Collective Bodies, to the end of the regular agenda. Another request was received by the Secretariat from a senator to defer item 5.3 to a future Senate meeting. The Chair proposed moving item 5, Report of the President, to the end of the regular agenda, at which time the motion to defer could be heard.

A motion was heard to approve the agenda as amended and to approve or receive for information the items on the consent agenda, listed as items 9.1-9.10. Porreca and Wandel. Carried.

4.3. Minutes of the October 20, 2025 Meeting

The Chair noted that the Secretariat had received a few minor amendments to the attendance list, and minor editorial changes. A member noted the misspelling of Reitsma on page 6.

A motion was heard to approve the minutes of the meeting, as amended. Porreca and Deakin. Carried.

4.4. Business Arising from the Minutes

The Chair reported on two action items from the Annual Institutional Performance update, item 8.1, from the October 20, 2025 meeting. A student senator had been provided additional information by Chris Read, Associate Provost, Students, related to the University's student mental health services. Additionally, as requested, a link to more information about WATSpeed had been provided and included in the minutes of the October 20, 2025 meeting.

A member inquired about the status of the ongoing CUPE negotiations, to which Jacinda Reistma, Vice-President, Administration and Finance, responded that negotiations are ongoing with additional dates in place.

No other items of business arising were identified.

6. Institutional Priority Discussion – AI Enablement
6.1 Faculty of Science AI Strategy

Chris Houser, Dean, Faculty of Science, and Laura Deakin, Associate Dean (Teaching and Learning), presented an overview of the Faculty of Science AI Strategy. There are two working groups in place looking at how to prepare students, the barriers to instructors and researchers, and how to transform the Faculty of Science.

Discussion followed. Members inquired about AI ethics and how to prepare students for the use of AI in the classroom and the workforce. The Chair noted the development of an AI Enablement Framework for the institution that would be brought forward at a future Senate meeting.

7. Report of the Senate Graduate Council
7.1 Faculty of Engineering

Justin Wan, Chair of the Senate Graduate Council, introduced the proposed major modifications to the Doctor of Philosophy (PhD) in Electrical and Computer Engineering and the Master of Applied Science (MASc) in Electrical and Computer Engineering programs.

A motion as heard that Senate approve the major modifications to the Doctor of Philosophy (PhD) in Electrical and Computer Engineering and the Master of Applied Science (MASc) in Electrical and Computer Engineering programs, effective January 1, 2026, as presented. Wan and Neal. Carried.

8. Report of the Senate Undergraduate Council
8.1 Faculty of Arts

David DeVidi, Chair of the Senate Undergraduate Council, introduced the proposed major modifications for the double degree programs for Social Development Studies and the Bachelor of Social Work.

A motion was heard that Senate approve the proposed major plan modifications for the Faculty of Arts and Renison University College double degree programs for Social Development Studies and Bachelor of Social Work, effective September 1, 2026, as presented. DeVidi and Jerry. Carried.

5. Report of the President
5.1 General Update

The President and Chair of Senate noted the University recently celebrated a transformational gift of $20 million from alumnus Frank Baylis and the Gloria Baylis Foundation. The gift supported the renaming of Engineering 7 to the Pearl Sullivan Engineering Building, honouring the late Dean Pearl Sullivan, whose leadership and vision helped shape the Faculty of Engineering and strengthen Waterloo's global reputation for excellence.

On November 4th, Minister of Finance Francois-Philippe Champagne delivered the 2025 Budget. There are a number of programs relevant to the sector such as the Defense Industrial Strategy which is expected to include significant support for research and development. While most federal departments are facing an expense reduction of 15% over 3 years, the granting councils and key research agencies are facing only a 2% reduction, with largely only defense and security related areas at the same level, which is a positive signal on how research investments are perceived by government. Furthermore, $1.7 billion is allocated for research and innovation to recruit international talent to Canada. This includes $1 billion over 13 years for the granting councils to launch an accelerated research chairs initiative, and $133 million over 3 years for top international doctoral and post-doctoral fellows The budget also includes $400 million over 7 years for new research infrastructure through the Canada Foundation for Innovation (CFI) to support recruited chairs with research equipment; and $120 million over 12 years to support universities recruiting international assistant professors.

The Chair spoke to anticipated changes to international student numbers for 2026-27. Although the government has indicated a 50% reduction in Provincial Attestation Letters (PALs), it was noted that the reduced total still exceeds the projected number of actual international student arrivals in 2025-26. An important note is that graduate and postgraduate students will be exempt from the lower cap, and the government is committing to a 14-day turnaround for processing doctoral-level study permits. Although positive, it will take time to turn around negative messaging, including global headlines that Canada is reducing international students by 50%.

On November 6th, Ontario Finance Minister Peter Bethlenfalvy delivered the 2025 Ontario Economic Outlook. It mostly included measures to shield workers and businesses from US tariffs, economic uncertainty, and measures to enhance competitiveness, attract investment, strengthen supply chains, boost affordability and expand infrastructure and health care across the province.

The Chair provided an update on the status and potential implications of Bill 33, which passed its second reading last week. The legislation, once fully enacted, will grant the provincial government expanded authority over several aspects of university operations, particularly in relation to student ancillary fees, admissions standards, and research security planning. It was emphasized that although the bill has advanced in the legislative process, its provisions will not take effect until the government develops and approves the accompanying regulations that will determine how Bill 33 is to be implemented and enforced. If implemented, the bill could have significant impact on university operations, create new costs, and be a significant intrusion on university autonomy.

The Chair announced that on November 25th, the University would be sharing an update with the community on the progress of the 3-year budget plan. As we enter the second year of our 3-year plan, the focus remains on achieving long-term balance while preserving the University's academic and research excellence. There will be a Budget Information Forum for all staff in January and education sessions in March on the 26/27 Budget Package in advance of Senate and Board meetings in April.

5.2 Statement and Procedures on Principles for Institutional Partnerships
The Chair introduced the Statement and Procedures on Principles of Institutional Partnerships which is the response to the recommendations from the Task Force on Principles for Institutional Partnerships. The Task Force was established to provide a framework for how Waterloo establishes, manages and reviews institutional partnerships. The Task Force articulated nine proposed principles for institutional partnerships and also made five recommendations for the university to consider for implementation. The emphasis of these recommendations were on the "partnership activities" as opposed to the "partner" itself. The Principles and Recommendations were brought to Senate in May for consultation and then to other consultative bodies, incorporating feedback along the way. The Statement and Procedures outline a unified approach around the initiation/renewal of institutional partnerships, an oversight mechanism, and how concerns will be handled and received.

Questions were invited. Members discussed the materials provided as it related to time limits on partnerships, how the principles will be used with related policies that govern partnerships, and the review process.

A member requested a minor amendment that the word *paused* in the third last paragraph be changed

from *paused* to *reviewed*, such that the end of the sentence read "…whether the partnership should be reviewed."

A member requested a minor amendment for clarification, in that the membership of the ad hoc working group mentioned in the second last paragraph be drawn from the Board of Governors and *elected members* of the Senate.

A motion was heard that the Senate endorse the proposed Statement and Procedures on Principles for Institutional Partnerships, as amended. DeVidi and Kline. Carried.

5.3 Freedom of Expression Task Force – Guidelines for Collective Bodies
The Chair noted that Senate first reviewed the Guidelines for Collective Bodies on May 5, 2025. Feedback has been incorporated into the revised statement as presented in the meeting materials. The Guidelines considered comments and concerns raised by Senators and other consultative bodies, as well as additional feedback from the President's Advisory Committee on Freedom of Expression to make the statement less prescriptive. Key updates include that the publication process be less dependent on the Office of the AVP Communications and provides for templates for increased clarity, and the paragraph *Guidance on Social-Media* has been amended to allow department-level social media sharing with a disclaimer.

A member spoke to their request to defer the motion to a future meeting, stating that several senators have concerns with the wording and that the text was not yet ready for approval. The request to defer would allow time to compose a Senate working group to review final language.

Members supporting the request for deferral cited concerns with not taking time to gain consensus on language, and potential impacts on students and student groups.

Members in supporting the guidelines as presented cited confidence in the guidelines to add clarity for maintaining individual rights to not speak publicly on matters. It was noted that the guidelines will be helpful to provide guidance for unit heads and chairs to communicate with faculty on what the process may be when making a statement.

The Chair reminded members that this was the third time the guidelines have been brought forward to Senate and clarified that the guidelines are meant to help departments when units or faculty are seeking to make statements.

A motion was heard to remove the last paragraph of the guidelines so it could be reviewed by the Faculty Relations Committee. Nugent and Porreca. The motion did not carry.

A motion was heard to add *non-binding* to the title of the guidelines. Nugent and Porreca. The motion did not carry.

Through discussion, it was agreed to add a footnote to make it clear the guidelines would not apply to individual social media channels held by students, faculty members, or staff. It was also agreed that footnotes would be added to describe clearly what is meant by "digital assets" and "web pages" and, if possible, a link to where digital assets are defined by the University.

A motion was heard to defer consideration of this item until a Senate working group composed of elected and ex-officio Senators has been constituted and has formulated guideline language that would address concerns. De Sterck and Abukhdier. The motion did not carry.

A motion was heard to remove reference to "Institutional" within the guidelines. De Sterck and Porreca. The motion did not carry.

Discussion continued with members opposed to the motion to endorse the guidelines citing concerns with the guidelines not being policy or having gone through a formal policy development process, and members in favour of the motion citing support due to the extensive consultations and workshops to ensure wide input from the community, and a desire to move forward.

A member asked for clarification of language in the fifth paragraph and reference to units using *transparent mechanisms to ensure unanimity* and whether units are permitted to make statements where there is no unanimity. The Chair responded that the guidelines give colleagues within a unit a process to follow, but do not mandate a process given the non-binding nature of the document.

A motion was heard that Senate endorse the Institutional Neutrality, Institutional Restraint and Communications Guidelines for Collective Bodies (Faculties, Schools, Departments, and Academic Support Units), as amended. Kline and DeVidi. Carried. Members Mikhail and Sayed requested that their votes be recorded in the minutes as opposed to the motion.

9. Consent Agenda
The following items were received for approved / received for information as part of the consent agenda motion for approval under item 4.2.

9.1 Senate Work Plan 2025-26

9.2 Policy 68 Amendments

9.3 Report on Convocation 2025
>   9.3.1 Report on Fall 2025 Convocation
>   9.3.2 Convocation Overview 2025

9.4 Report of the Senate Executive Committee

9.5 Report of the Senate Graduate Council

9.6 Report of the Senate Research and Innovation Council

9.7 Report of the President
>   9.7.1 Tenure and Promotion Report

9.8 Report of the Vice-President, Academic and Provost
>   9.8.1 Faculty Appointments and Leaves

9.9 Report of the Vice-President, Research and International
>   9.9.1 Awards, Distinction, Grants, Commercialization Activity, International Engagements

9.10 Appointment to the University Committee on Student Appeals

10. Items Removed from the Consent Agenda
There were no items removed from the consent agenda.

11. Other Business
With no other business identified for the open session, Senate proceeded into the confidential session.

November 25, 2025   Ashley Day
                                                        Associate University Secretary

UNIVERSITY OF WATERLOO | Senate

For Information   **Open Session**

To: Senate

From: Vivek Goel
                     President and Vice-Chancellor

Date of Meeting: January 26, 2026

Agenda Item: **5.1 General Update**

Summary

Dr. Vivek Goel, President and Vice-Chancellor, and Chair of Senate, will provide an update on matters of interest to Senate.

For Information   **Open Session**

To:	Senate
From:	Thomas Duever Interim Vice-President, Academic and Provost
	Jacinda Reitsma Vice-President Administration & Finance
Date of Meeting:	January 26, 2026
Agenda Item:	**6.1** Monitoring the Return to a Balanced Operating Budget Update for Q2, Year Ending April 30, 2026 (FY2026)

Summary

This report is provided as an update to Senate 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.

For Information   **Open Session**

To:	Senate
From:	Tom Duever Interim Vice-President Academic and Provost
	Ian VanderBurgh Interim University Registrar
	Justin Wan Interim Associate Vice-President, Graduate Studies and Postdoctoral Affairs
Date of Meeting:	January 26, 2026
Agenda Item:	**6.2 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%

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.

UNIVERSITY OF WATERLOO | Senate

For Recommendation   **Open Session**

To:	Senate
From:	Jacinda Reitsma, Vice-President, Administration and Finance
	Amy Bender, Director, Space Planning Office
	John Lewis, AVP (Interim), OIR & Assoc. Prof., School of Planning
	Mike Pereira, Director, Real Estate and R+T Park
	Mat Thijssen, Director of Sustainability
Date of Meeting:	January 26, 2026
Agenda Item:	**6.3 Campus Plan**

Recommendation/Motion

That Senate endorse 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 (January 14, 2026), the Campus Plan will be presented to the Senate Planning and Finance Committee (January 22, 2026) for recommendation and to Senate (January 26, 2026) for endorsement and the Board of Governors (February 3, 2026) for approval.

Documentation Provided

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

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.
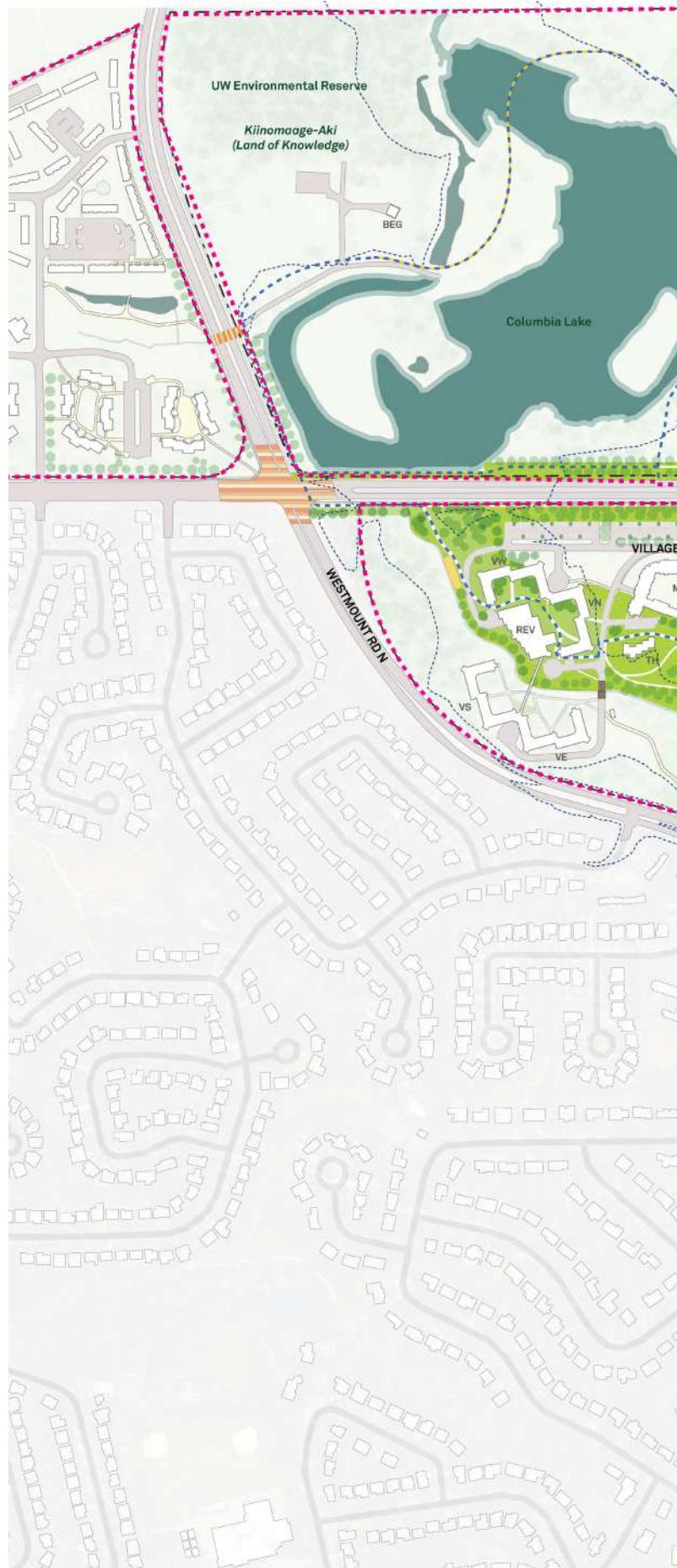
1.2 Campus Planning Process

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

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
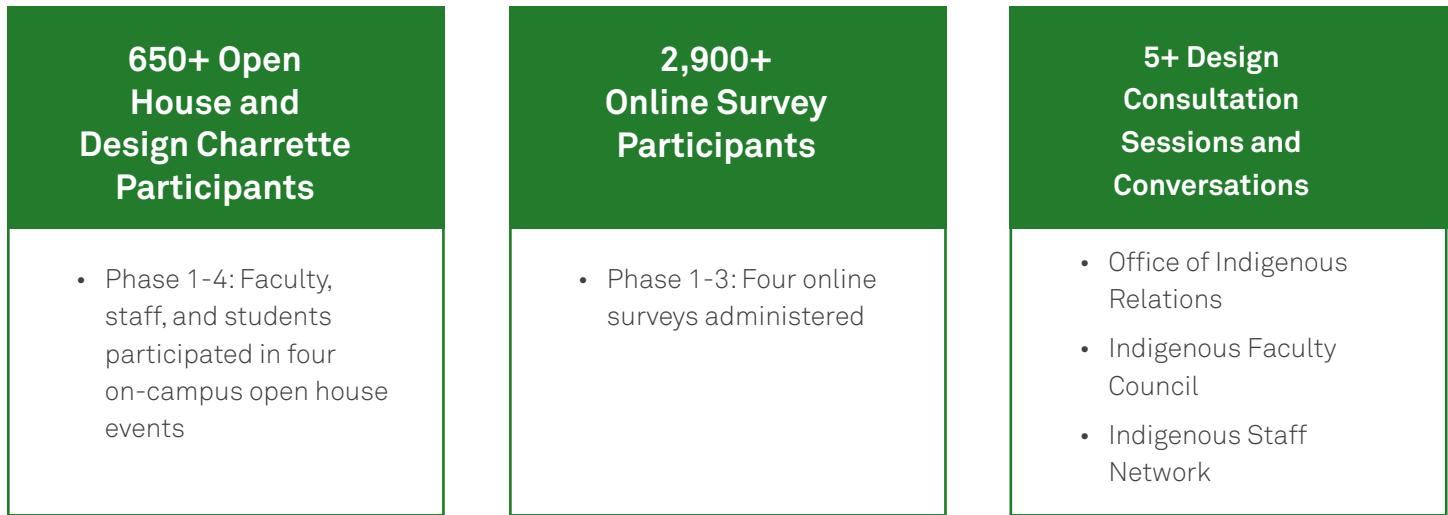
100+ University Staff and Faculty Members Interviewed

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.
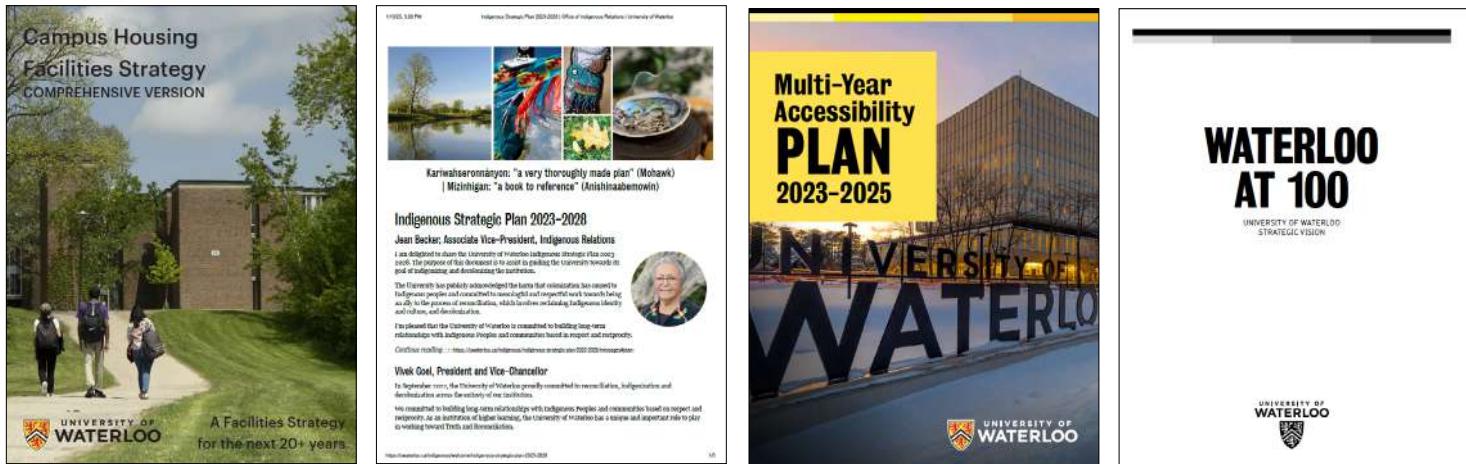
Figure 10. A selection of guiding documents from the University of Waterloo

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.
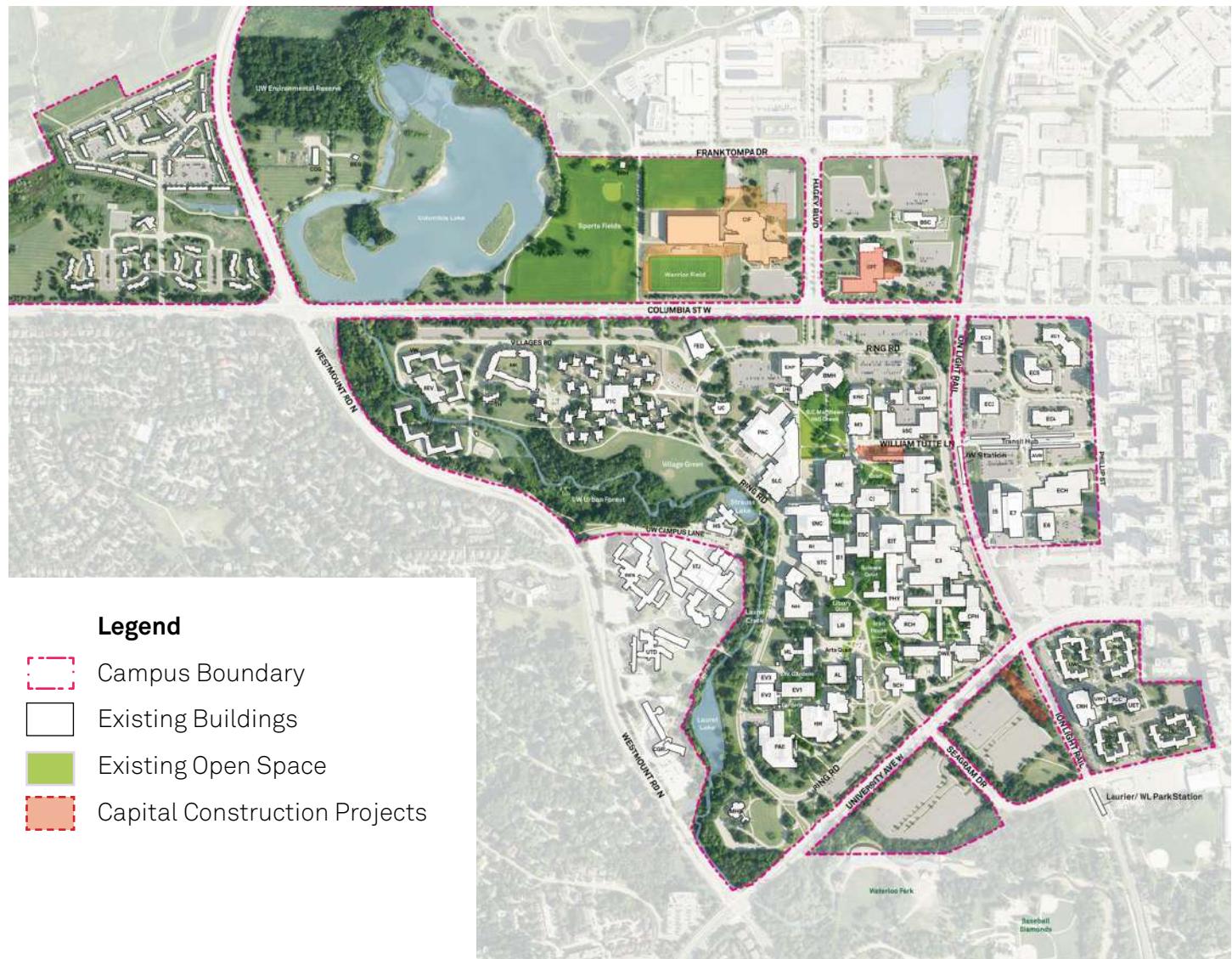
Figure 13. Existing Condition of the University of Waterloo Campus, 2025

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.
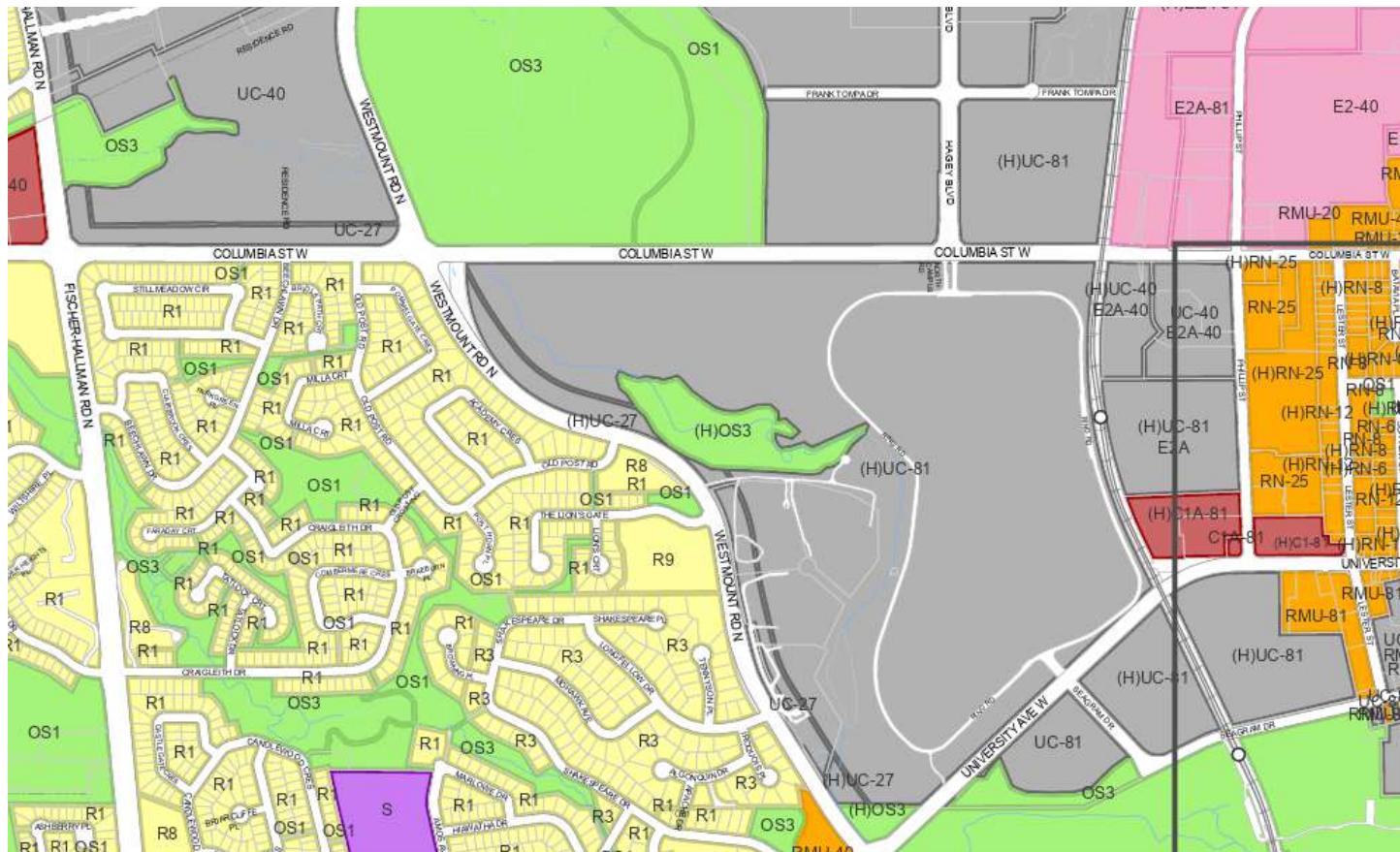
Figure 15. Excerpt of City of Waterloo Zoning By-law Schedule A

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.
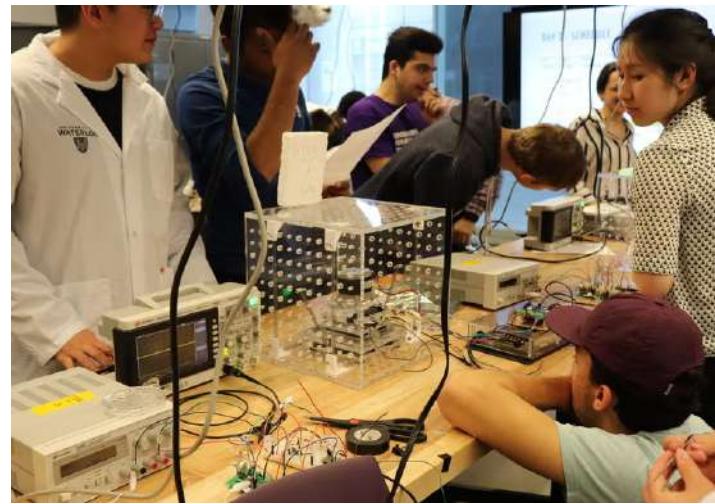
Innovative and Creative Campus

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

TJB

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

S RD

W-4

W-1

17

MK

19

EXP

BMH

LHI

ERC

CSB

COM

7

C-2

8

PAC

M3

GSC

18

W-3

W-2

10

WILLIAM TUTTE WAY

M4

6

2

Healing Forest

SLC

MC

C2

DC

Transit Hub

20

EC-10

EC-8

12

11

EC-9

AVR

4

Strauss Lake

QNC

ESC

EIT

E3

E5 E7

ECH

E6

UW CAMPUS LANE

HS

REN

STJ

B2

STC B1

PHY

E2

Laurel Creek

NH

RCH

CPH

UTD

LIB

DWE

UNC

ML

UWC

CMH

S-6

EV3

C-5 TC

1

C-3

9

NRB1

16

USC UEC

Laurel Lake

EV2

EV1

S-1

S-2

S-5

CGR

HH

S-3

S-4

WESTMOUNT RD N

PAS

RING RD

C-4

UNIVERSITY AVE W

SEAGRAM DR

ION LIGHT RAIL

Tree Nursery

Waterloo Park

EC-12

EC-11

EC-14

EC-13

EC-15

EC

21

PHILLIP ST

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
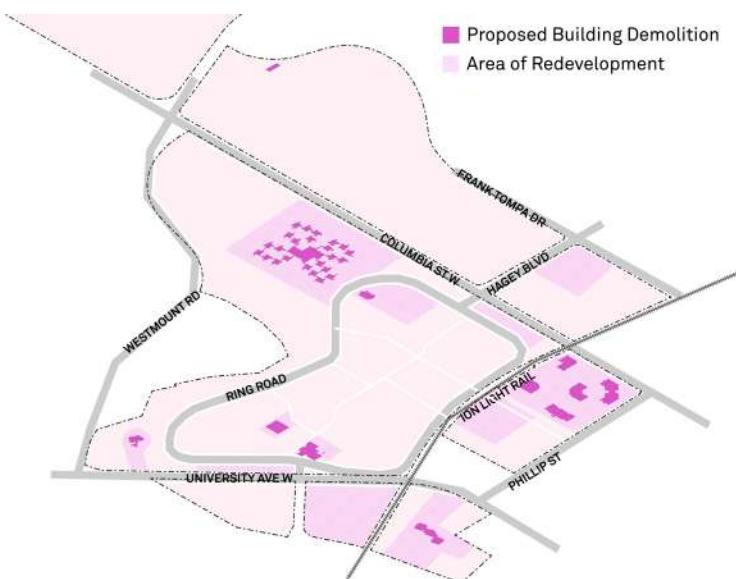
The Open Space Framework considers:

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

DEVELOPMENT AND PROGRAMMING FRAMEWORK

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
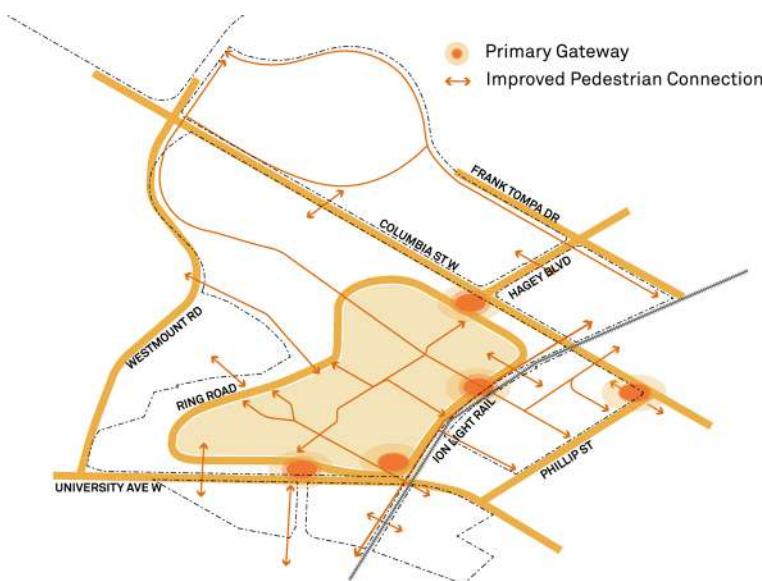
INNOVATION AND CREATIVITY FRAMEWORK
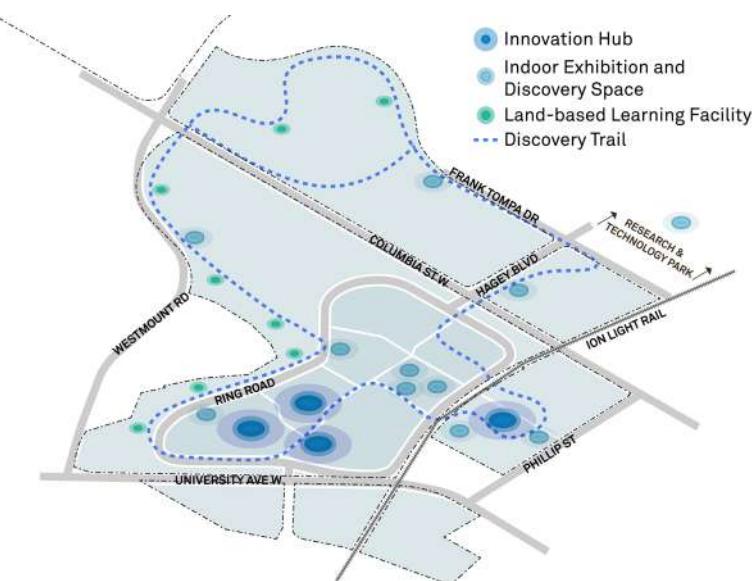
The Mobility Framework considers:

- 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

Healing
Forest

Laurel Creek

Tree
Nursery

Westmount Rd. N

University Ave. W

Seagram Dr.

Waterloo
Park

Phillip St.

ION Rail

Hagey Blvd.

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.
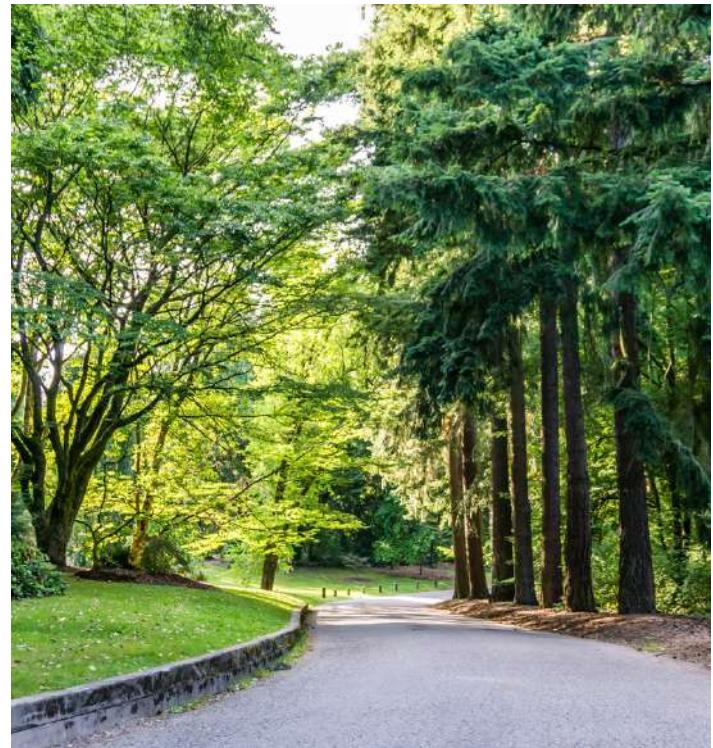
Figure 21. Established tree canopies enhance biodiversity and create comfortable climates for students, faculty, and staff (George Cole, Seattle Arboretum Loop)

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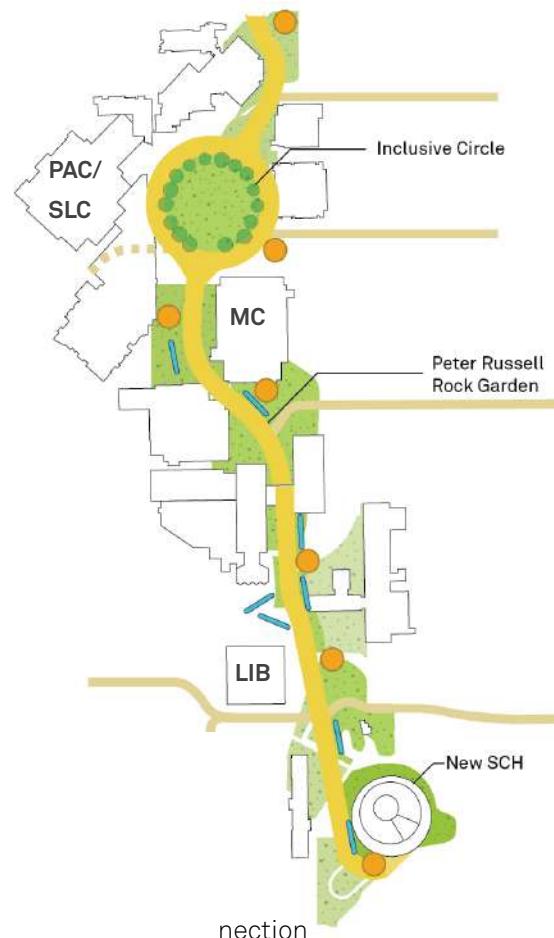
Figure 26. Plan view of the Two Row Path and its supporting elements

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.

Figure 28. Diagram of Ring Road in the Inner 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 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

Labels visible on map:

ey Blvd.

Phillip St.

Westmount Rd. N

University Ave. W

Seagram Drv.

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.
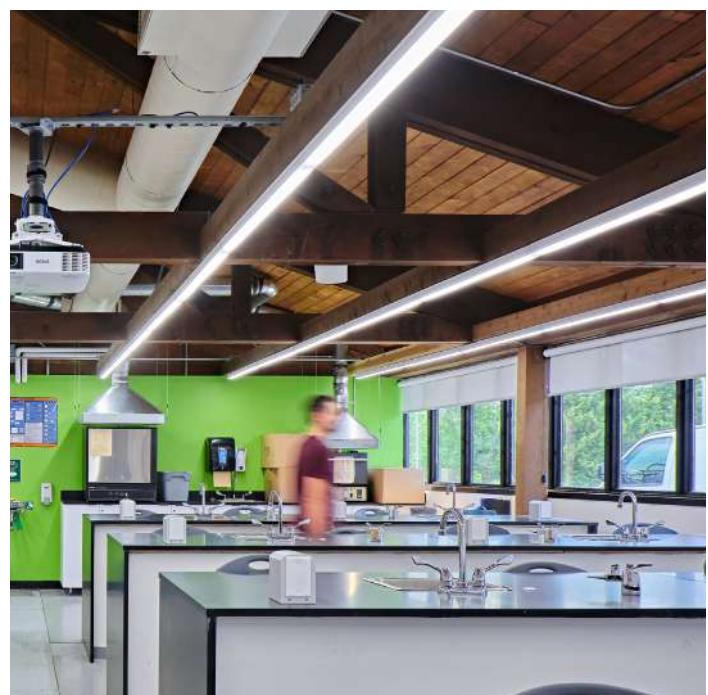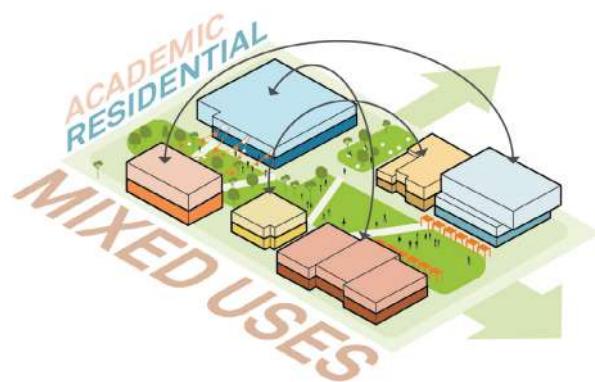
Figure 31. Teaching and learning spaces should be well-equipped with the required technology and provide flexibility to evolve with campus needs (Industryous Photography)

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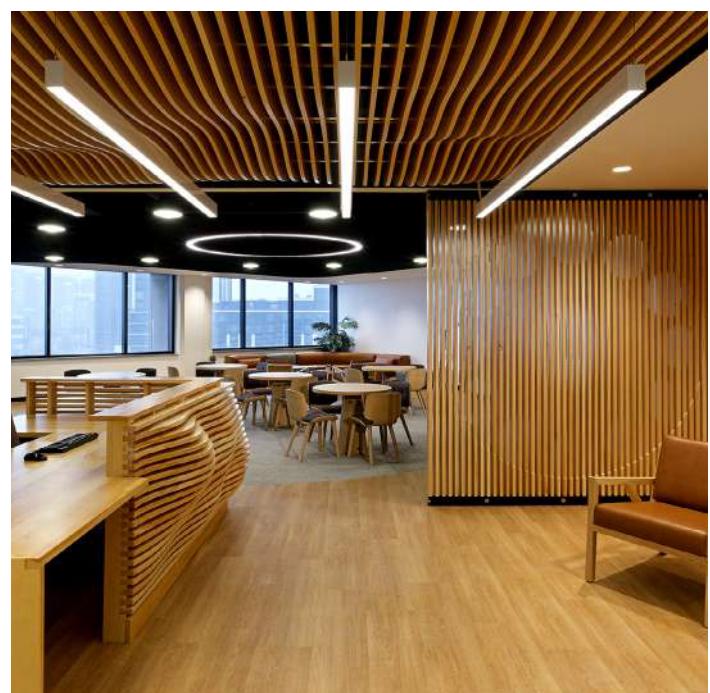
Figure 33. The office of Indigenous Relations is a multi-functional space for students, faculty, and staff.

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.

Legend

- ⌐¬ Campus Boundary
- ▮ Ongoing Maintenance
- ▯ Proposed Buildings
- ▮ Deep Energy Retrofit
- ▮ Minor Renovation
- ▮ Major Renovation
- ⌐¬ Capital Projects
- ✛ Nodal Energy Plant
- ▲ Solar Arrays
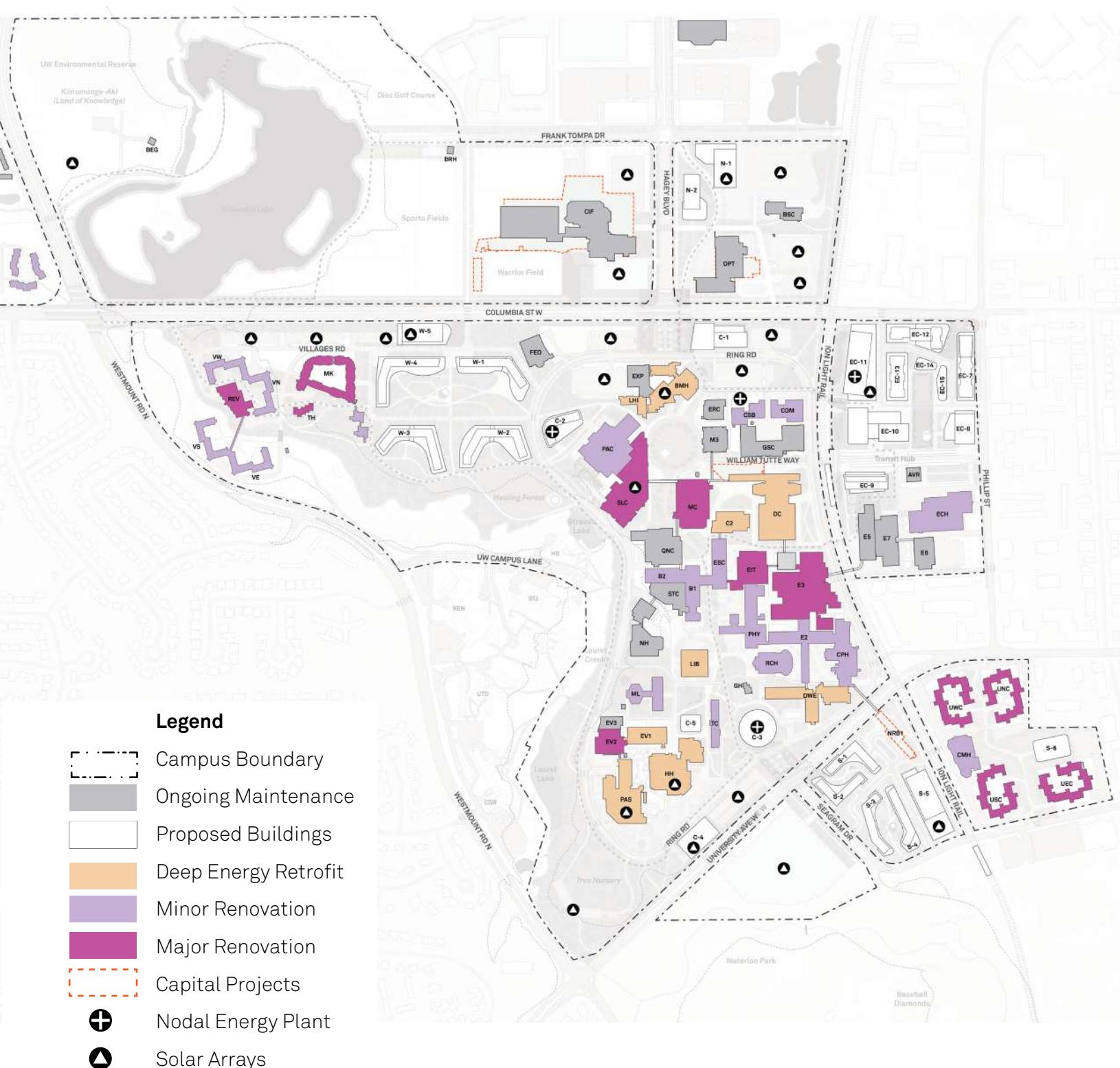
Figure 36. Building Renovation, Retrofit, and Renewal Plan

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
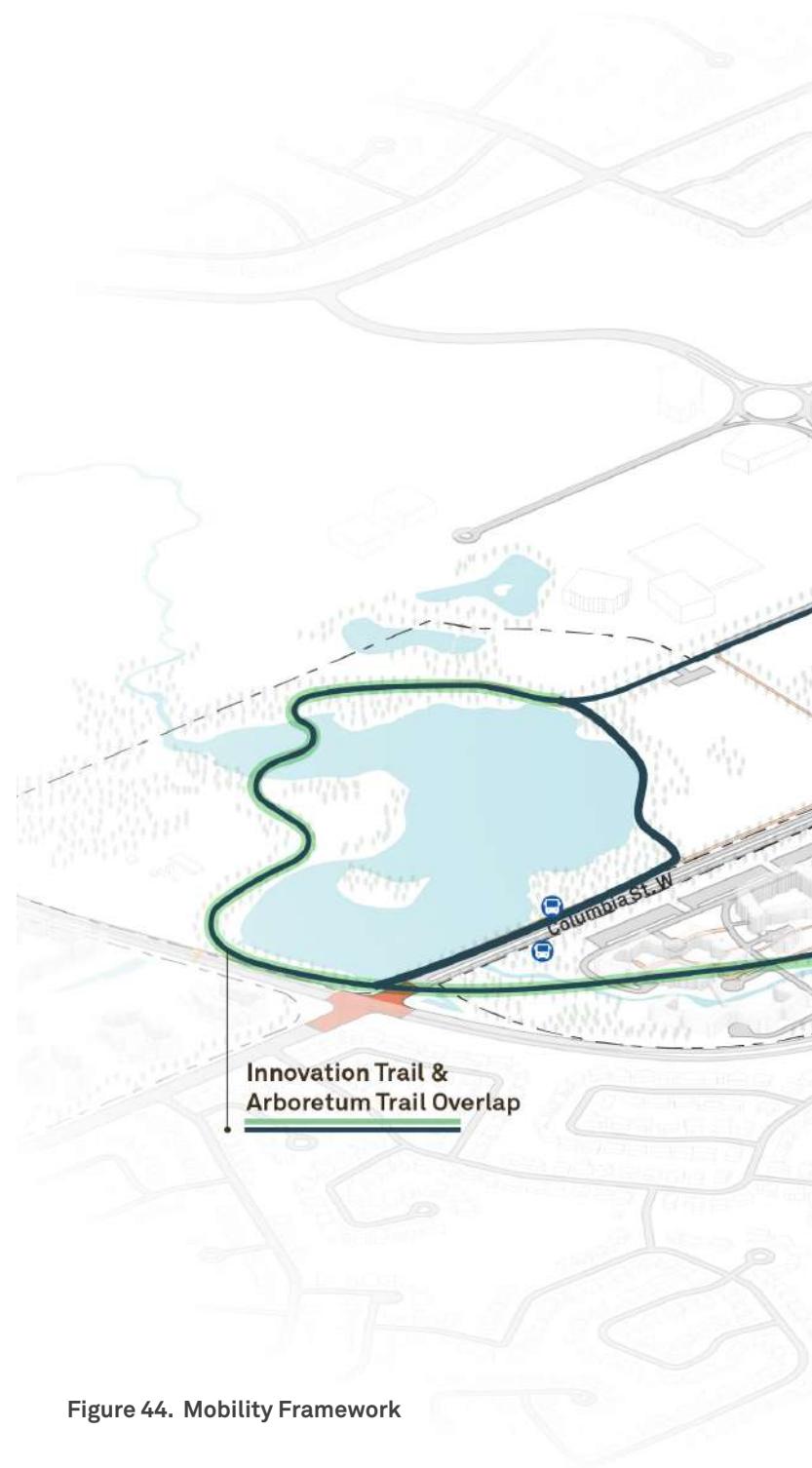
Figure 44. Mobility Framework

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

Research and
Technology Station

Transit Hub
Expansion

University of
Waterloo Station

Laurier-Waterloo
Park Station

Hagey Blvd.

Phillip St.

Seagram Dr.

Westmount Rd. N

University Ave. W.

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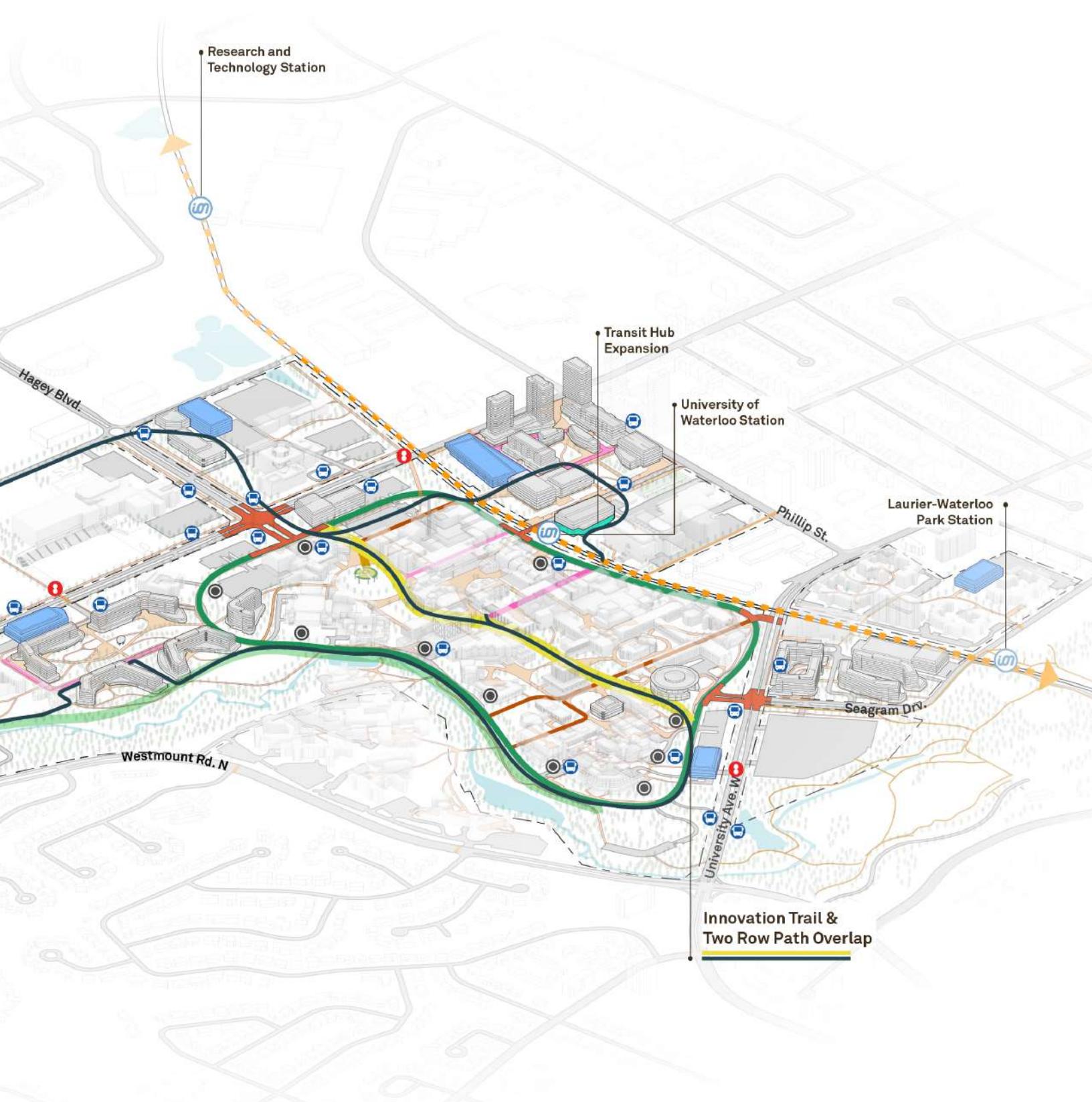
Key Mobility and Gateway Enhancements

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
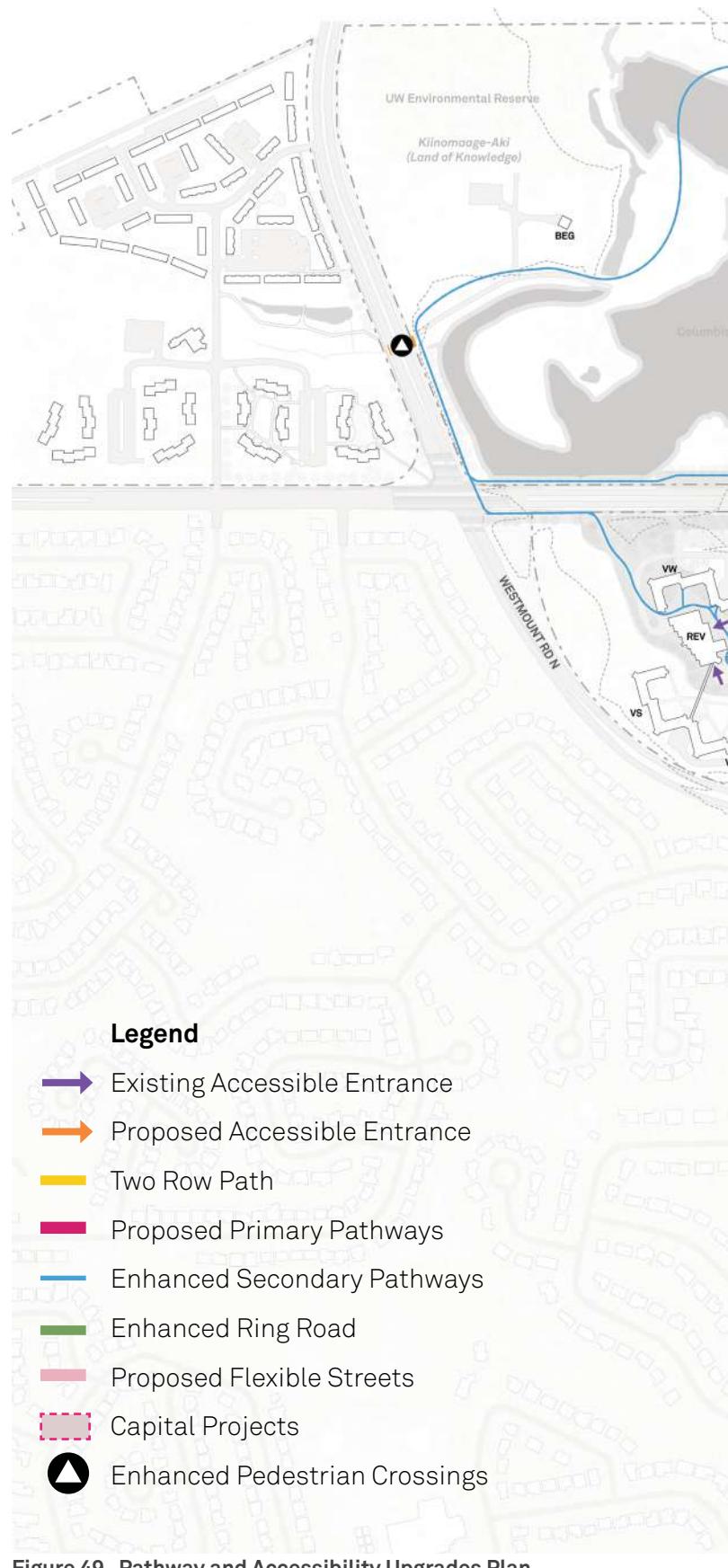
Figure 49. Pathway and Accessibility Upgrades Plan
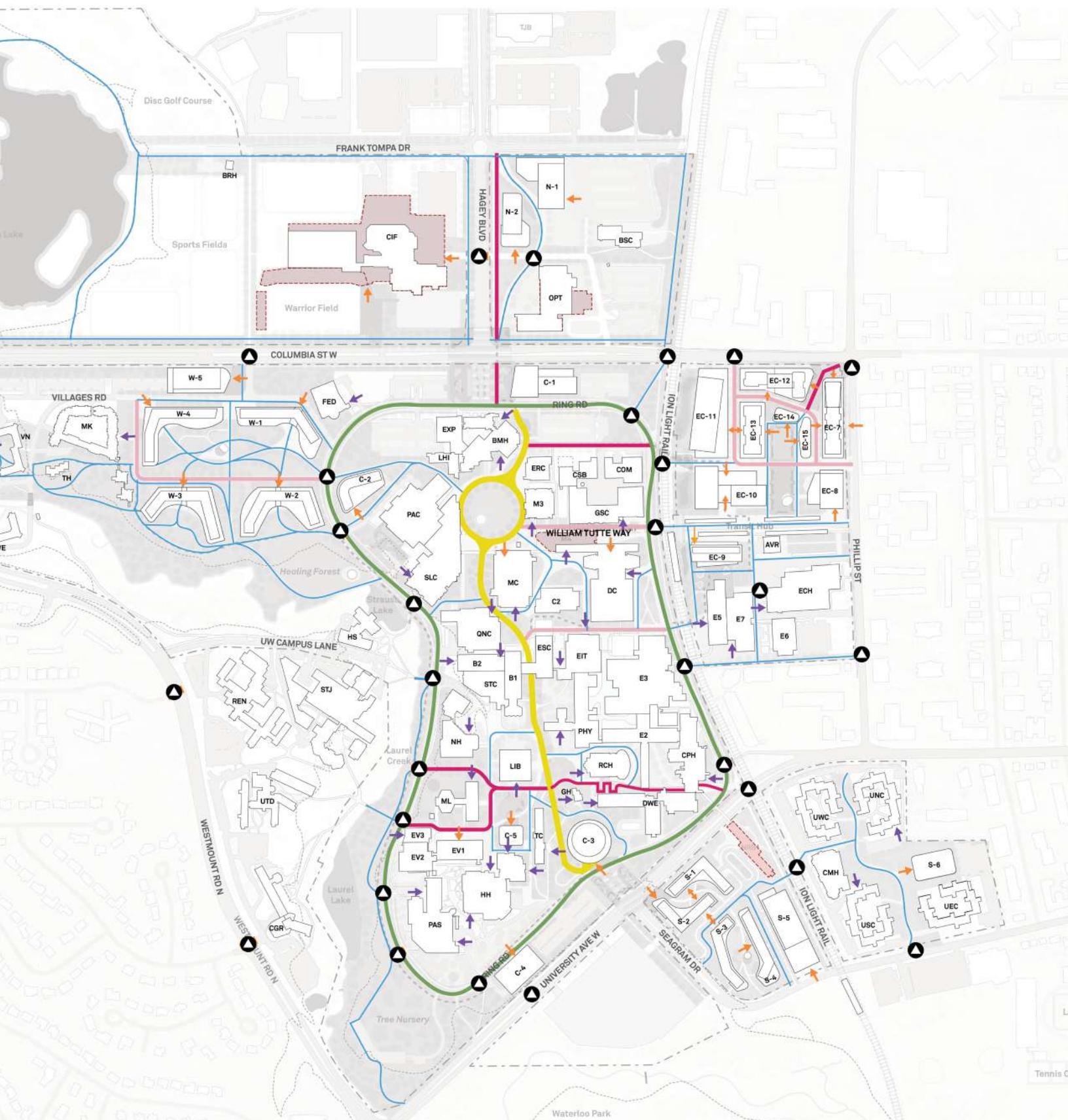
2. Primary Pathways

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.
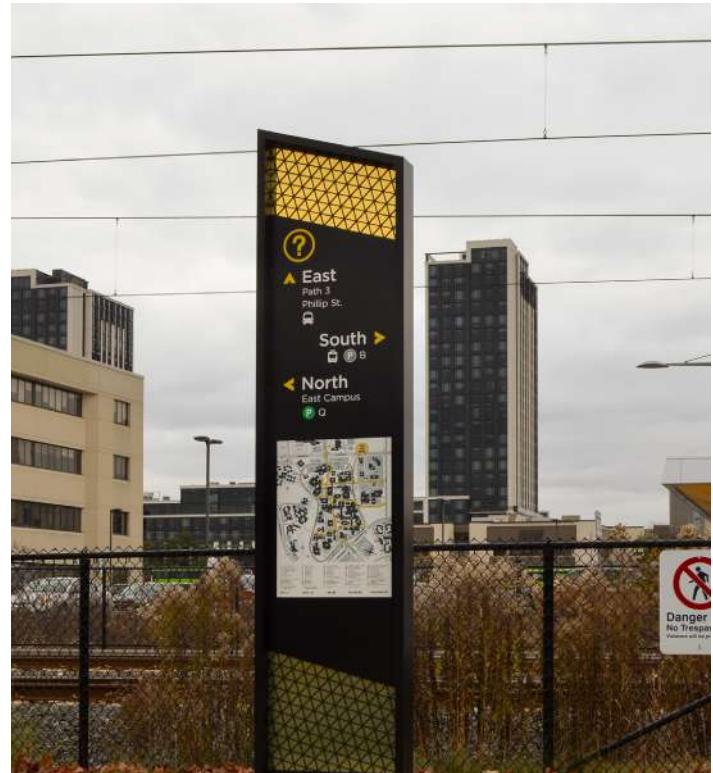

Figure 50. Existing campus wayfinding signage

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.
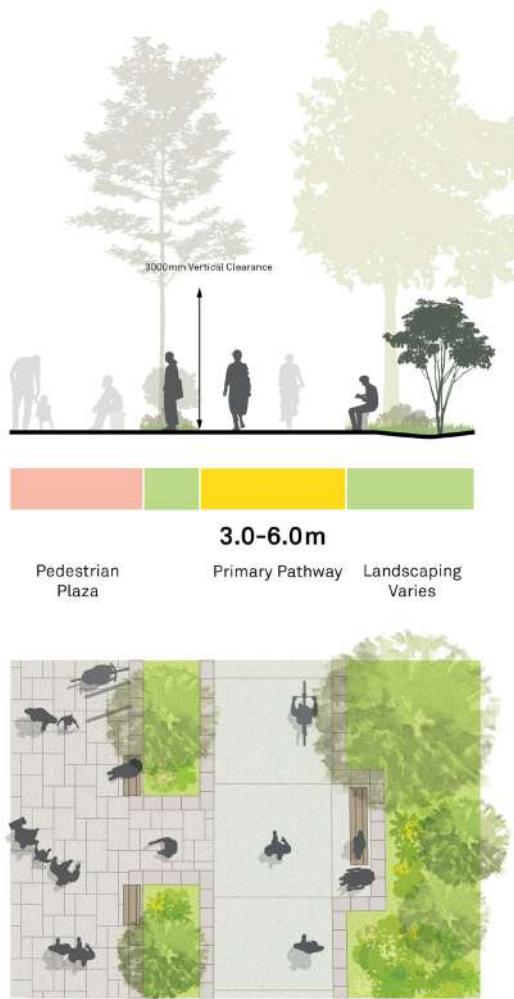

Figure 52. A typical cross-section of a primary pathway on campus. May vary with site constraints.


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.


Legend:
- 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
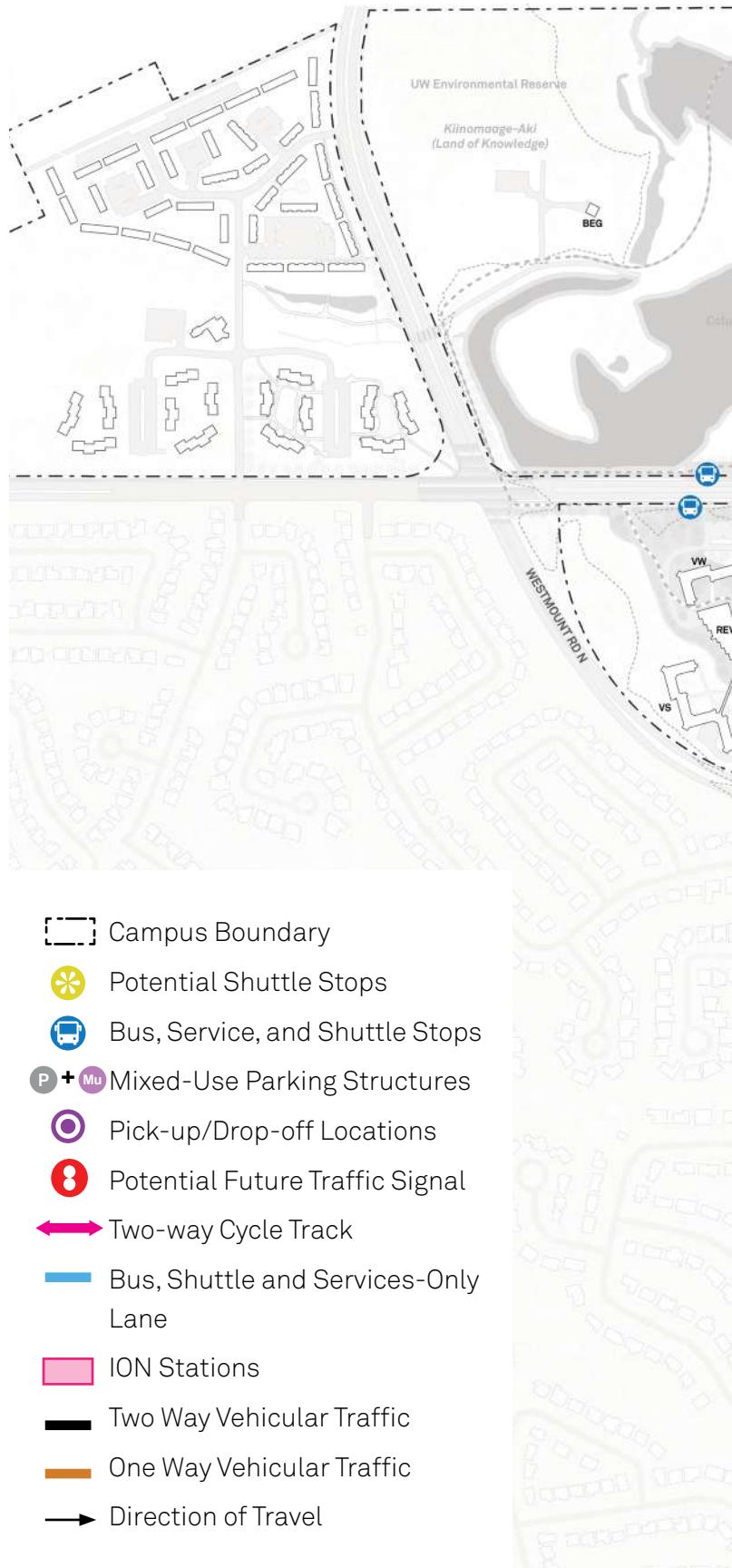
Figure 54. Ring Road Circulation Plan

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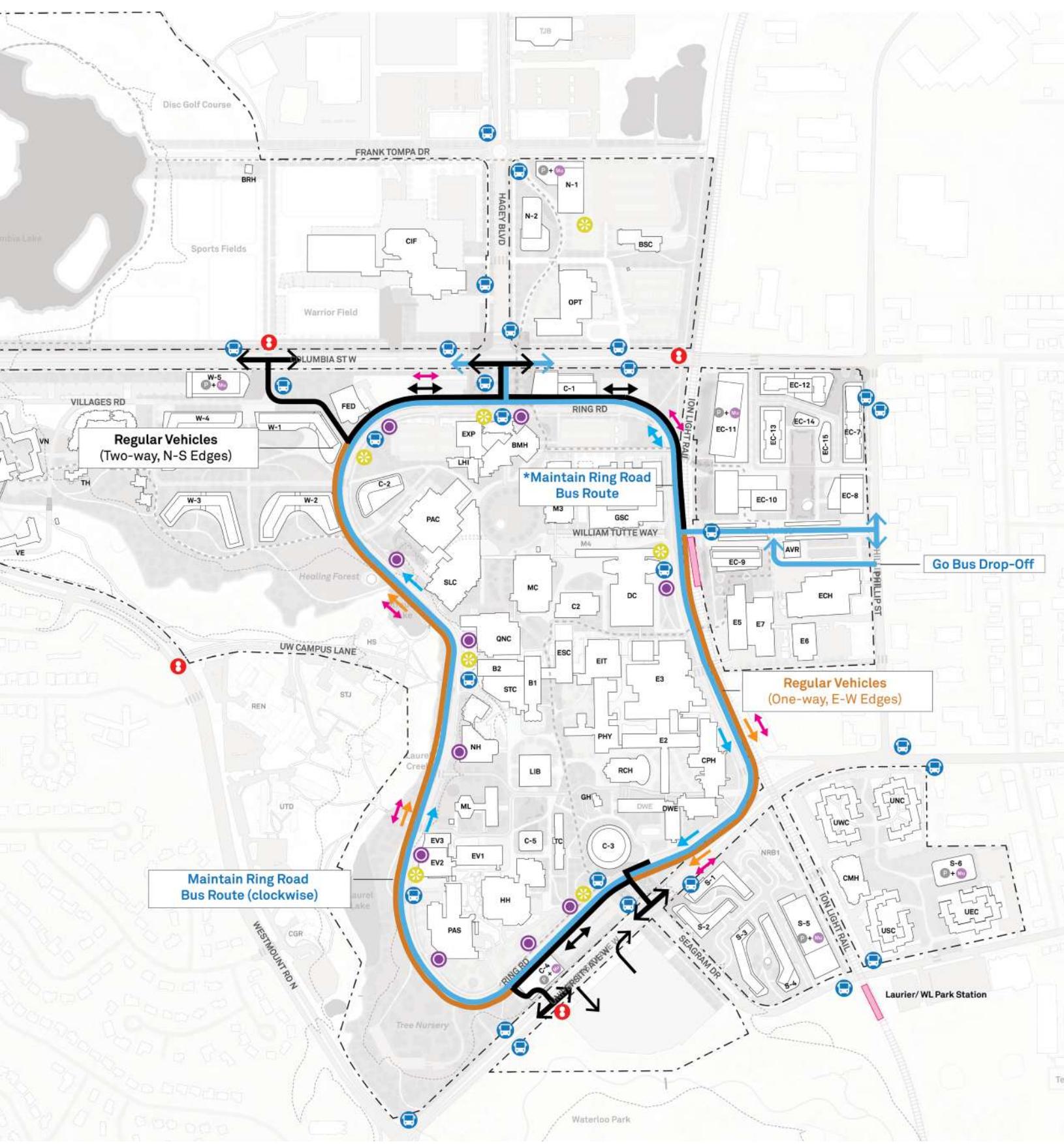
If evaluation results demonstrate positive outcomes, the University should consider proceeding with a phased program to transition the temporary pilot into a permanent right-of-way redesign using durable materials, integrated landscaping, seating, and upgraded accessibility, branding, and lighting features.

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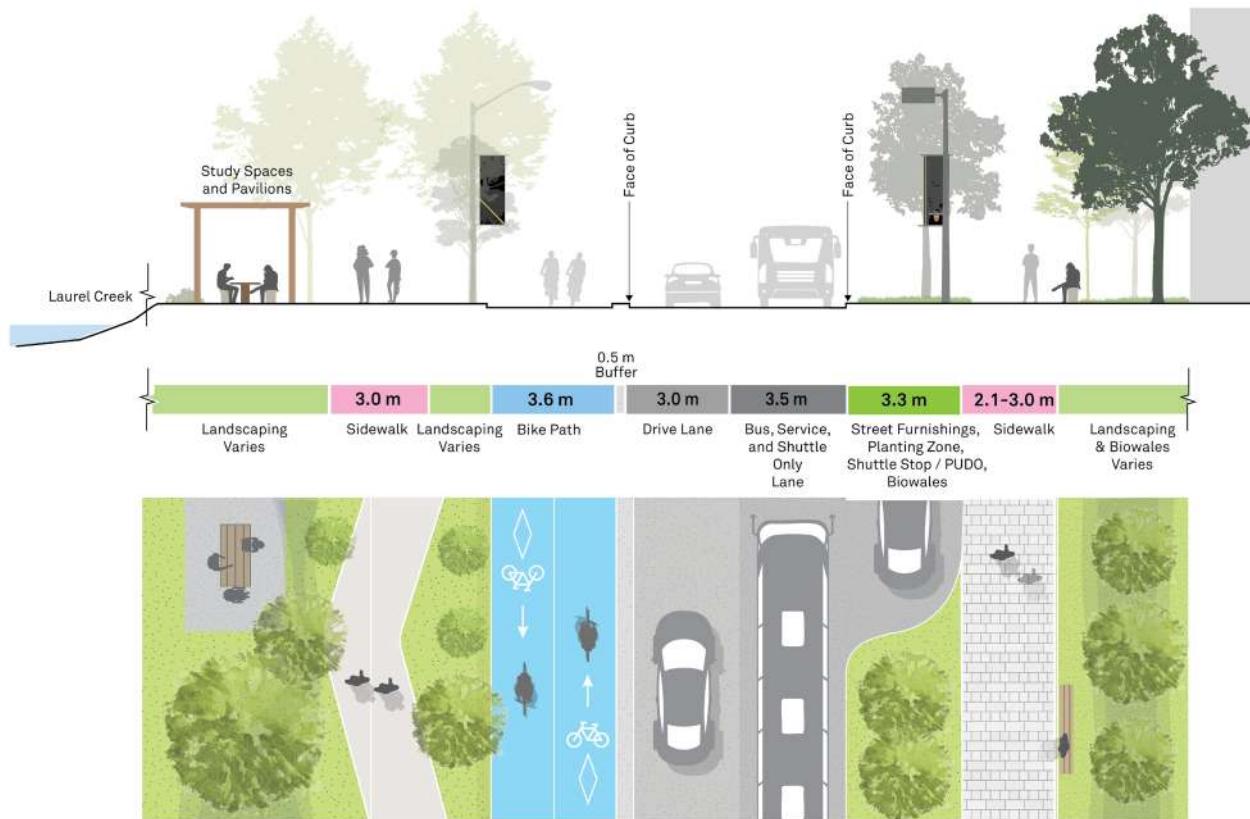
**Figure 56. Section A.** Proposed condition of Ring Road (western edge).

	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
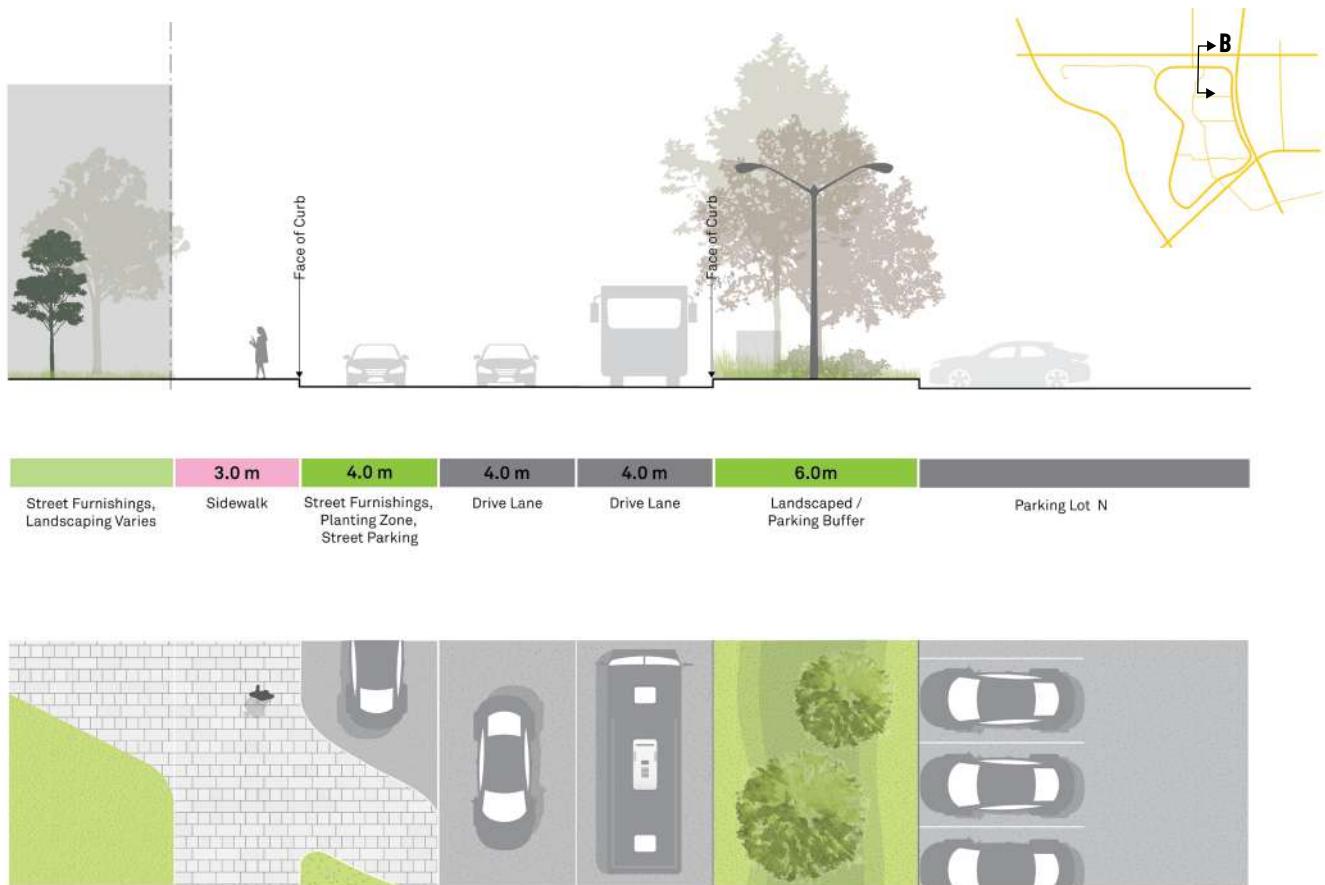
Figure 57. Section B. Existing condition of Ring Road (northern edge).

	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
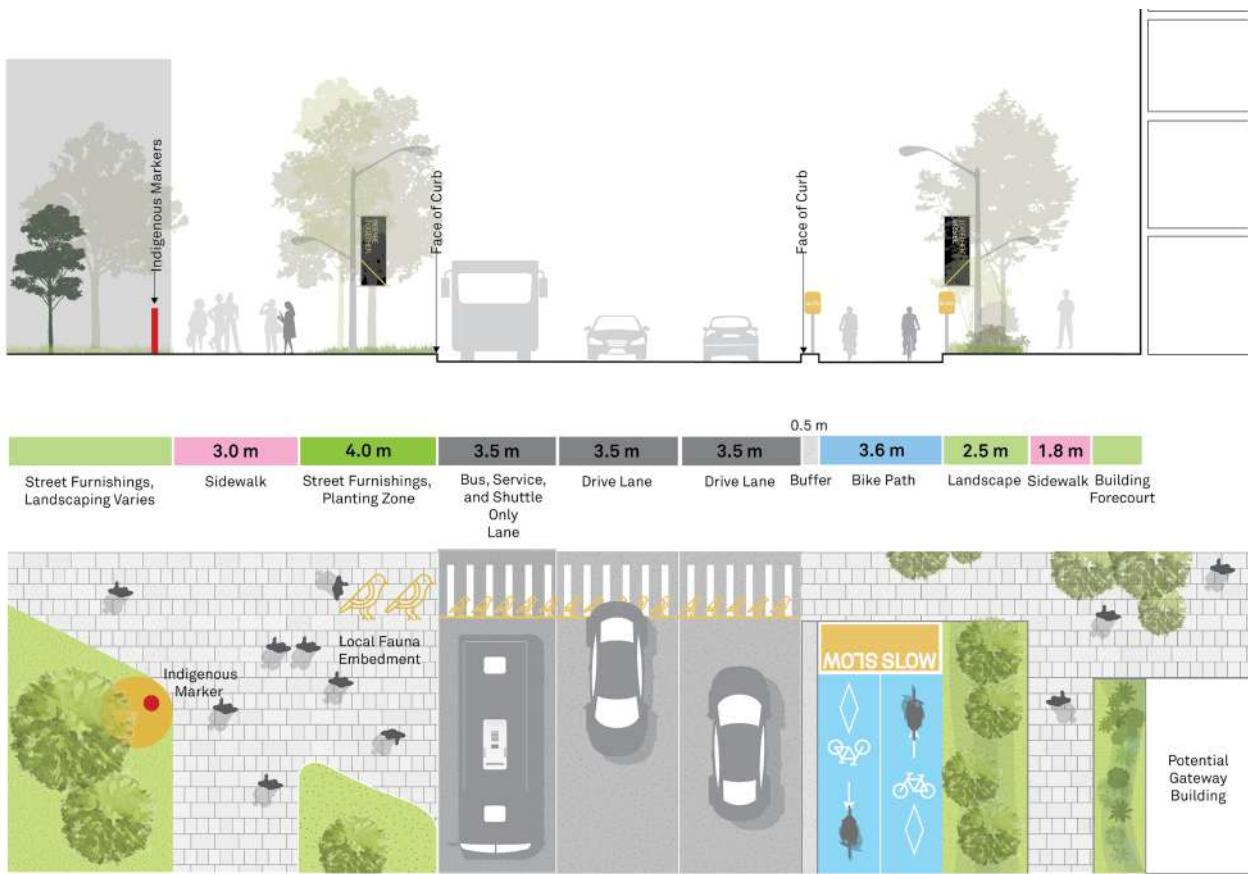
Figure 58. Section B. Proposed condition of Ring Road (northern edge).

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
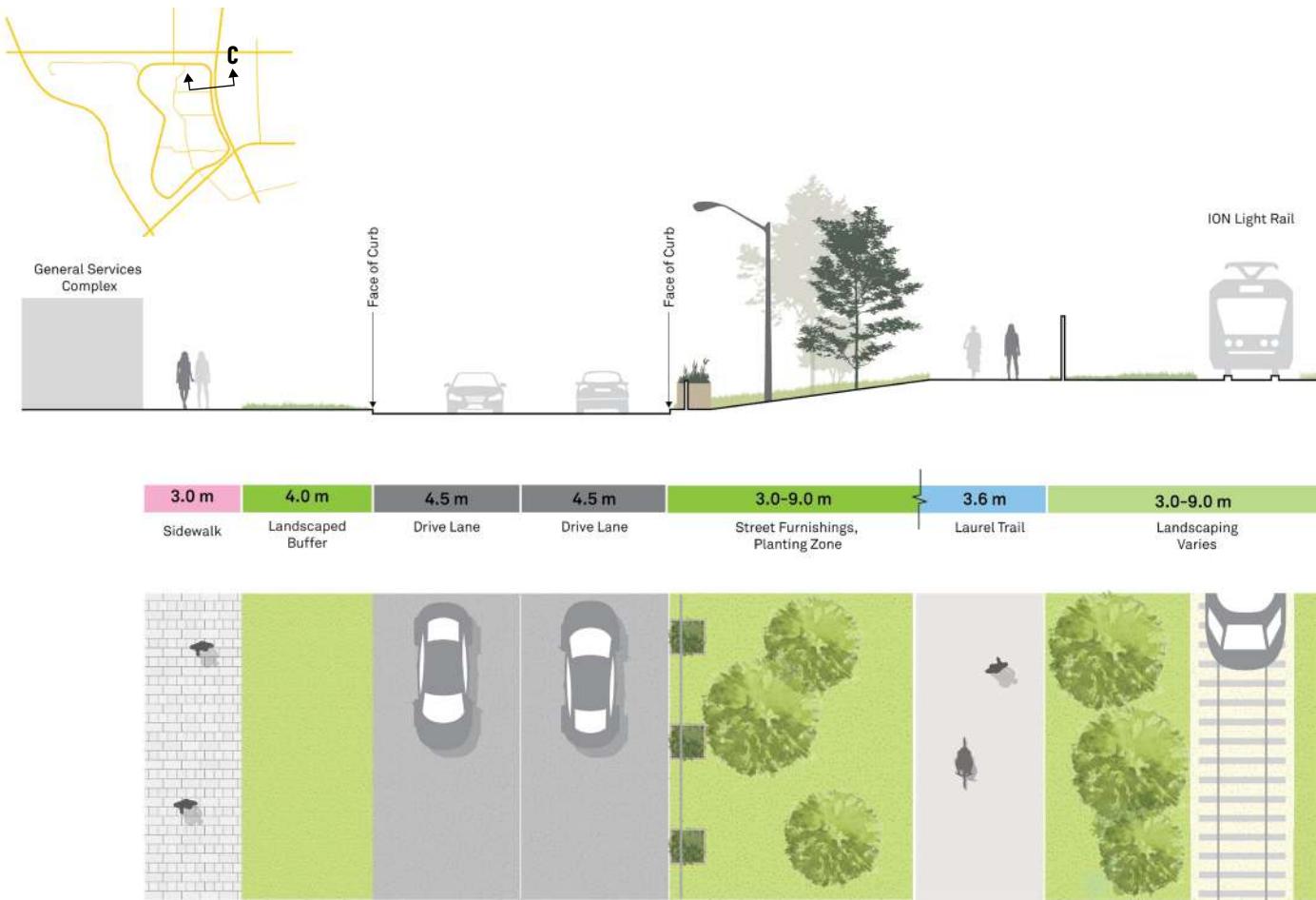
Figure 59. Section C. Existing condition of Ring Road (northeast edge from Hagey Blvd to William Tutte Way).

| 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
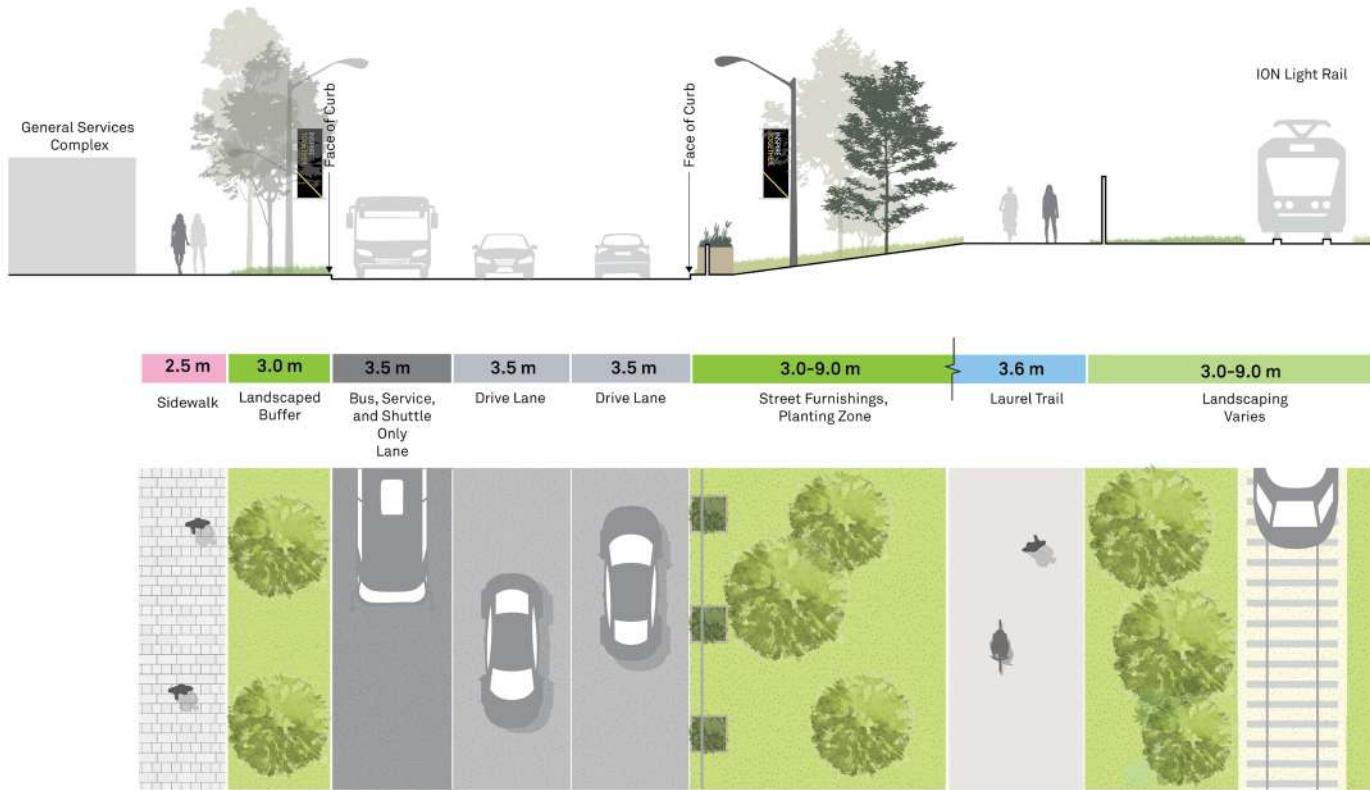
Figure 60. Section C. Proposed condition of Ring Road (northeast edge from Hagey Blvd to William Tutte Way).

Building Forecourt Varies	Sidewalk	Drive Lane/ Drop-off	Drive Lane	Drive Lane	Street Furnishings, Planting Zone	Laurel Trail	Landscaping Varies
	4.1 m	3.7 m	4.0 m	4.0 m	3.0-9.0 m	3.6 m	3.0-9.0 m
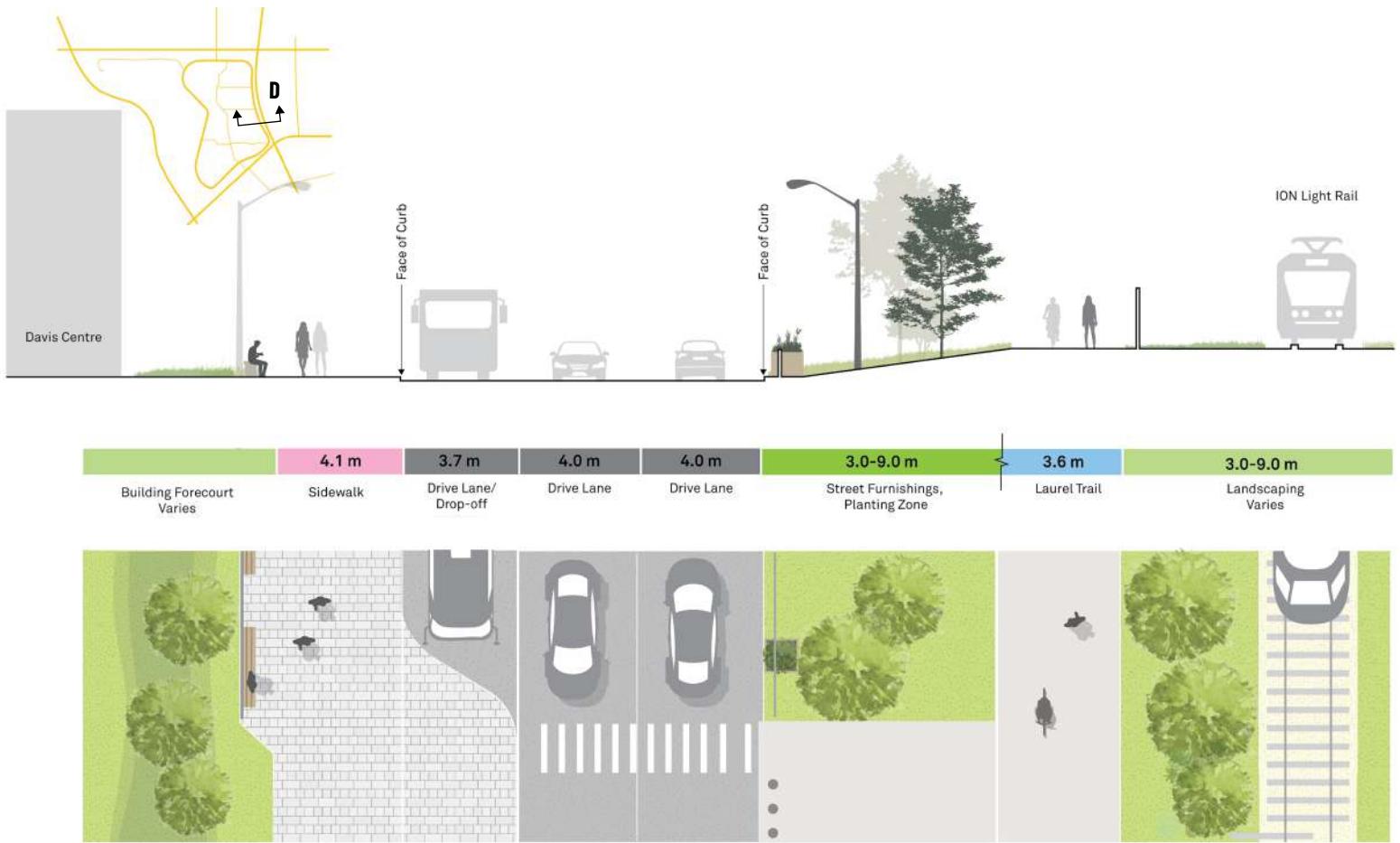
Figure 61. Section D. Existing condition of Ring Road (eastern edge).

Building Forecourt Varies	Sidewalk	Street Furnishings, Heated Bus Shelter,	Bus/Shuttle Only Drop-off	Bus, Service, and Shuttle Only Lane	Drive Lane	Street Furnishings, Planting Zone	Laurel Trail	Landscaping Varies
	2.8 m	3.0 m	3.5 m	3.5 m	3.0 m	3.0-9.0 m	3.6 m	3.0-9.0 m
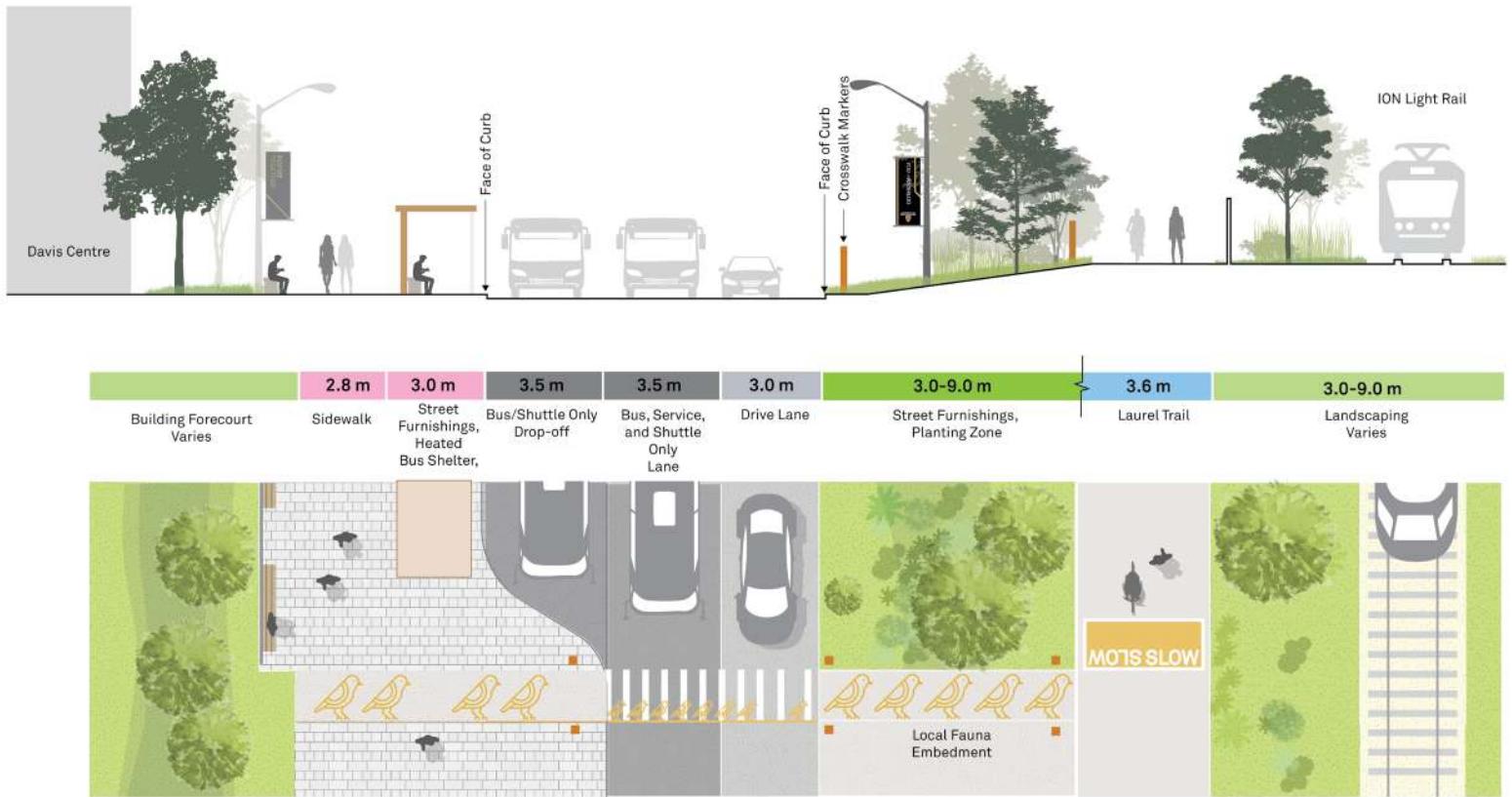
Figure 62. Section D. Proposed condition of Ring Road (eastern edge).

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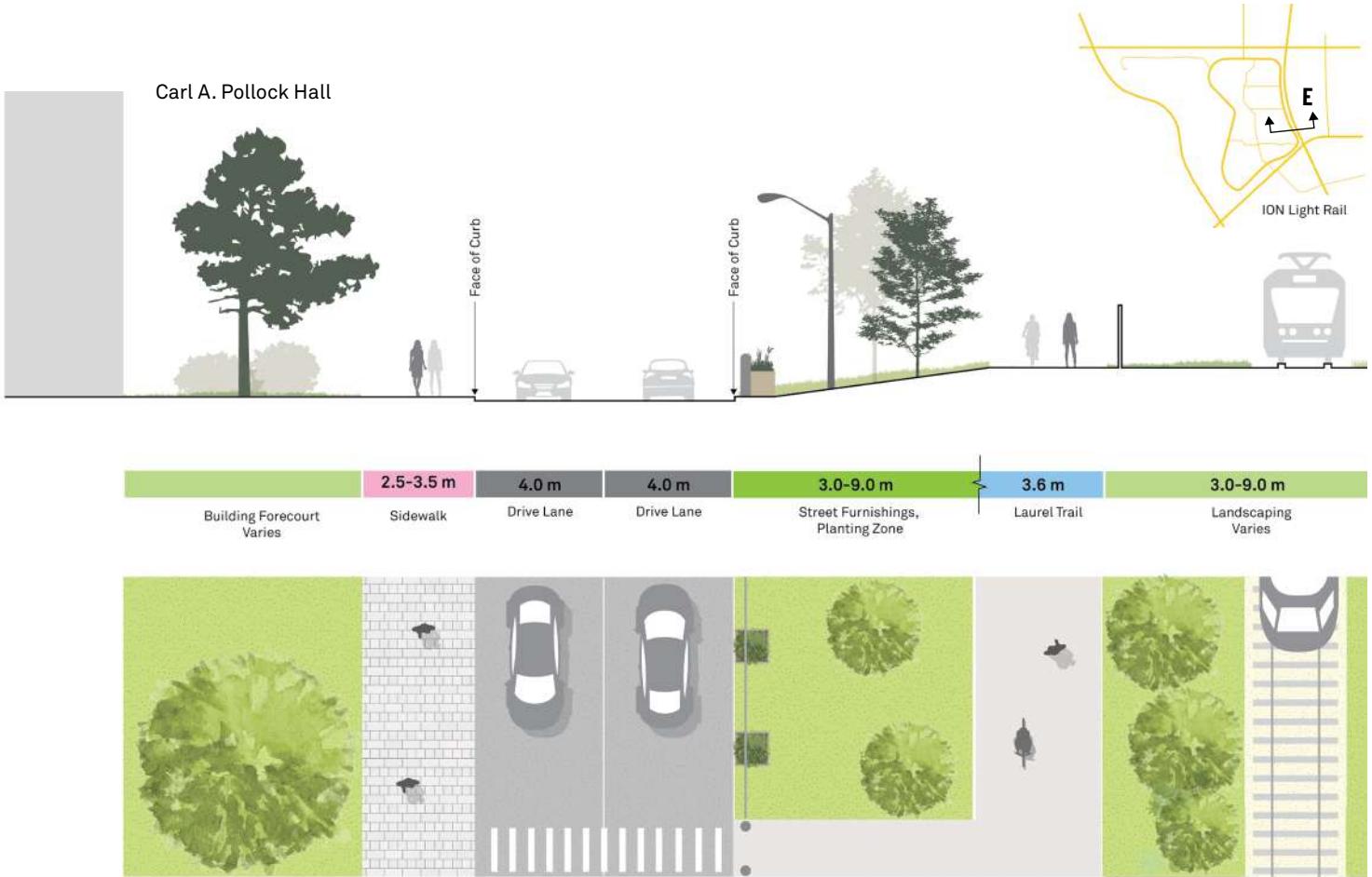
Figure 63. Section E. Existing condition of Ring Road (southeast edge).

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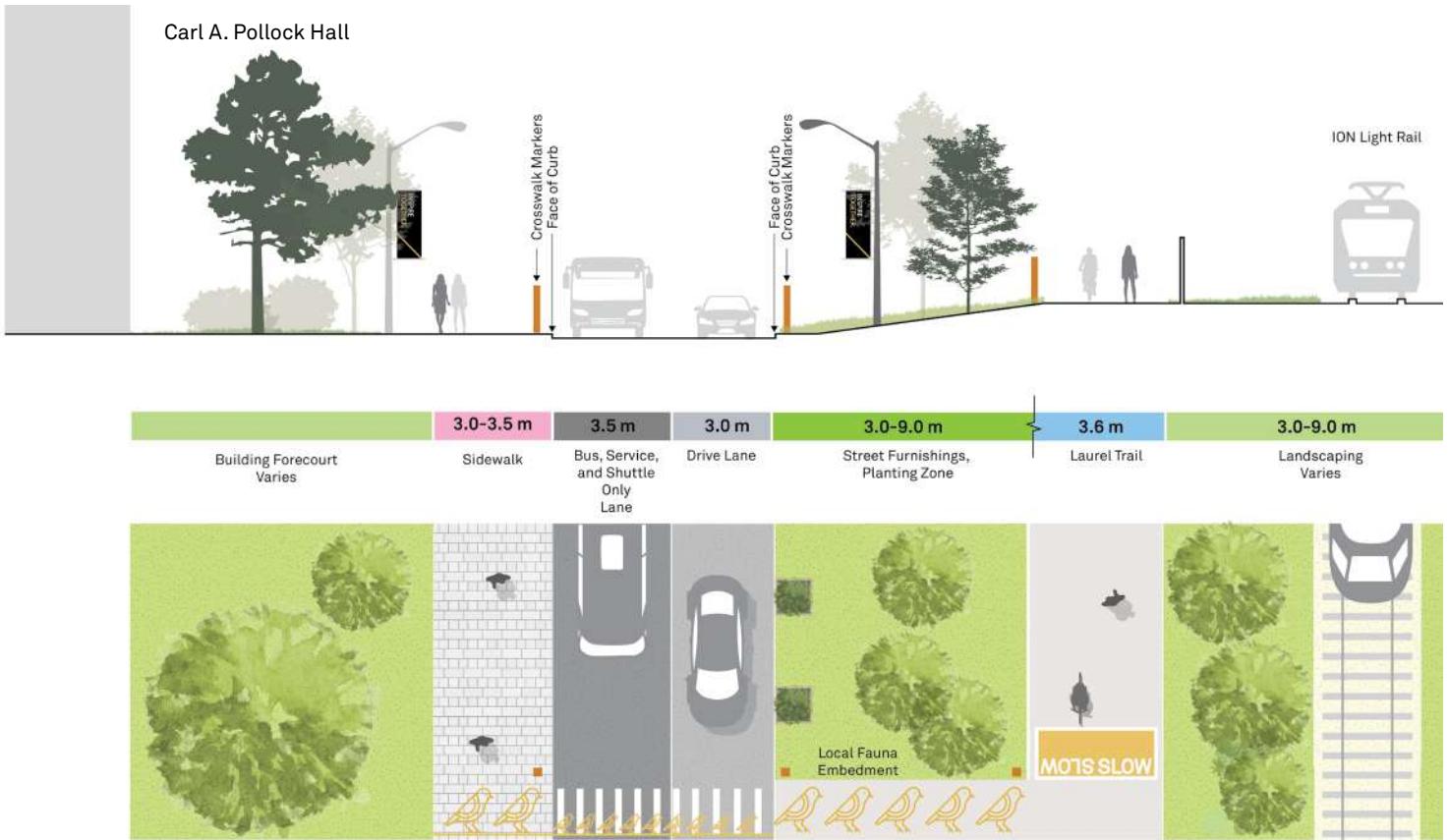
Figure 64. Section E. Proposed condition of Ring Road (southeast edge).

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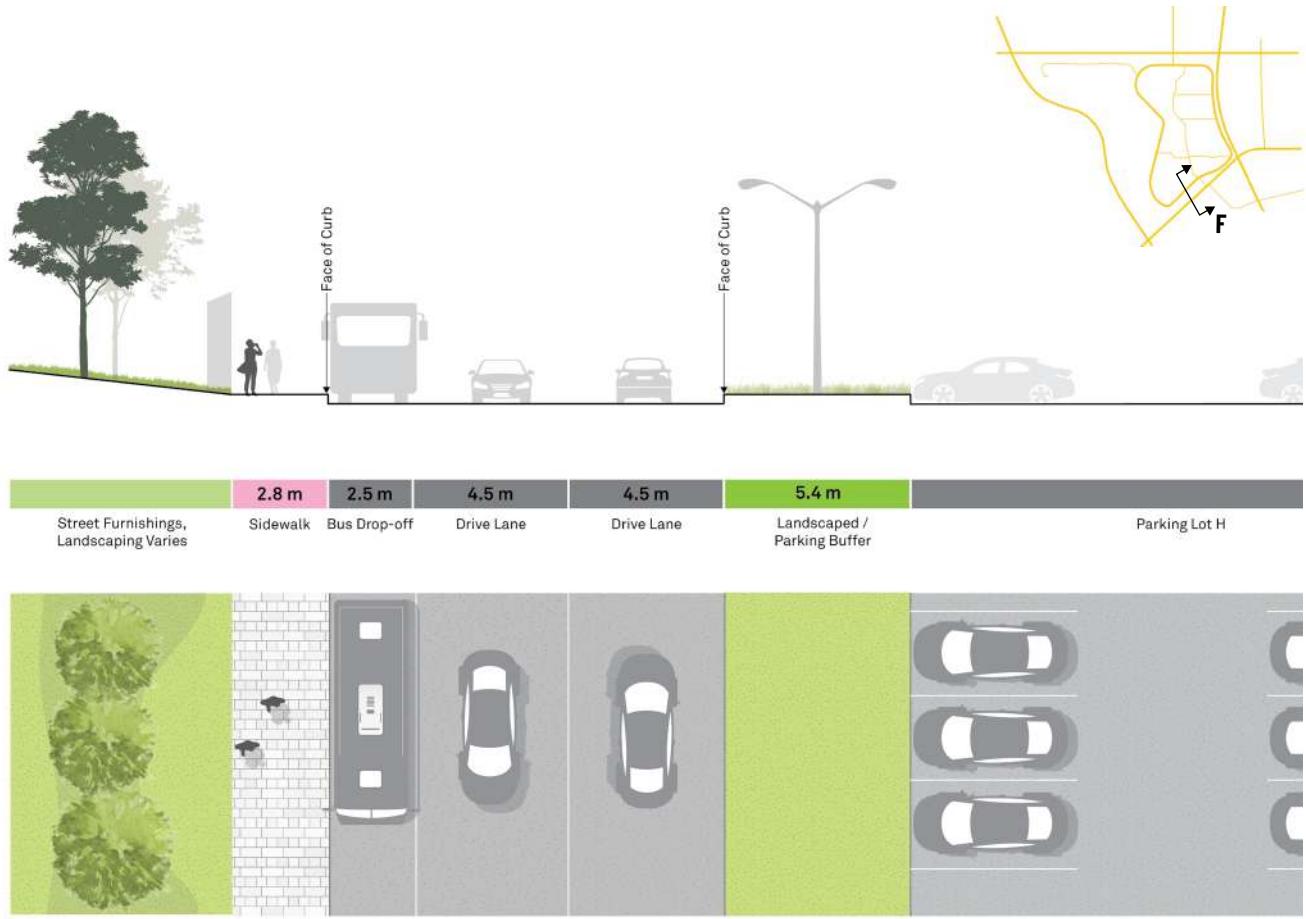
Figure 65. Section F. Existing condition of Ring Road (southern edge).

		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
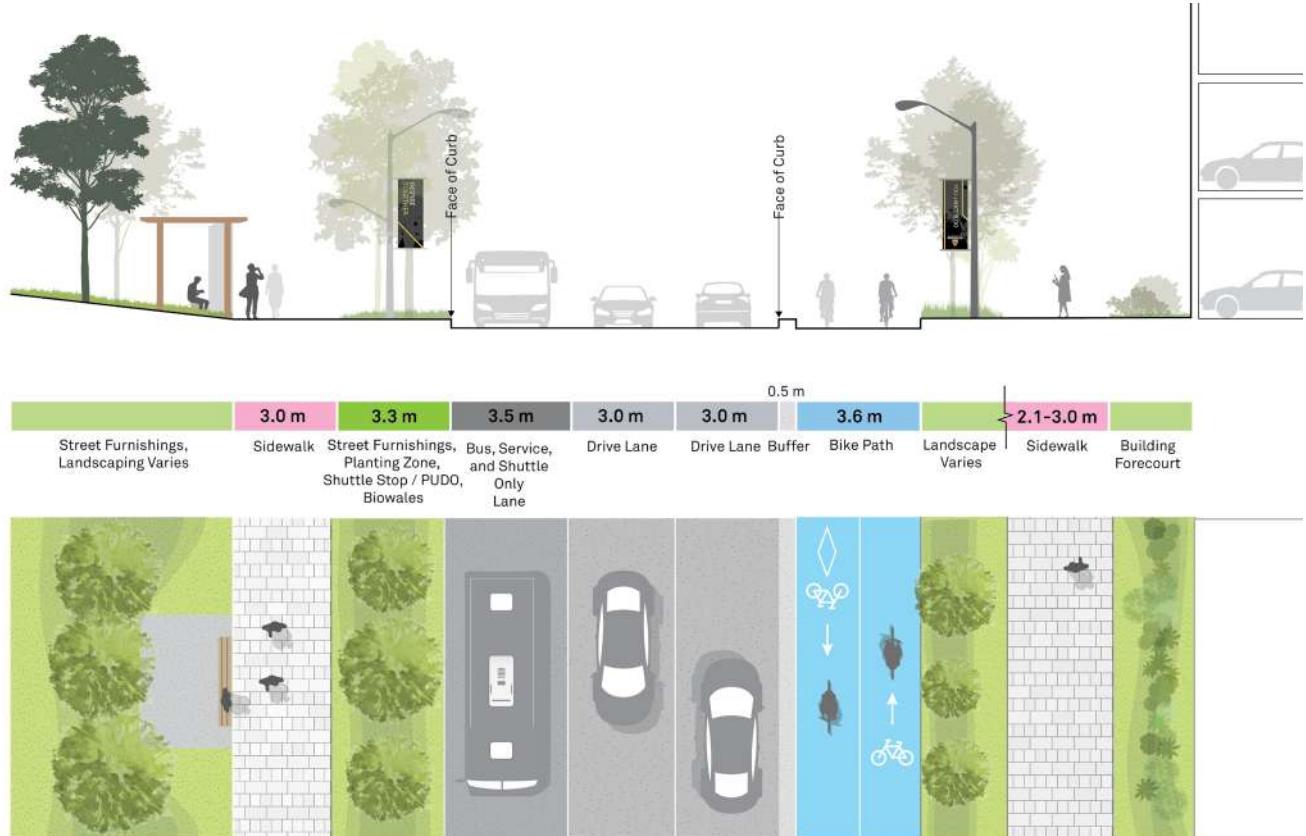
Figure 66. Section F. Proposed condition of Ring Road (southern edge).

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.

| | 1.8 m | 7.0 m | | 18.0 m |
| Building Forecourt Varies | Sidewalk | Service Lane | | Building Forecourt, Street Parking, Loading Varies |
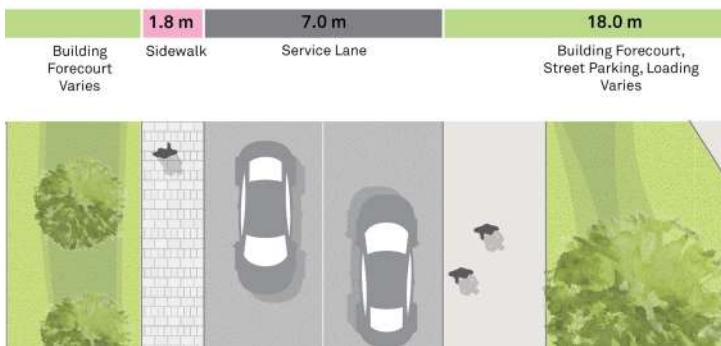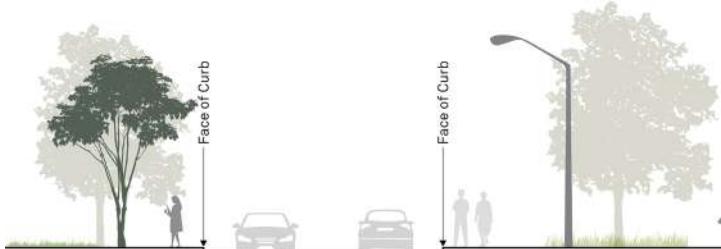
Figure 67. Section G. Existing Condition of William Tutte Way

| | 3.0 m | 7.0 m | 1.5 m | 2.6 m |
| Street Furnishings, Landscaping Varies | Sidewalk | Service Lane | Sidewalk | Landscaping, Building Forecourt |
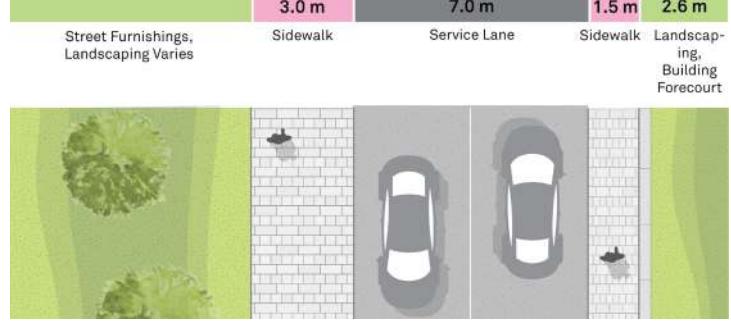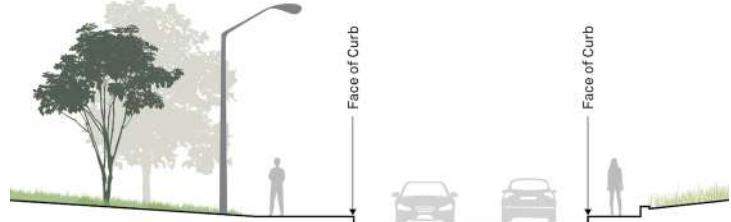
Figure 69. Section H. Existing condition of Engineering Service Lanes between DC and E3

| | 2.8 m | 6.0 m | 2.1 m |
| Building Forecourt Varies | Street Furnishings, Planting Zone & Biowales | Shared Priority | Building Forecourt |

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

| | 2.5 m | 6.0 m | 2.5 m | 2.6 m |
| Building Forecourt & Biowales Varies | Street Furnishings & Lighting | Shared Priority | Street Furnishings & Lighting | Building Forecourt & Biowales Varies |

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

⌐ ⌐ (dashed box)	Campus Boundary
(light purple)	Existing Loading Areas
(purple)	Proposed Loading Areas
(orange)	Proposed Structured Parking
(grey)	Retained Surface Parking Lot
◯ (green circle)	Proposed PV/LID Parking Enhancements
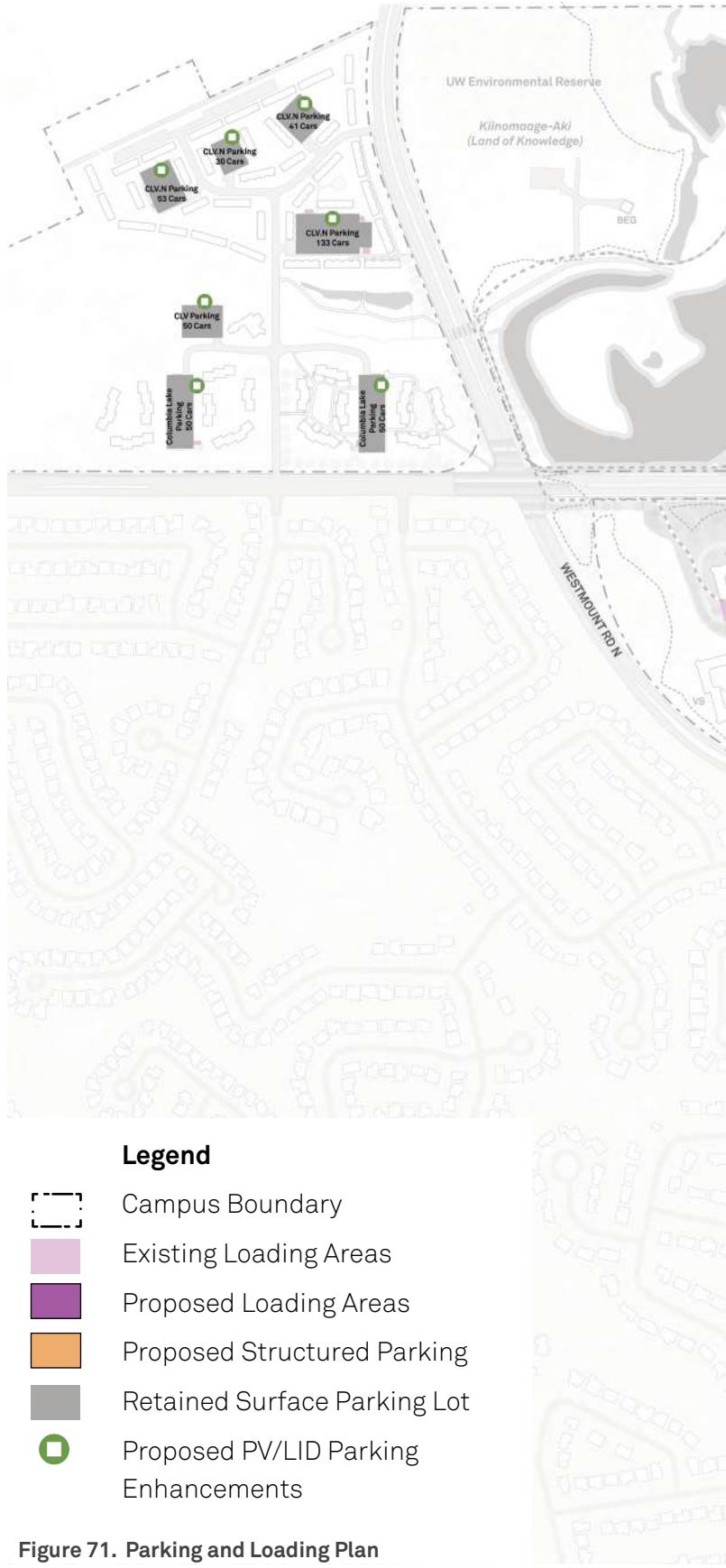
Figure 71. **Parking and Loading Plan**

Disc Golf Course

FRANK TOMPA DR

TJB

BRH

CIF Parking
124 Cars

HAGEY BLVD

N-1

N-2

Parking Lot X.2
310 Cars

BSC

Columbia Lake

Sports Fields

CIF

OPT

Parking Lot O
148 Cars

Warrior Field

Parking Lot W
190 Cars

Parking Lot
OV
69 Cars

244 Parking
stalls

460 Parking
stalls

COLUMBIA ST W

Parking Lot V
72 Cars

Parking Lot S
71 Cars

Parking Lot K
67 Cars

W-5

VILLAGES RD

Parking Lot R
146 Cars

C-1

Parking Lot N
128 Cars

RING RD

ION LIGHT RAIL

EC-11

EC-12

FED

W-4

W-1

Parking Lot M
173 Cars

EXP

LHI

BMH

Parking Lot L
196 Cars

ERC

CSB

COM

EC-13

EC-14

EC-15

EC-7

PHILLIP ST

REV

VH

MK

TH

W-3

W-2

C-2

PAC

M3

GSC

WILLIAM TUTTE WAY

M4

EC-10

EC-8

VE

Healing Forest

SLC

MC

C2

DC

EC-9

AVR

ECH

Transit Hub

E6

E7

E8

E6 Parking
83 Cars

Strauss
Lake

QNC

ESC

EIT

E3

UW CAMPUS LANE

HS

B2

STC

B1

PHY

E2

REN

STJ

NH

CPH

285 Parking
stalls

Laurel
Creek

LIB

RCH

DWE

UNC

UWC

UTD

ML

C-5

TC

C-3

NRB1

CMH

S-6

UWP Parking
81 Cars

EV3

EV2

EV1

S-1

USC

UEC

WESTMOUNT RD N

CGR

PAS Parking
14 Cars

HH

S-2

S-3

S-5

ION LIGHT RAIL

Laurel
Lake

PAS

RING RD

Parking Lot H
131 Cars

UNIVERSITY AVE W

SEAGRAM DR

S-4

C-4

Tree Nursery

Parking Lot C
1,034 Cars

280 Parking
stalls

295 Parking
stalls

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.
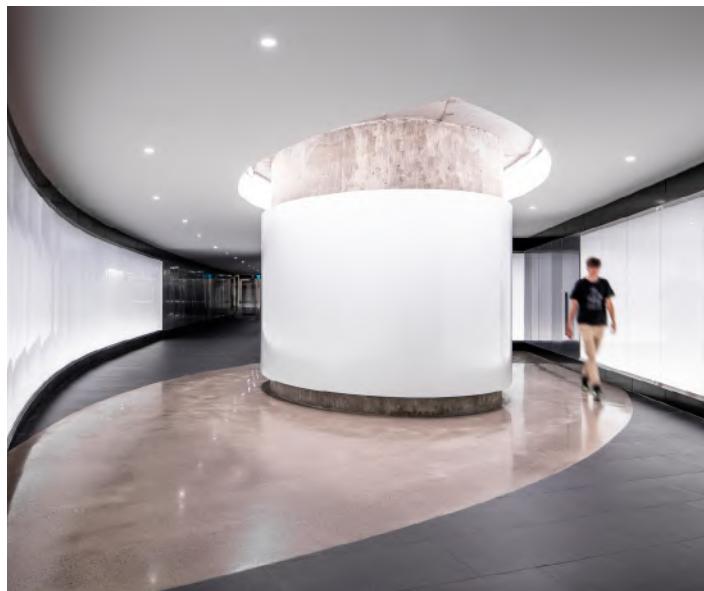
Figure 72. Upgraded tunnels can enhance pedestrian comfort and safety (EXP University of Montreal)

Legend
- Existing Tunnel
- Proposed Tunnel
- Existing Bridge

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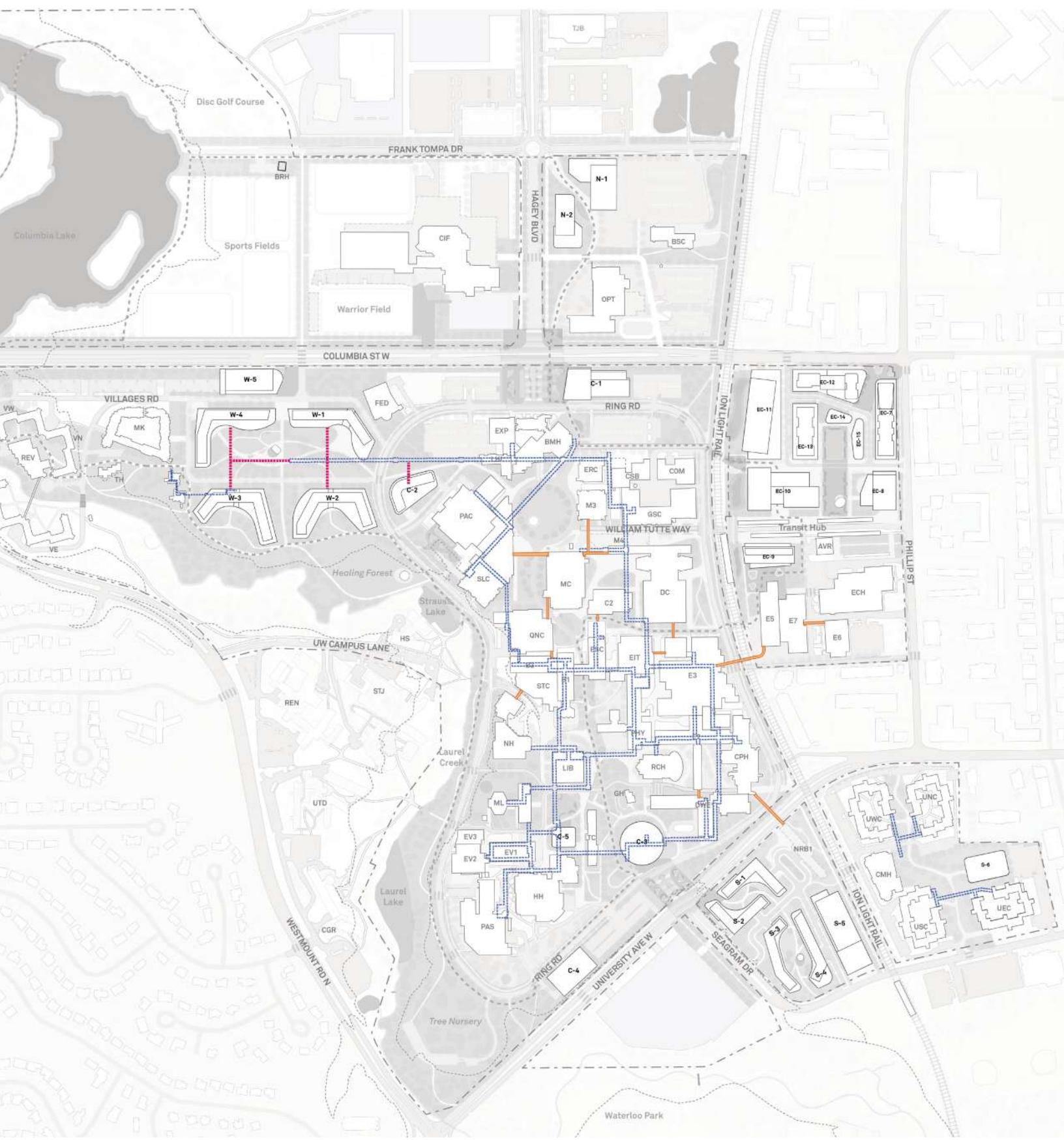
Figure 74. Conceptual rendering of Ring Road and the West Village.

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.
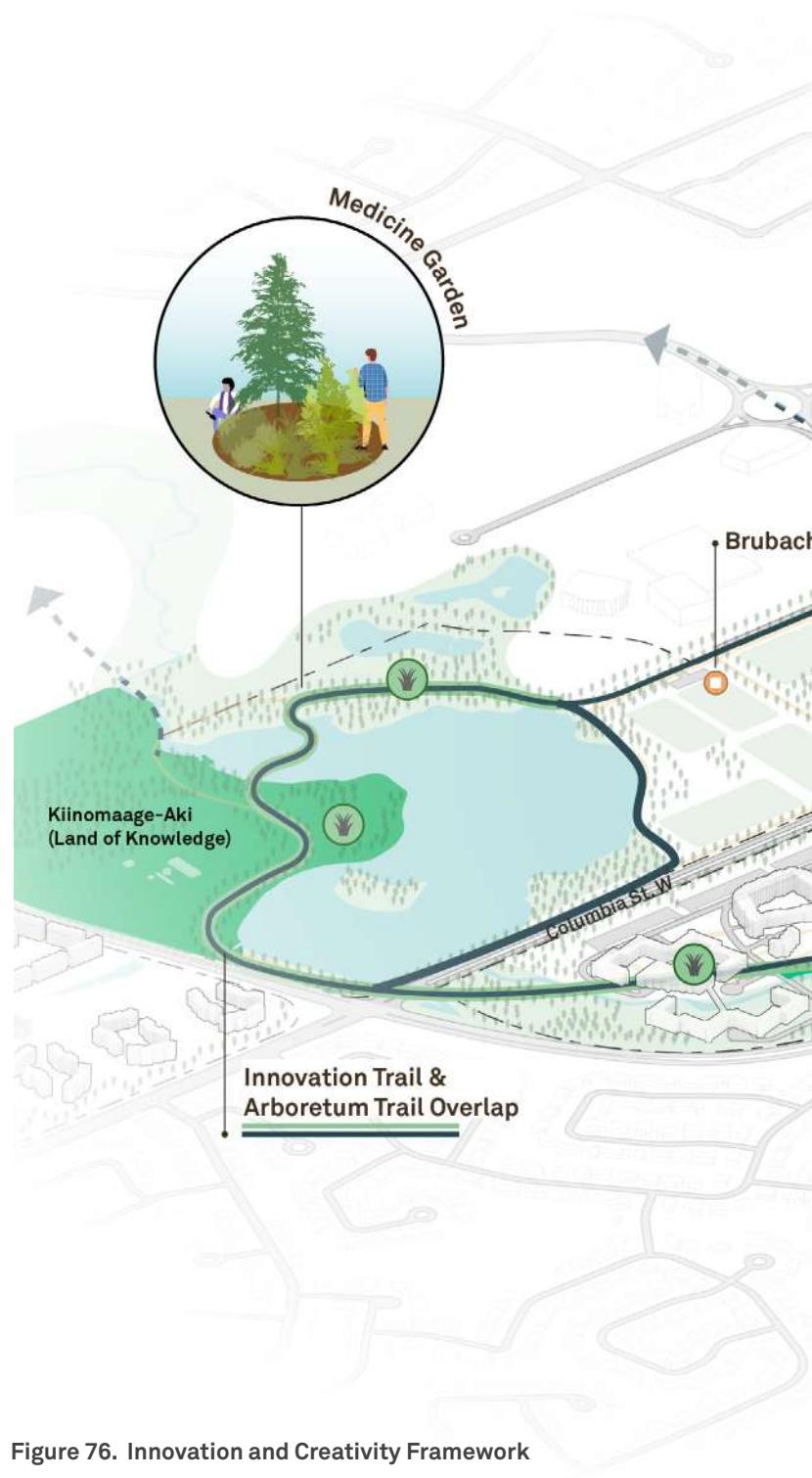
Figure 76. Innovation and Creativity Framework

- ⬚ 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

A + B

East Campus Hall
& Longhouse Labs

Phillip St.

Healing Forest

Village 1 (7/8)

Westmount Rd. N

Needles Hall &
Indigenous Student
Centre

EV3

Tree
Nursery

Seagram Dr.

Outdoor Classroom

University Ave. W

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
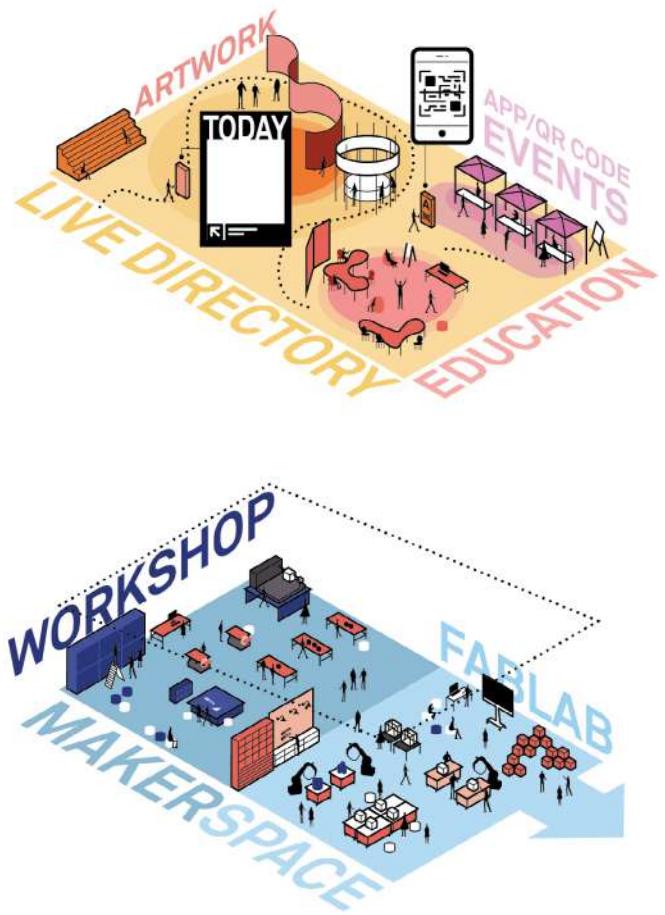
Figure 77. Innovation hubs can support the University's existing innovation ecosystem (Harvard Innovation Labs)

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.
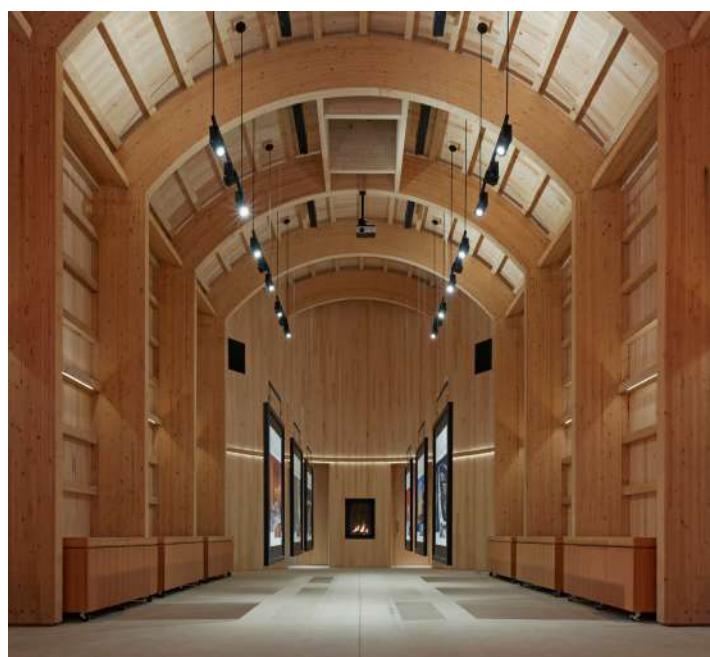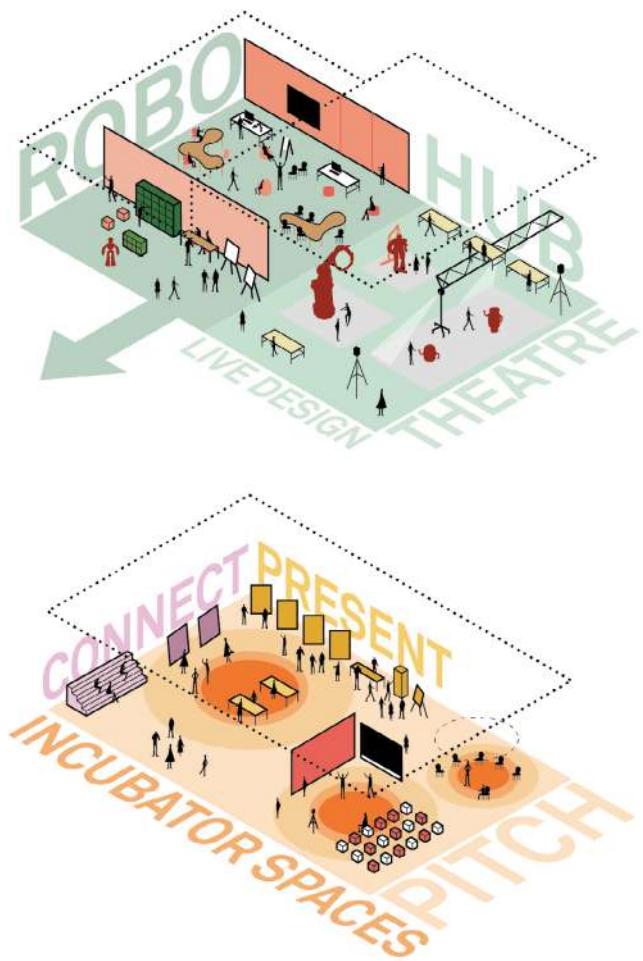
Figure 78. Exhibition and Innovation spaces should be welcoming and reflective of their purpose (David Whittaker)

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.
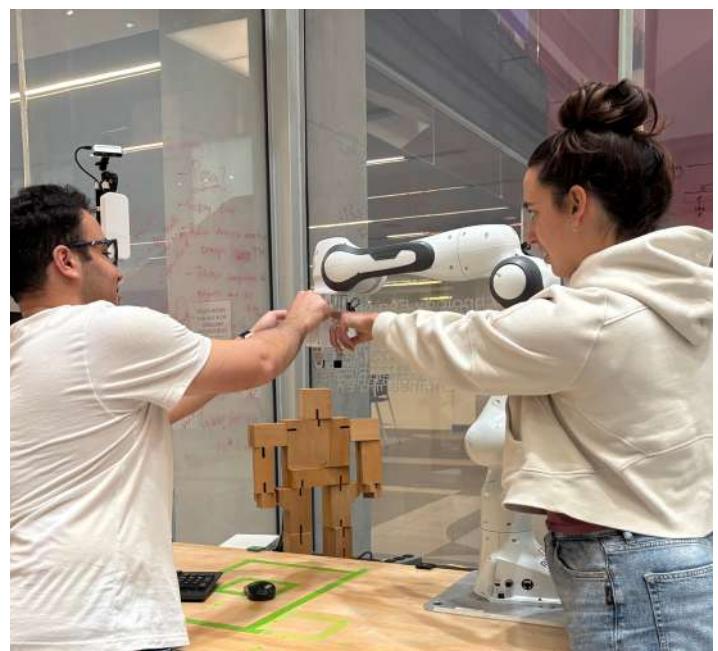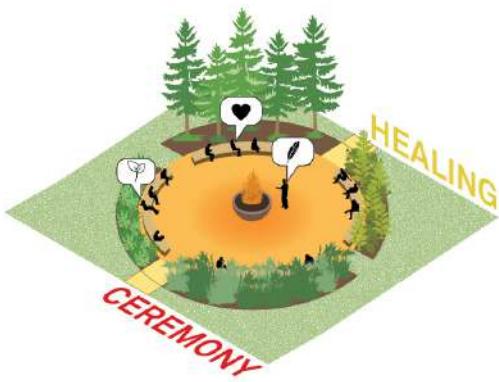
Figure 80. Locating labs in highly visible locations encourages a sense of discovery on campus

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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

Primary Gateway
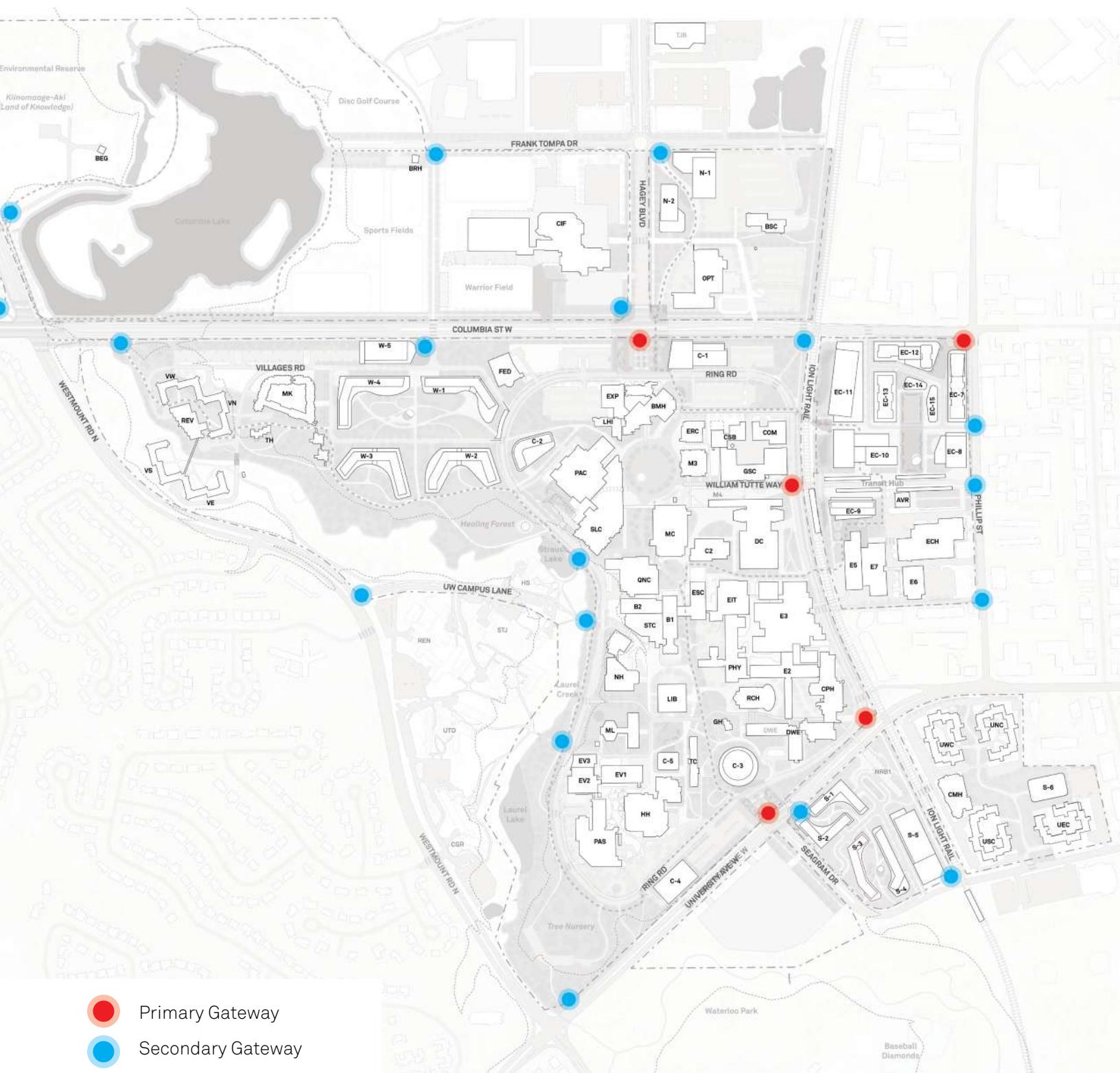
Secondary Gateway

Figure 84. Campus Gateway Plan highlighting primary
and secondary gateways

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.
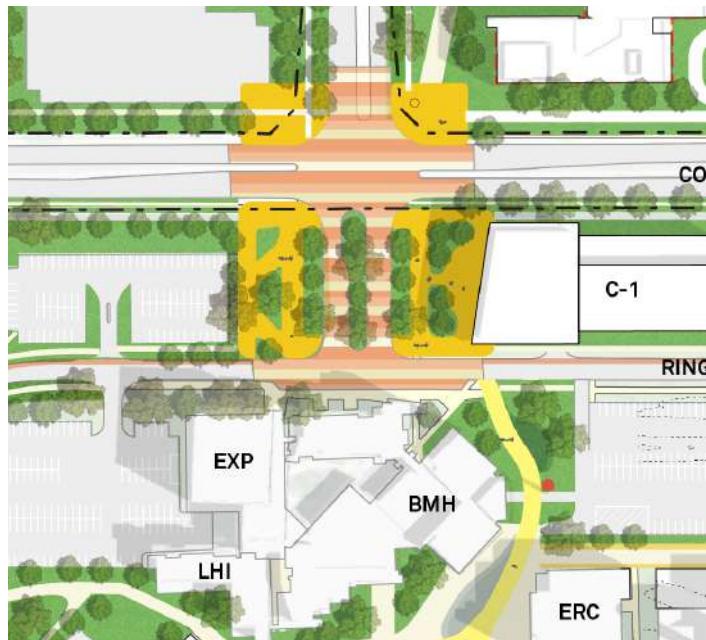
Figure 85. North Gateway Concept Plan

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.
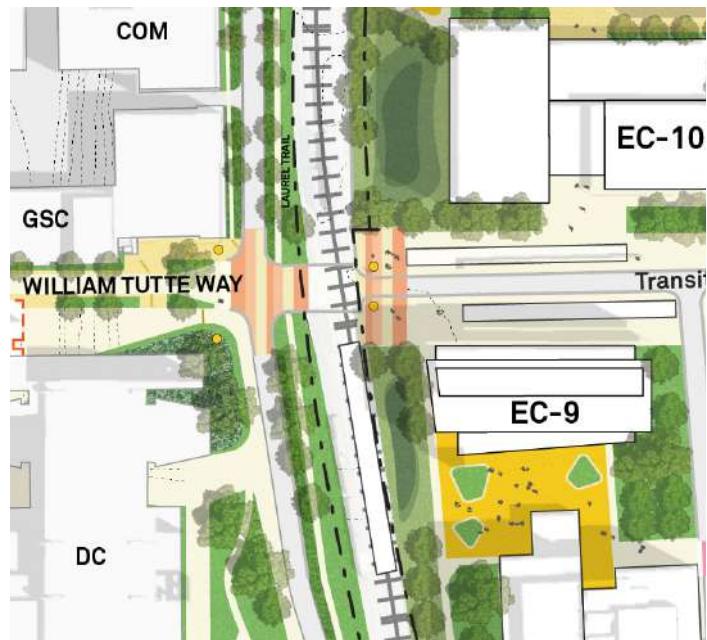
Figure 87. William Tutte Gateway Concept Plan
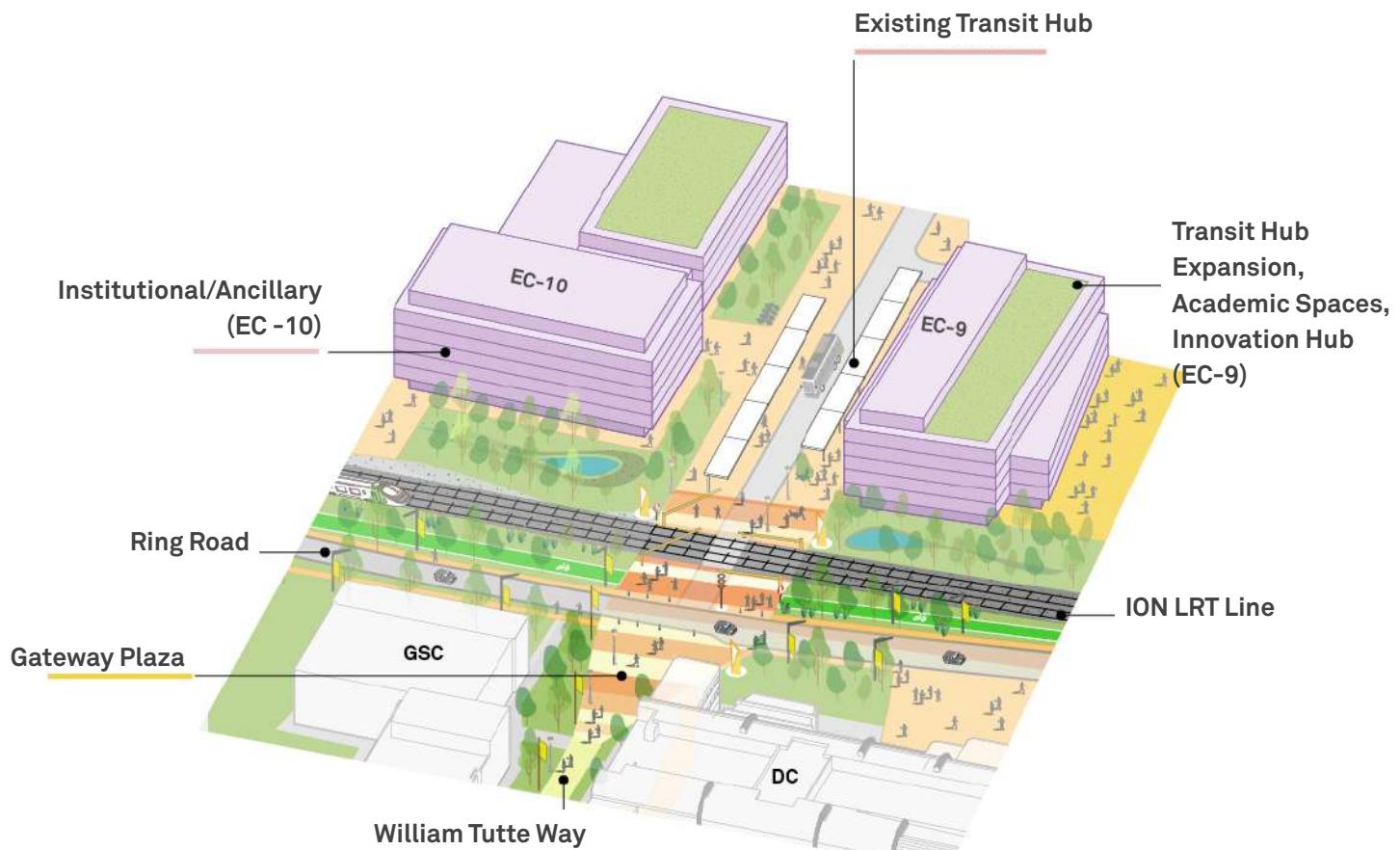
Figure 88. William Tutte Gateway Axonometric view

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
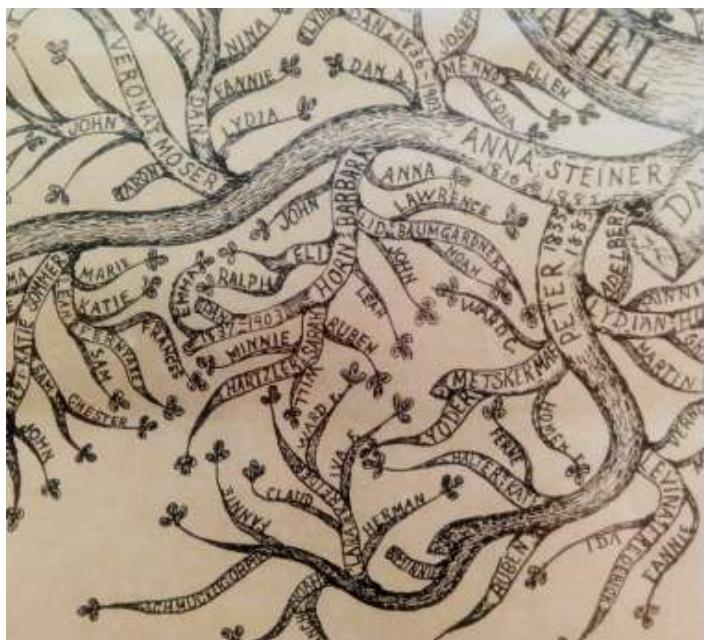

Figure 94. Relevant cultural iconography should be explored in the design of internal secondary gateways and plazas (Mennonite Archives of Ontario)

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.
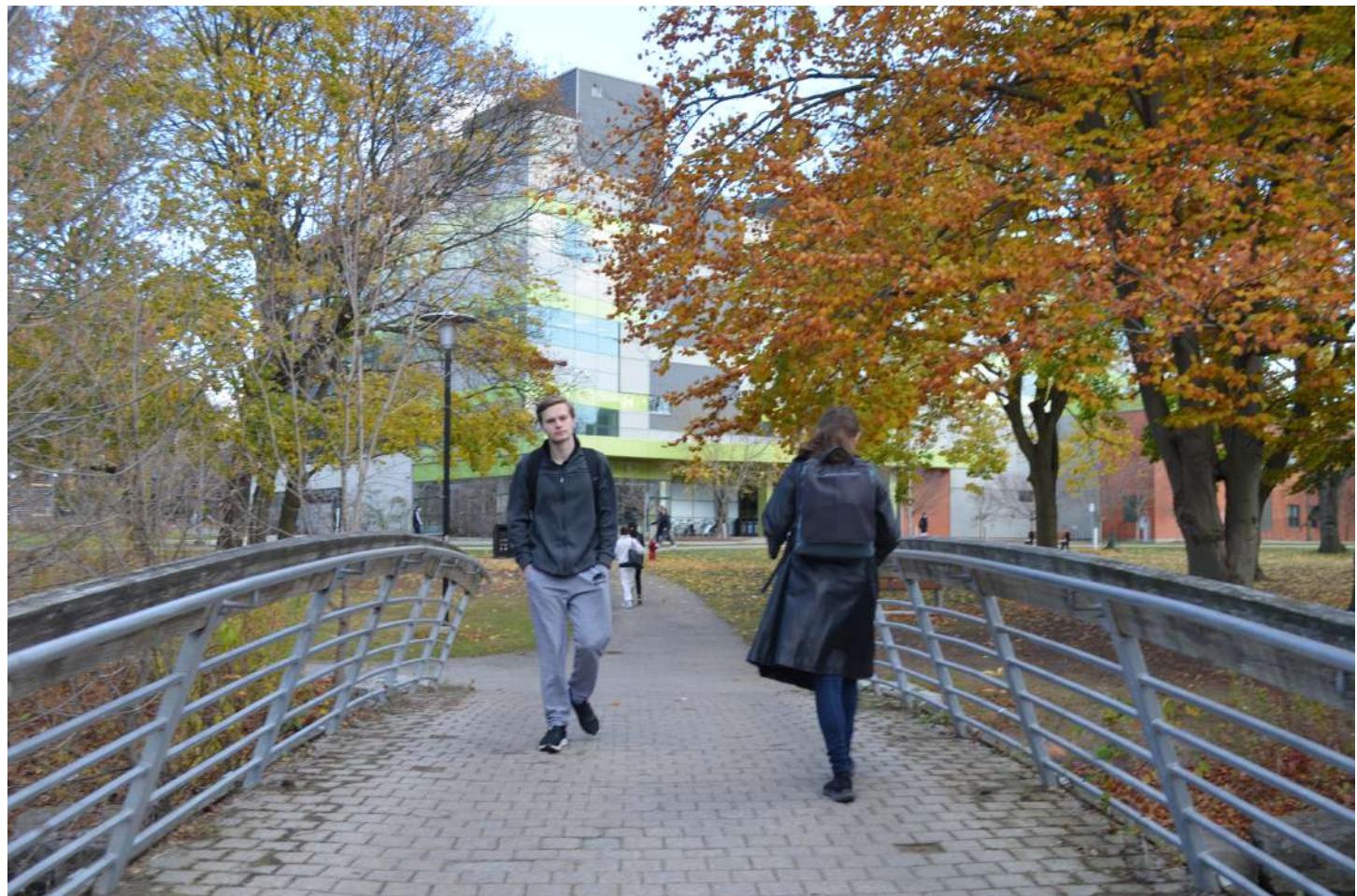
Figure 95. Footbridges connecting the campus with the Affiliated and Federated Institutions are secondary gateways that provide strong placemaking opportunities

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
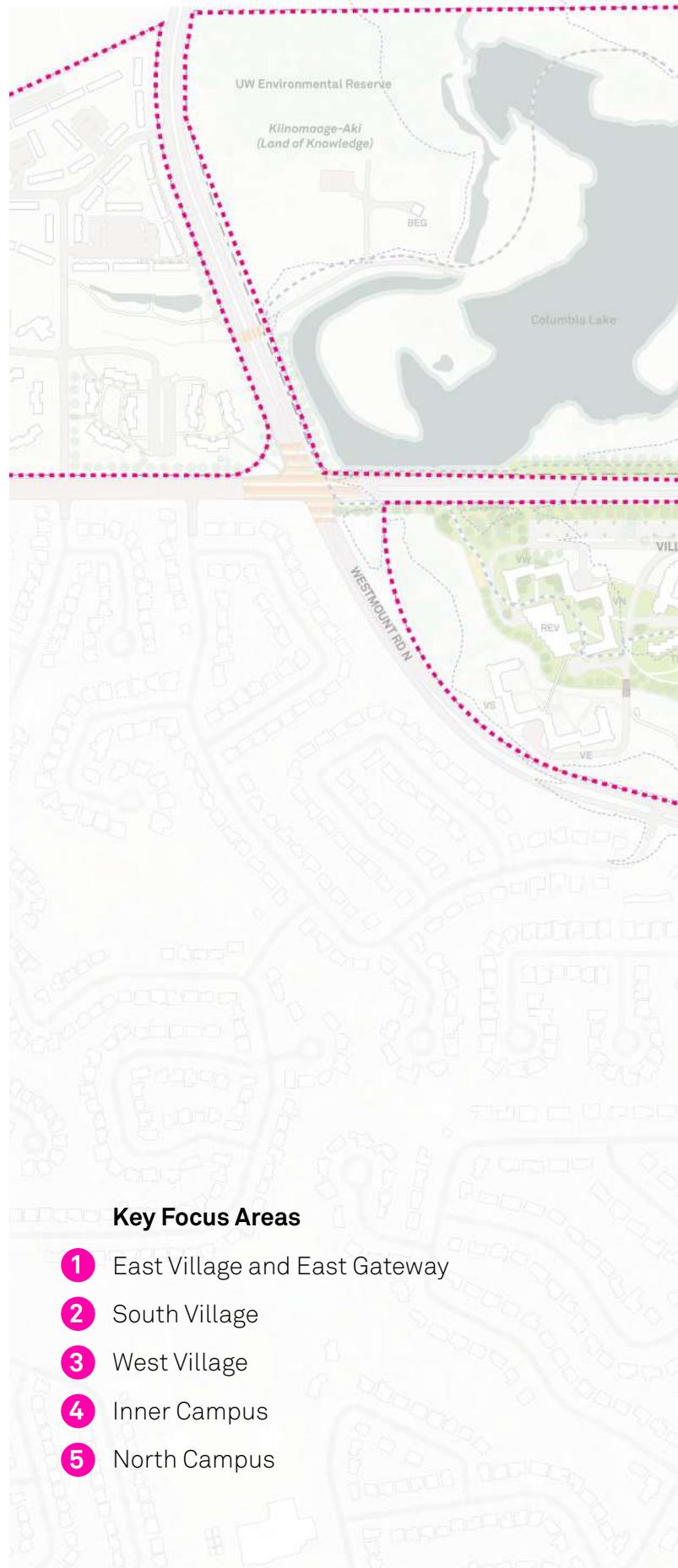
Figure 96. Campus Gateway and Focus Area Map
highlighting key building and landscape interventions

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.
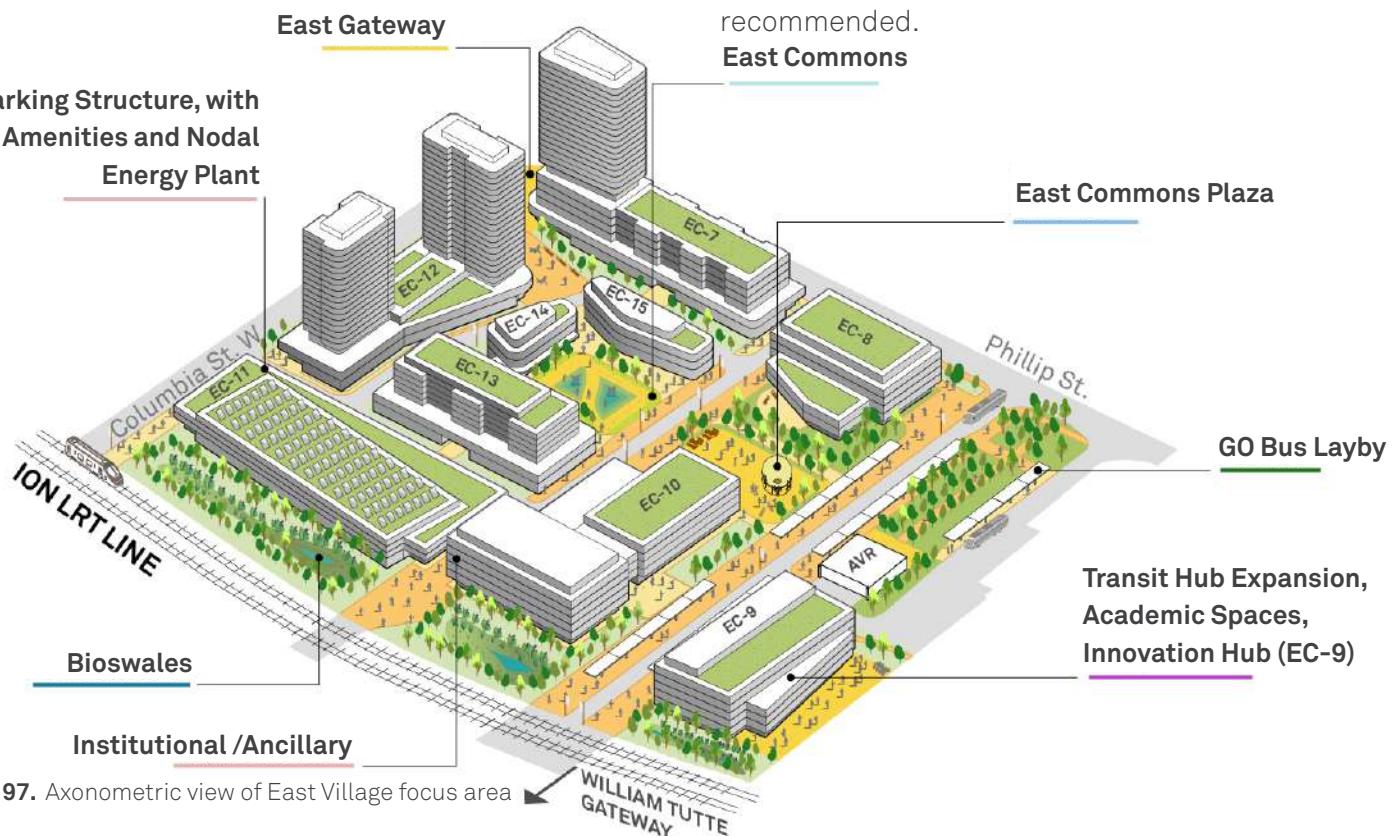
Figure 97. Axonometric view of East Village focus area

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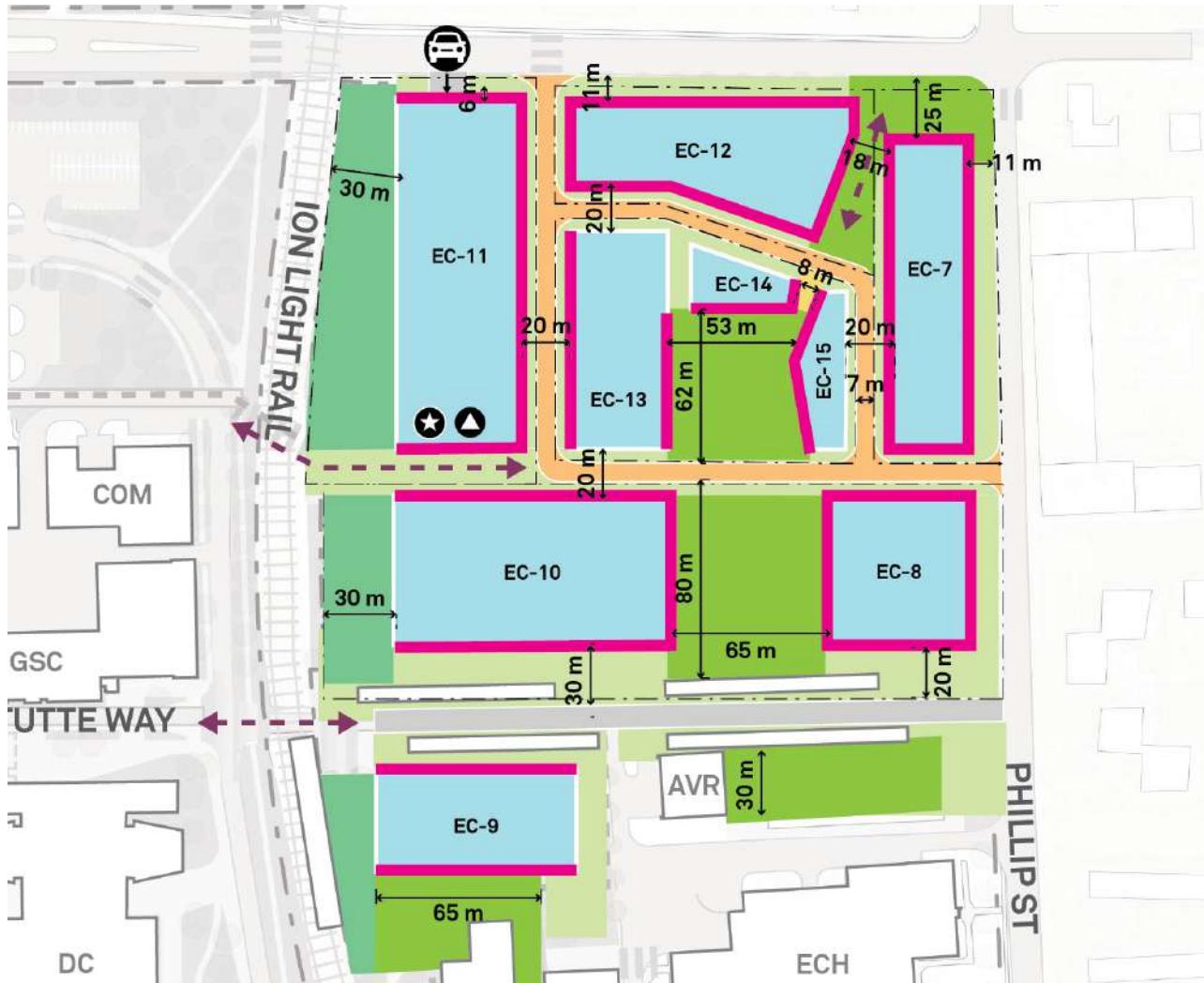
Figure 106. East Village Site Opportunities Plan. Highlighting key site plan, setbacks, open space and building development opportunities.

Legend:

- 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.
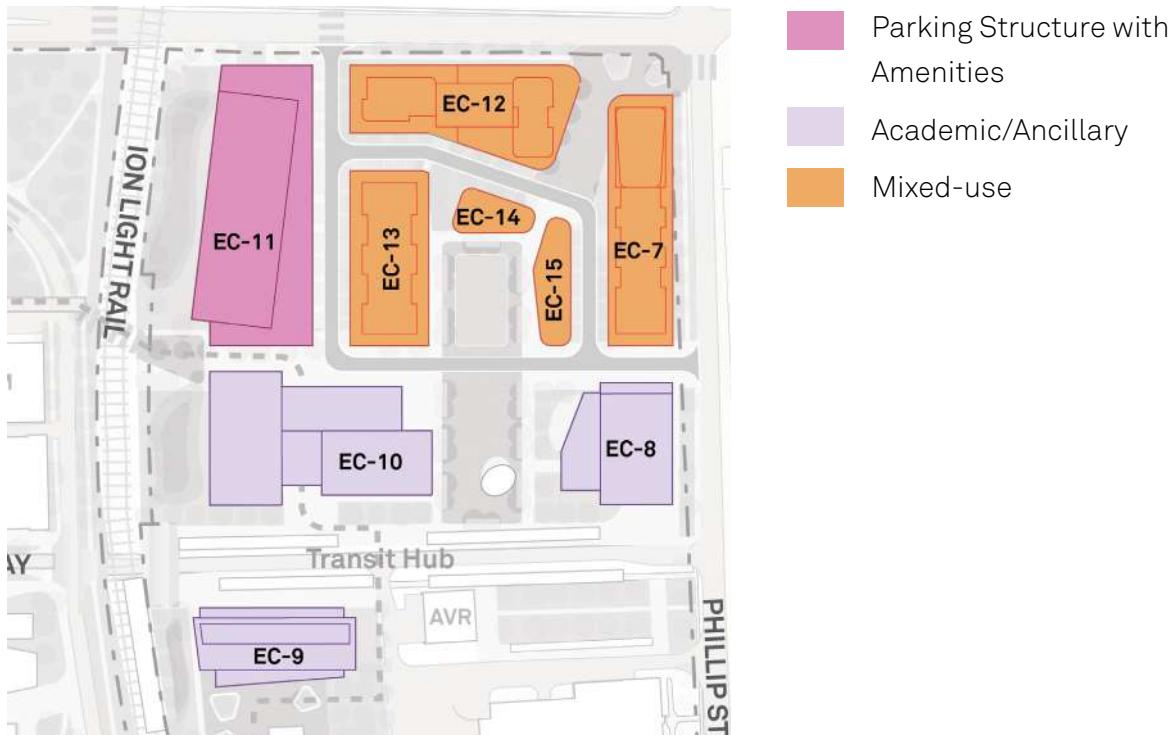

Figure 108. East Village Program Key Map.

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.
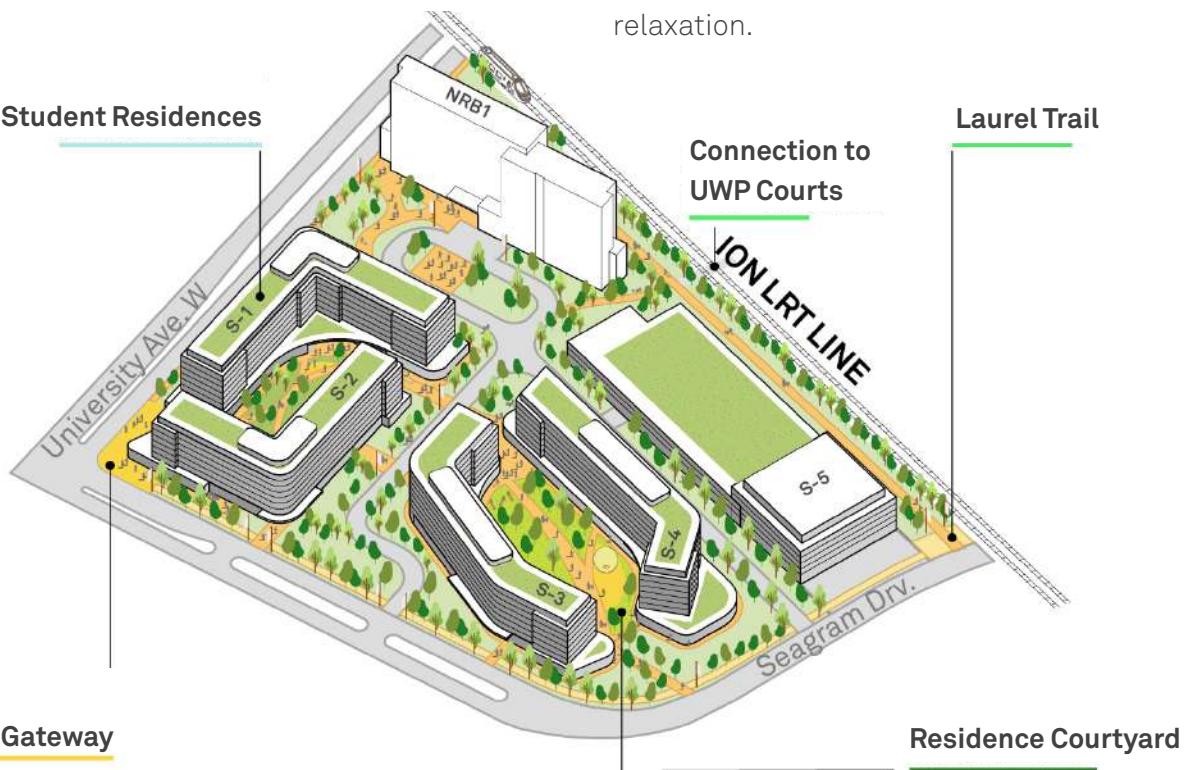

Figure 110. Axonometric view of South Village focus area

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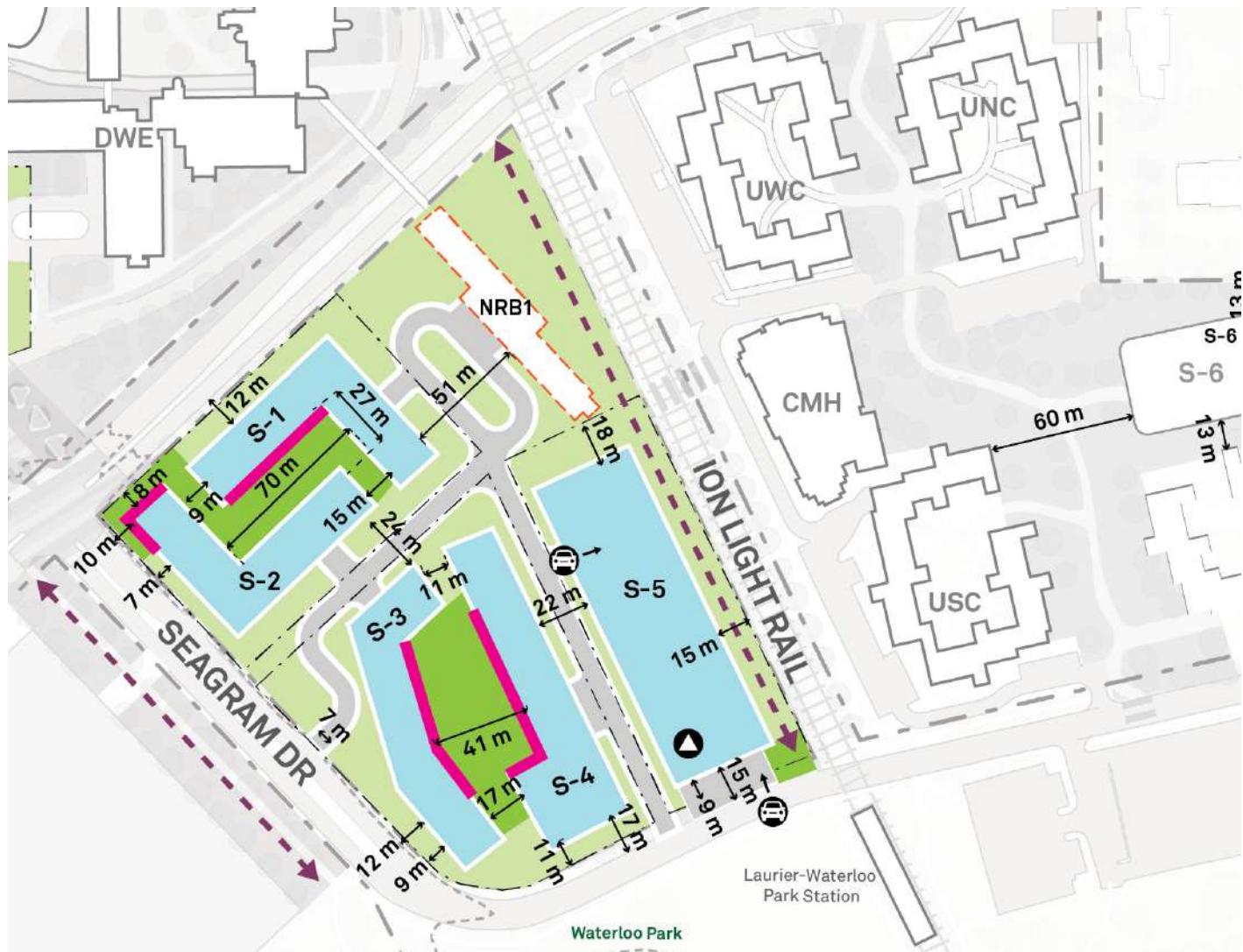
Figure 118. South Village Site Opportunities Plan. Highlighting key site plan, setbacks, open space and building development opportunities.

Legend:
- ☐ 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
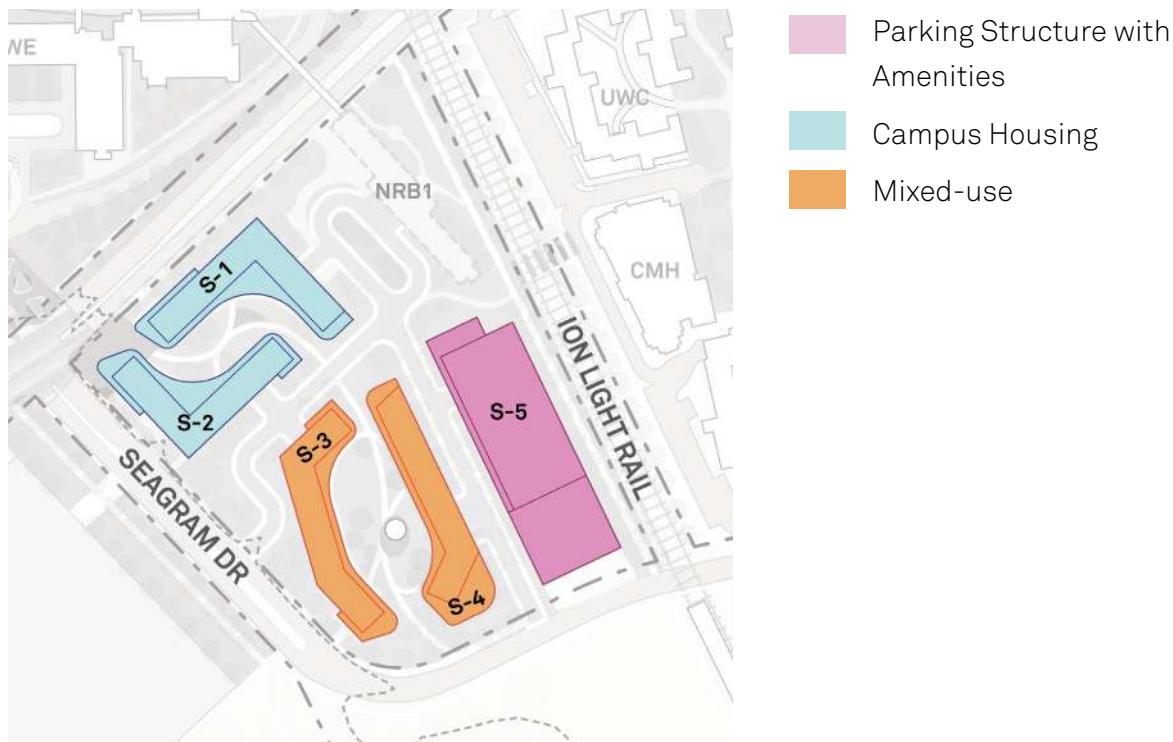
Figure 120. South Village Program Key Map.

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.
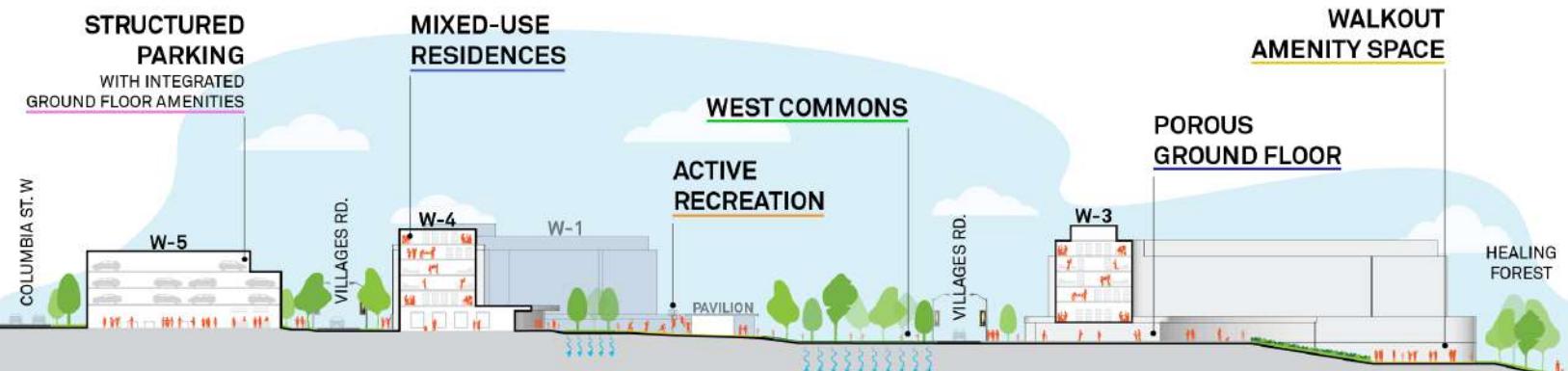

Figure 123. Conceptual Section of West Village focus area

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)

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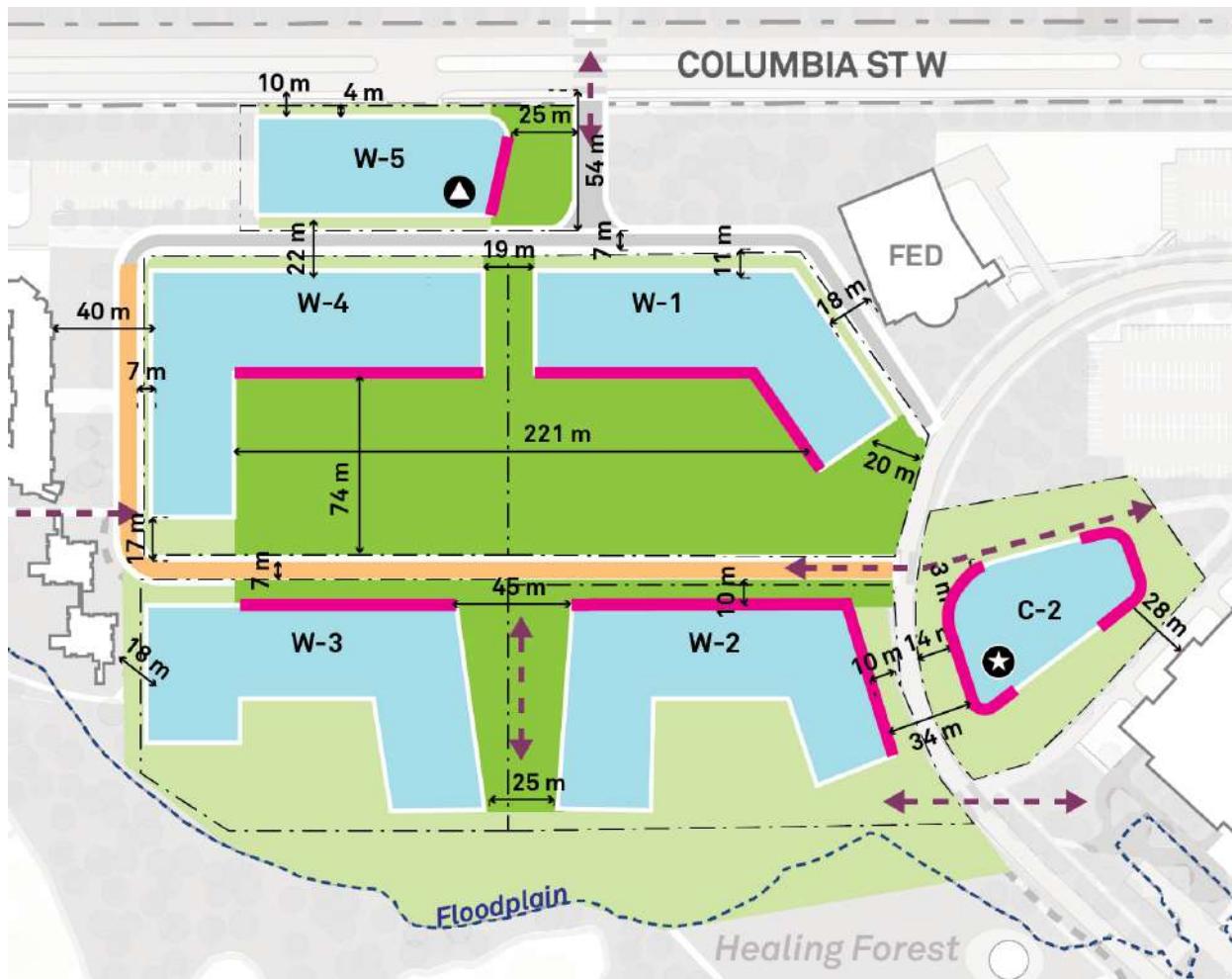
**Figure 130. West Village Site Opportunities Plan.** Highlighting key site plan, setbacks, open space and building development opportunities

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.
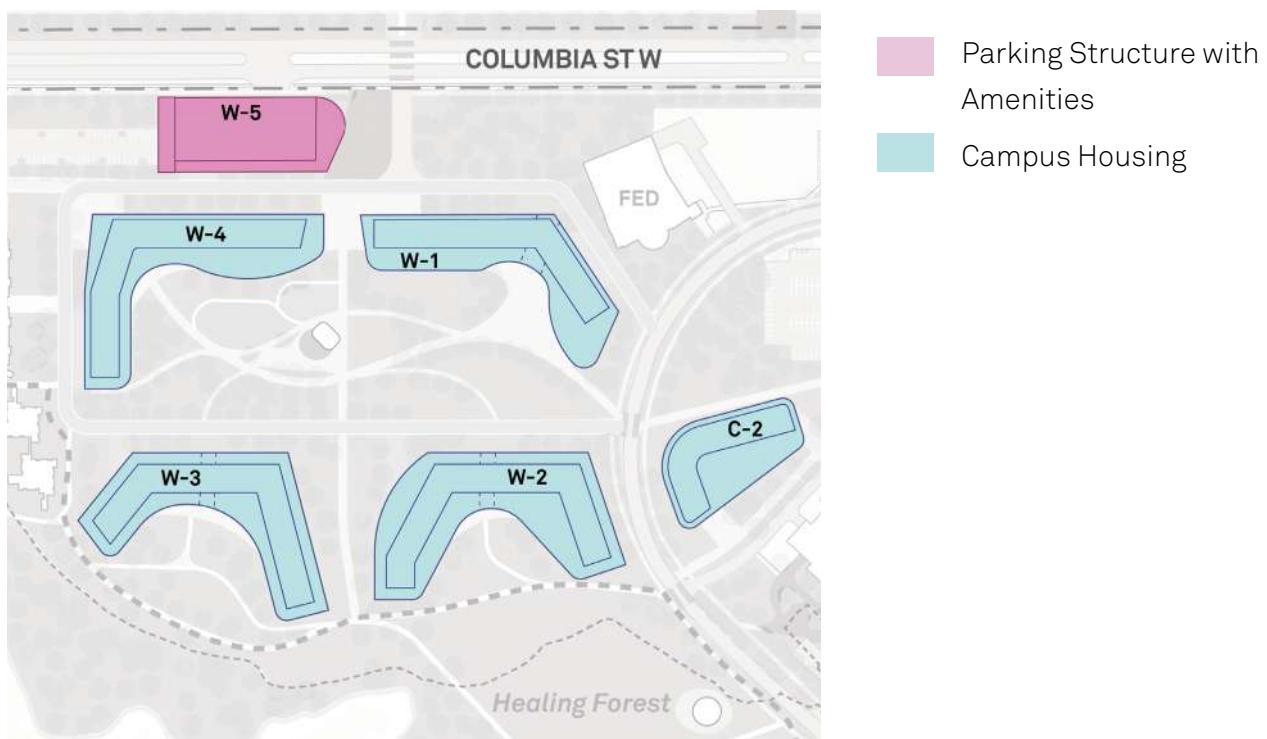

Figure 132. West Village Program Key Map.

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
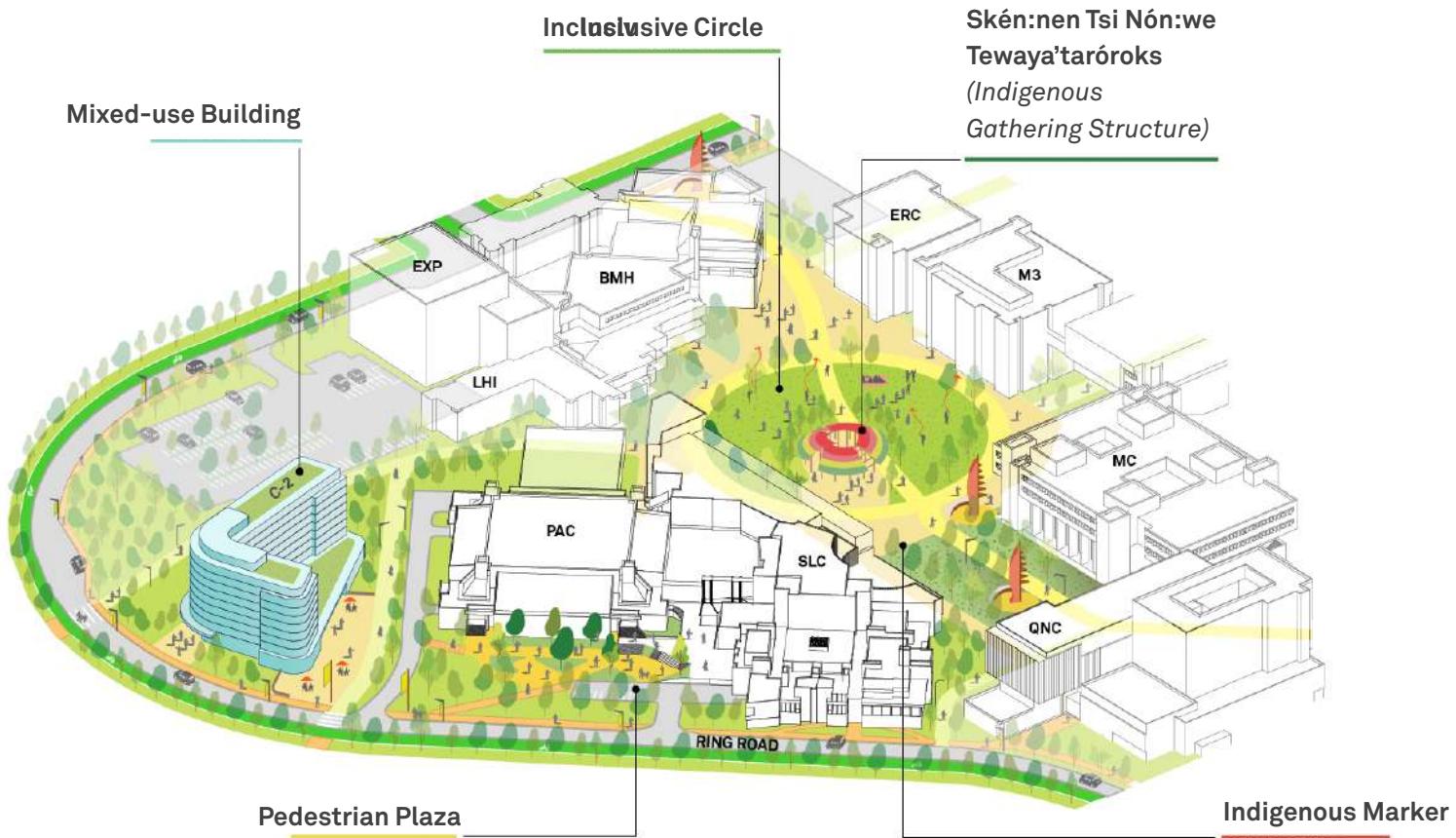
Figure 134. Axonometric view of north Inner Campus focus area

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.
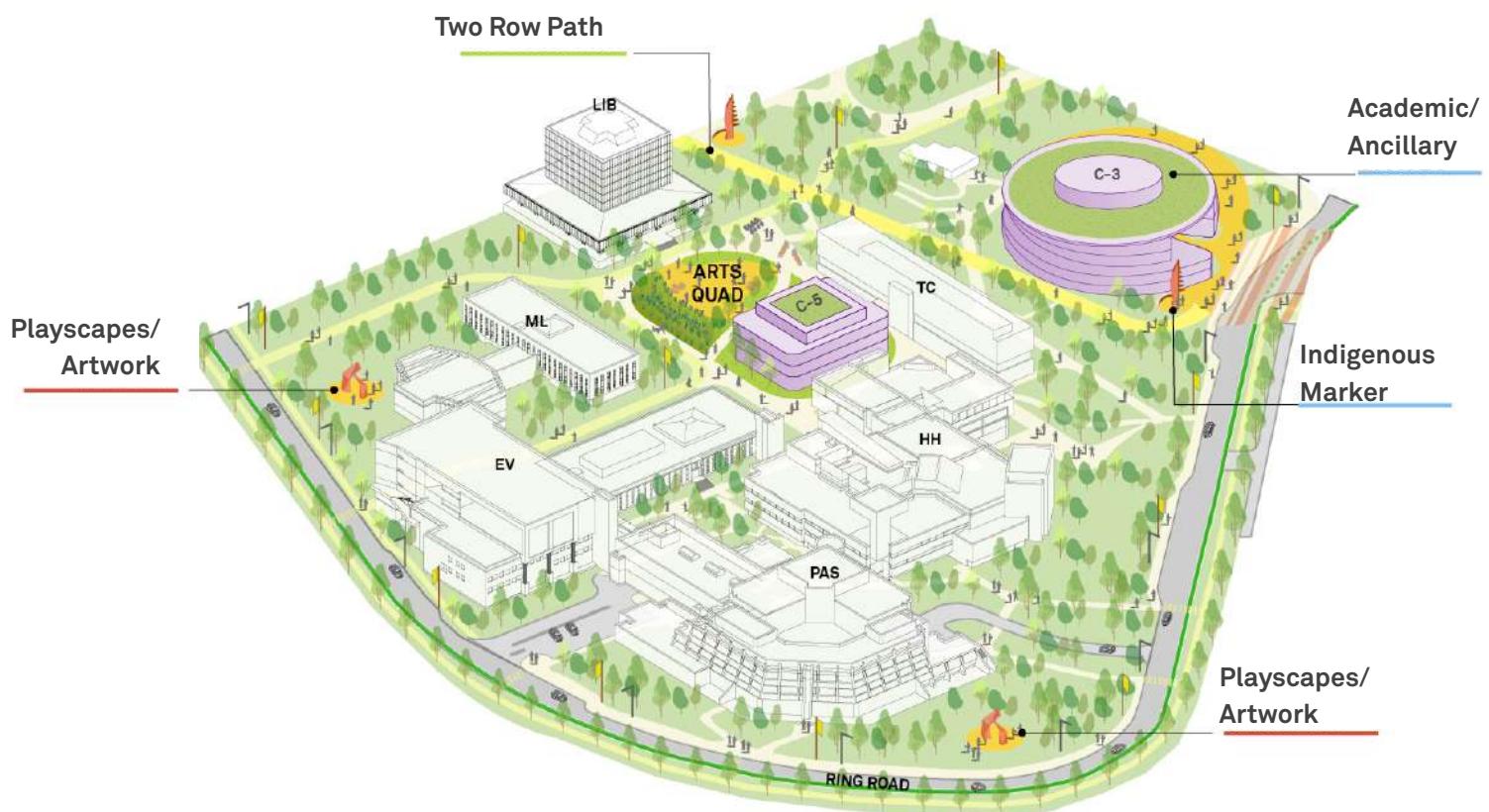
Figure 135. Axonometric view of south Inner Campus focus area

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)

128   University of Waterloo Campus Plan

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

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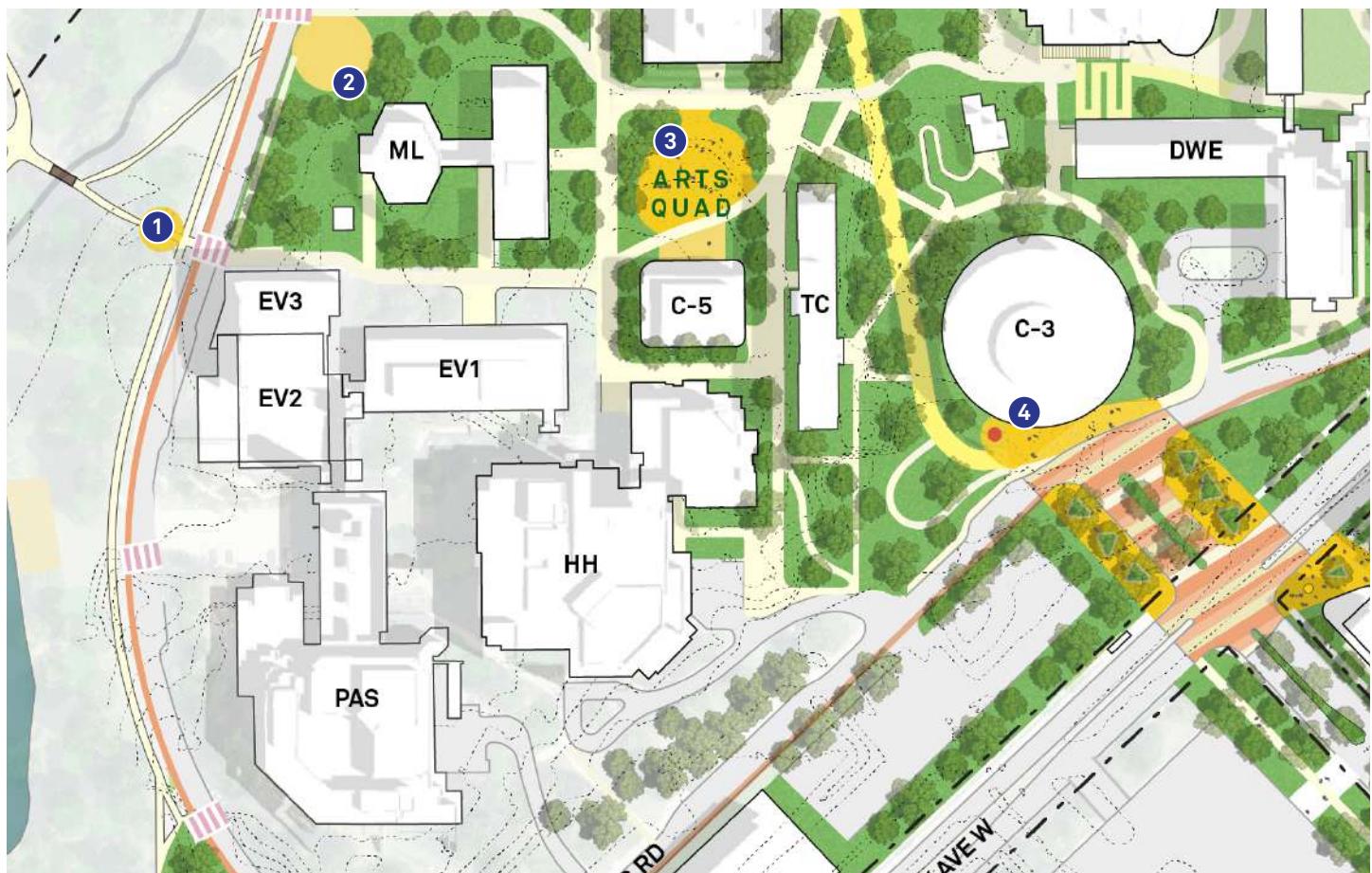
Figure 143. Inner Campus Concept Plan

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.
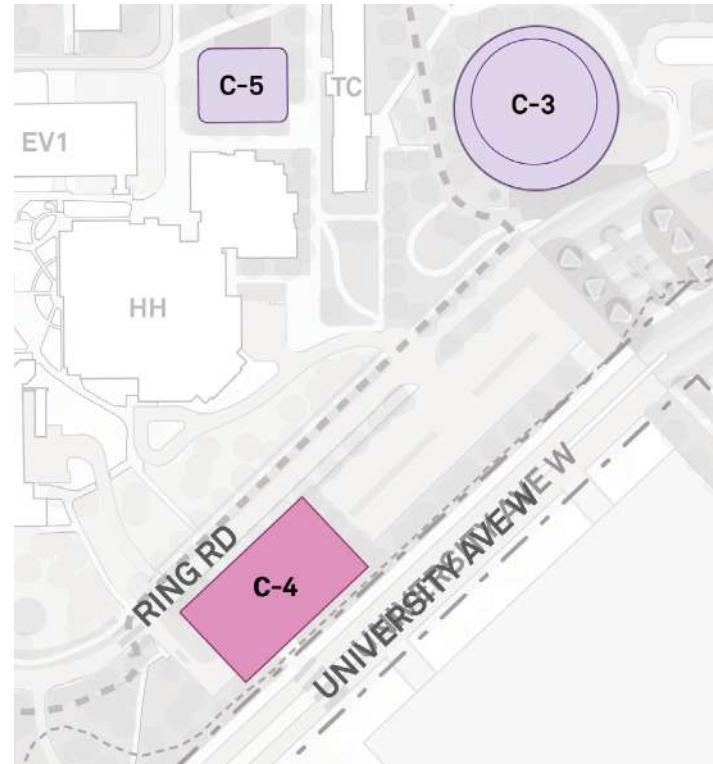
Figure 147. South Inner Campus Program Key Map.

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.
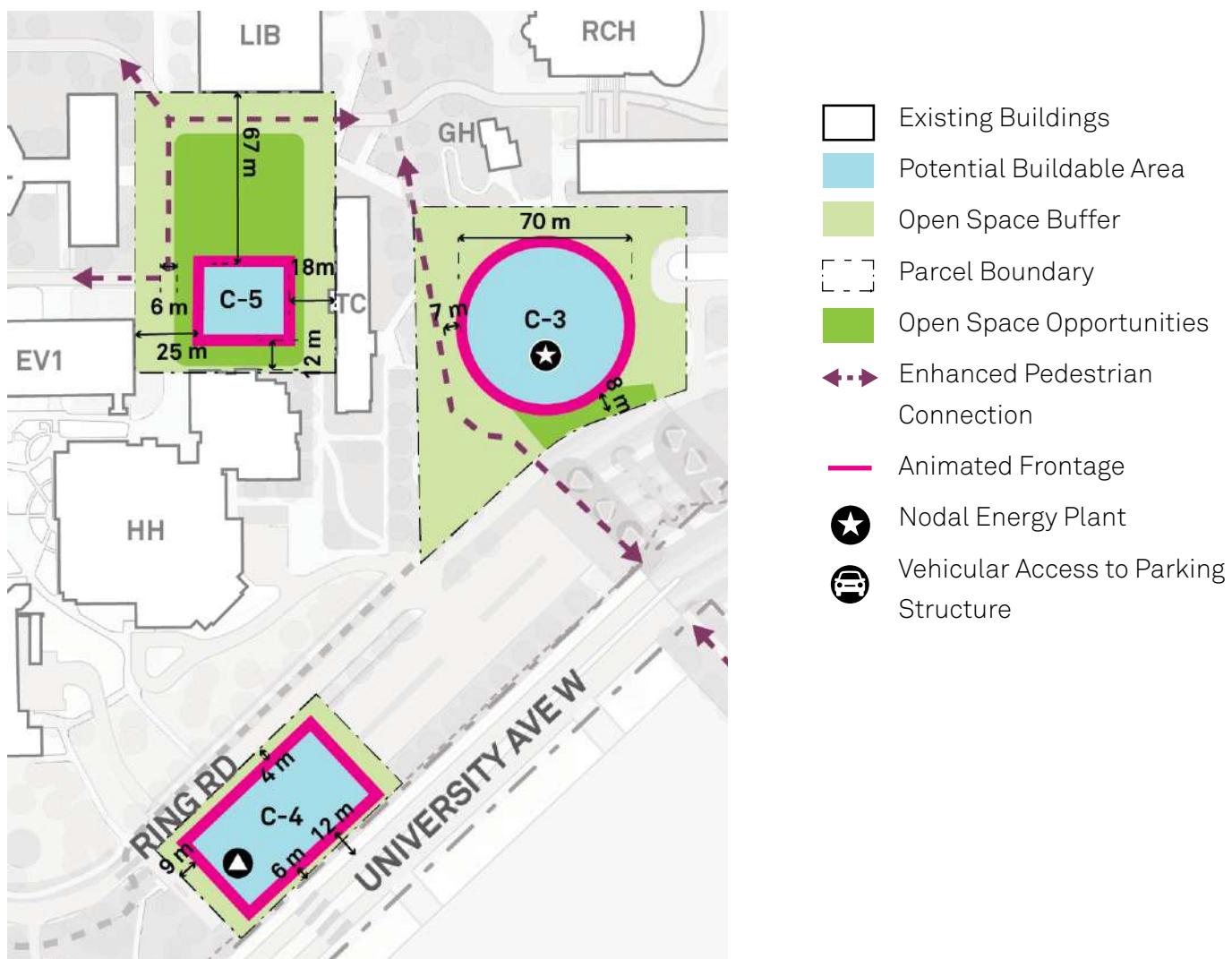
Figure 149. Inner Campus Site Opportunities Plan. Highlighting key site plan, setbacks, open space and building development opportunities

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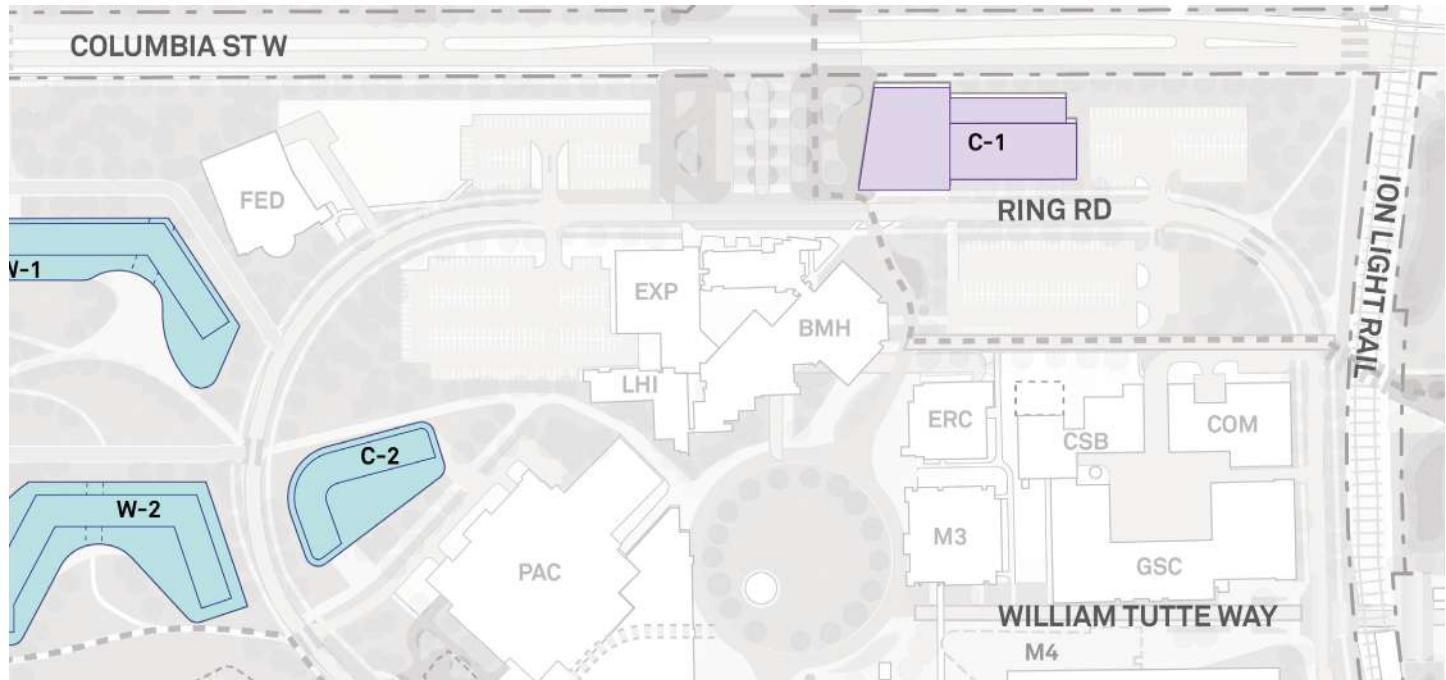
Figure 151. North Inner Campus Program Key Map.

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.
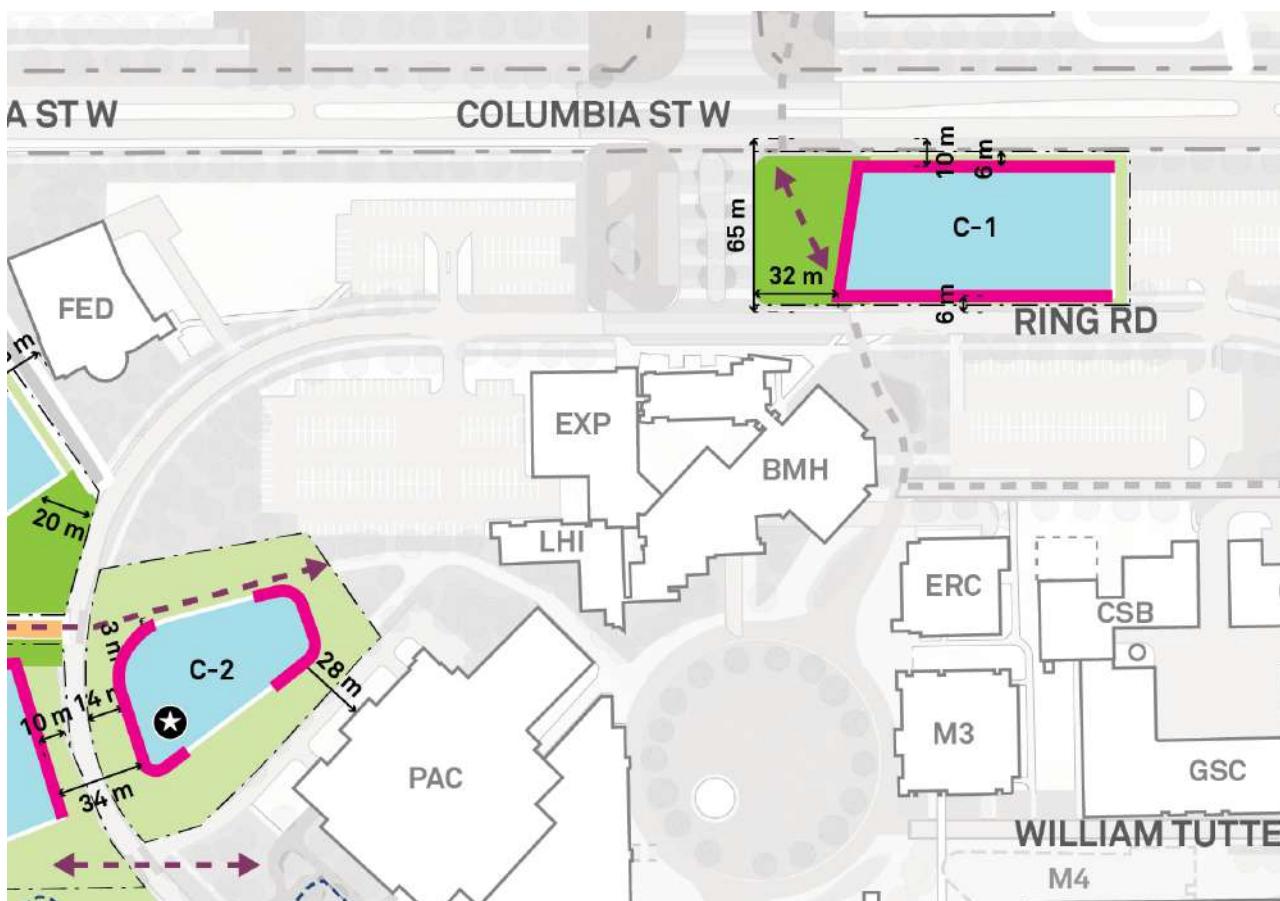

Figure 153. Inner Campus Site Opportunities Plan. Highlighting key ROW, setbacks, open space and building development opportunities

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.
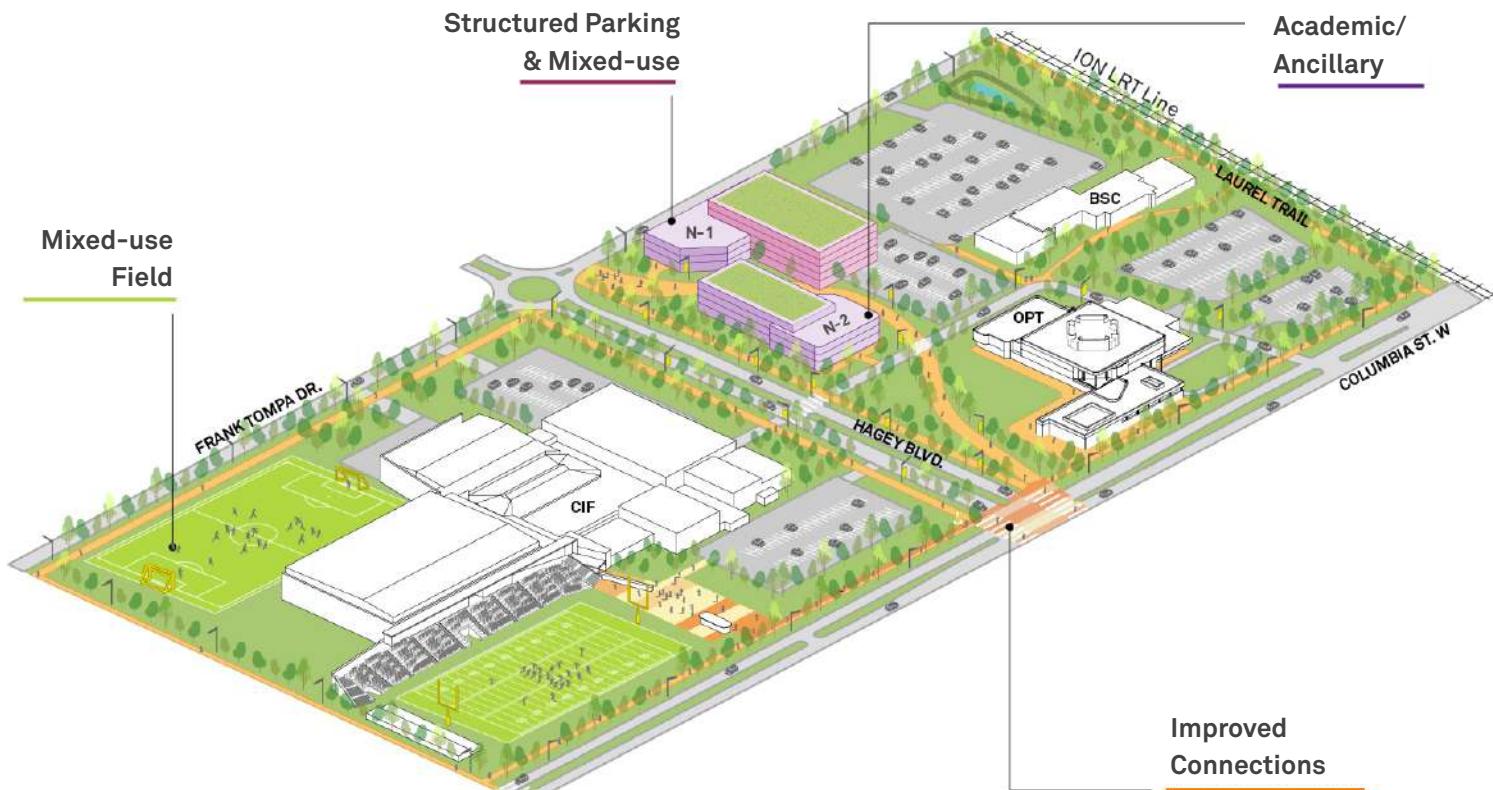

Figure 154. Axonometric view of North Campus focus area

- **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)
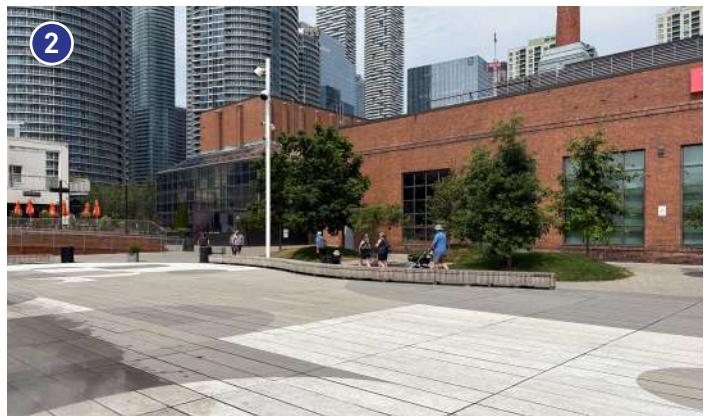
Figure 158. Secondary gateway terraces and open spaces should support pedestrian safety and placemaking
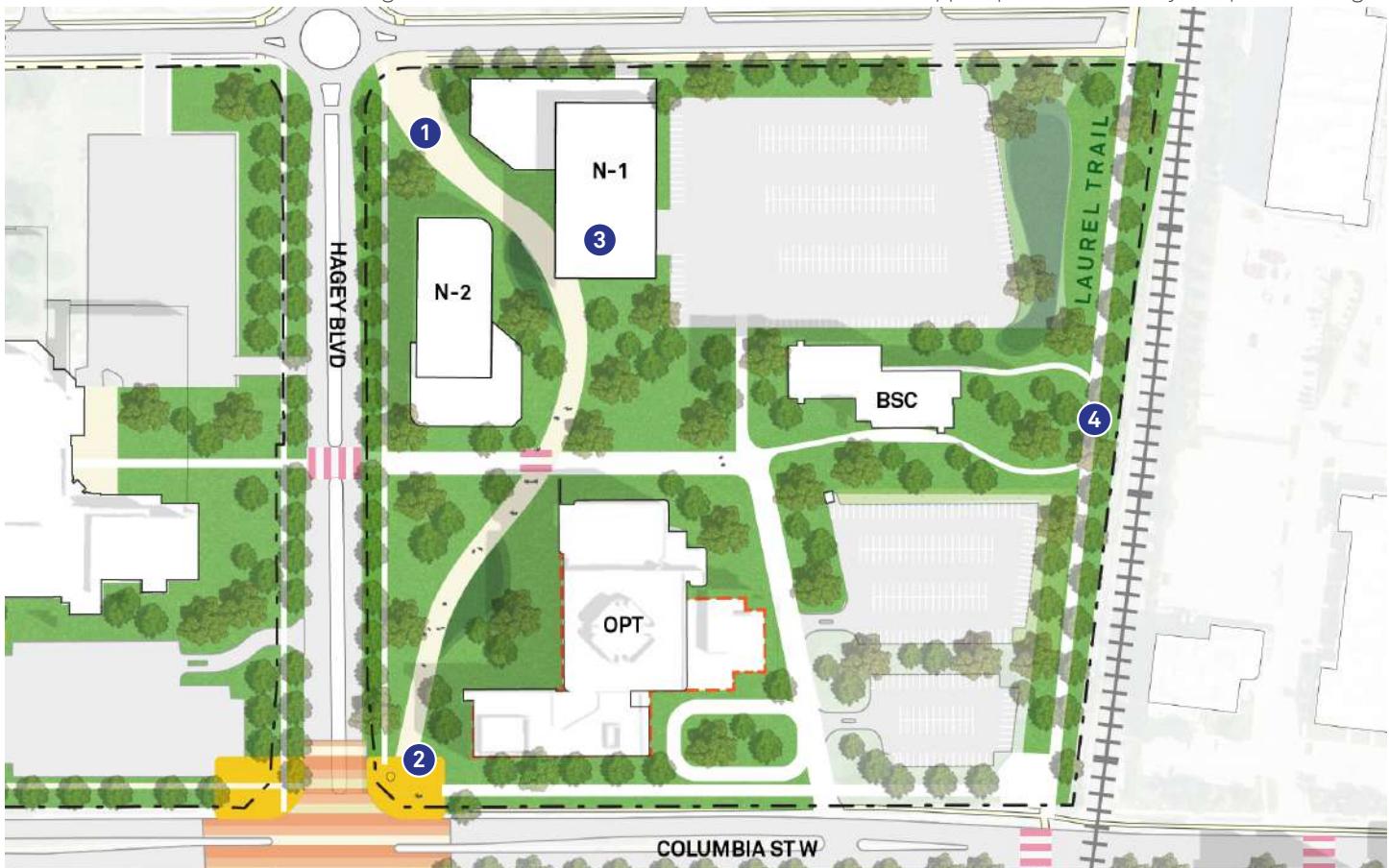
Figure 159. North Campus Concept Plan

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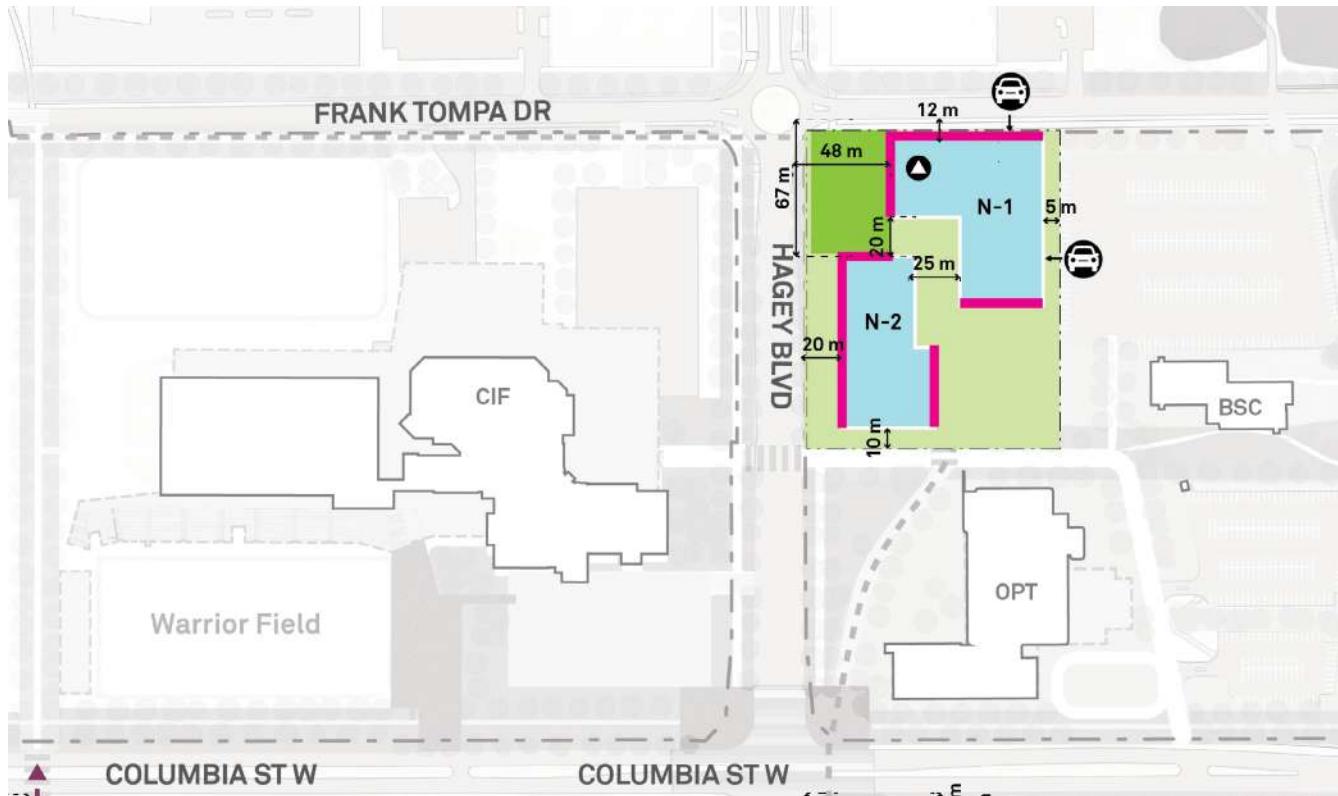
Figure 163. North Campus Site Opportunities Plan. Highlighting key site plan, setbacks, open space and building development opportunities

Legend

- ☐ Existing Buildings
- ◼ Potential Buildable Area
- ◼ Open Space Buffer
- ⬚ Parcel Boundary
- ◼ Open Space Opportunities

- ◄··► Enhanced Pedestrian Connection
- — Active Frontage
- ★ Nodal Energy Plant
- 🚗 Vehicular Access to Parking Structure

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.
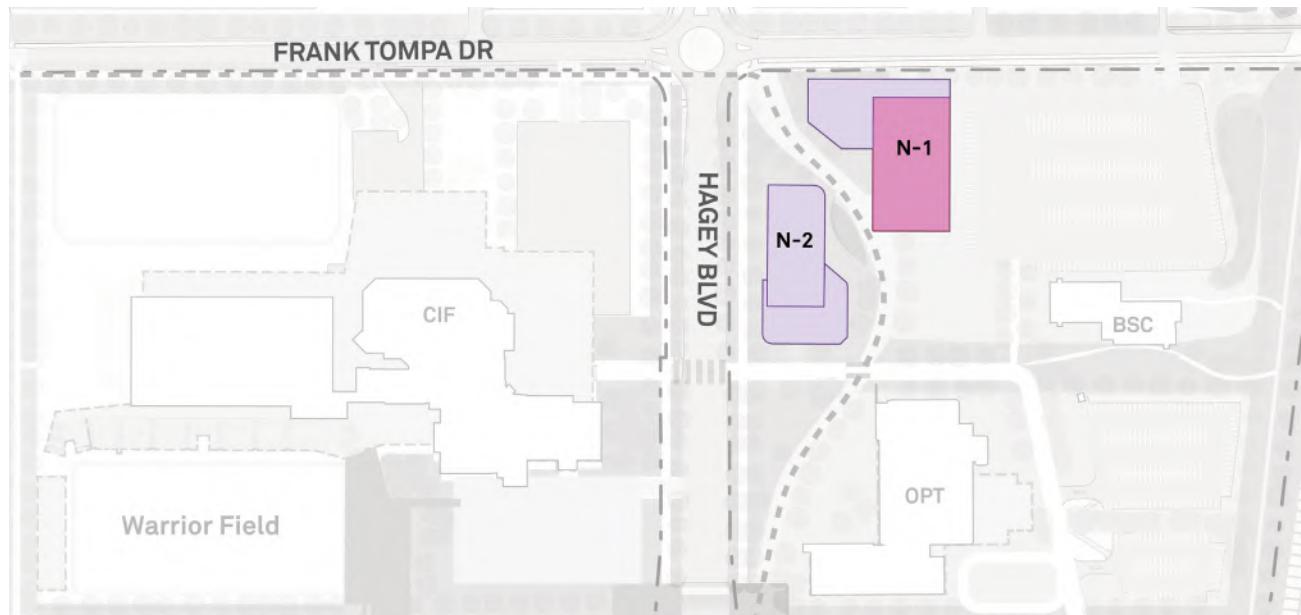
Figure 165. North Campus Program Key Map.

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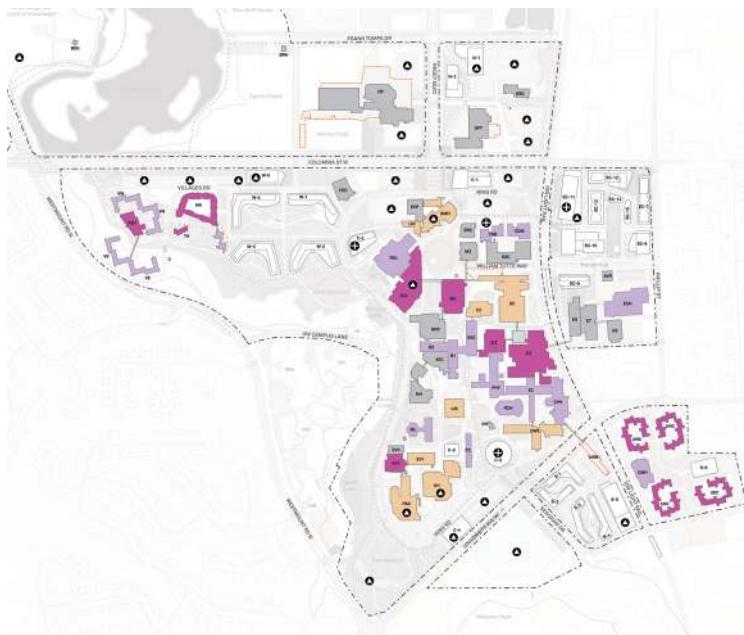
Figure 168. Key map of the campus highlighting buildings that require renovations, deep energy retrofits, and upgrades. A larger map can be found in **Section 3.4.**

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.
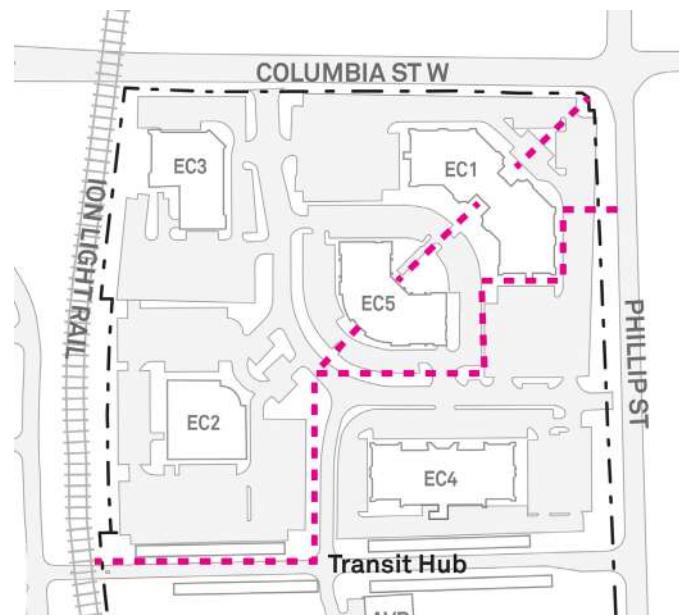
Figure 169. Pedestrianization of East Campus is a quick win to improve access to campus from Phillip Street and high density residential neighbourhoods beyond.

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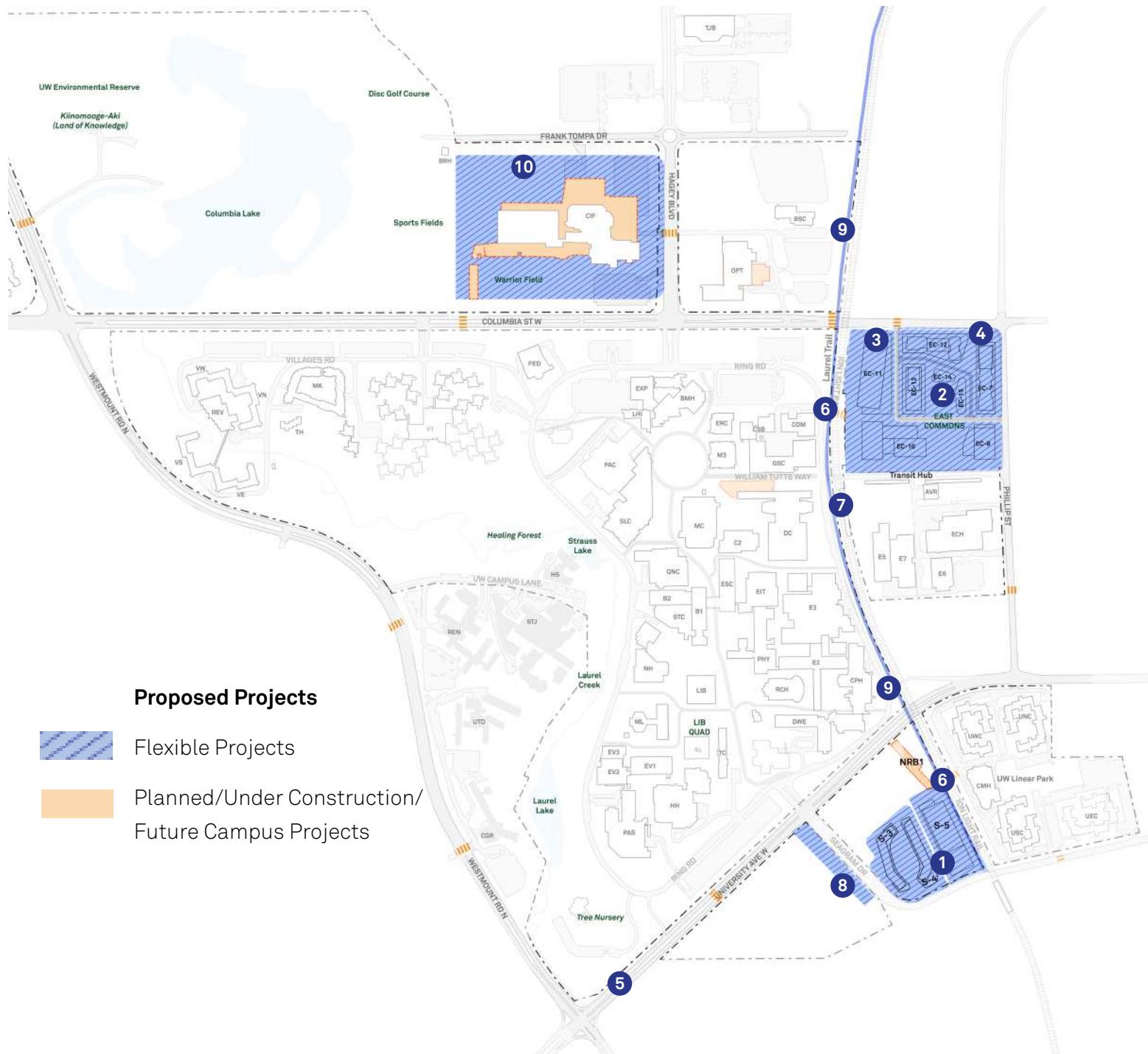
Figure 170. Overview of the Flexible Phasing Plan. Existing campus conditions are shown for areas that are not designated for flexible or future phased development. The numbers indicated on the plan are to be used for illustrative purposes only and do not indicate the sequential order of implementation.

Proposed Projects

Flexible Projects

Planned/Under Construction/
Future Campus Projects

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.
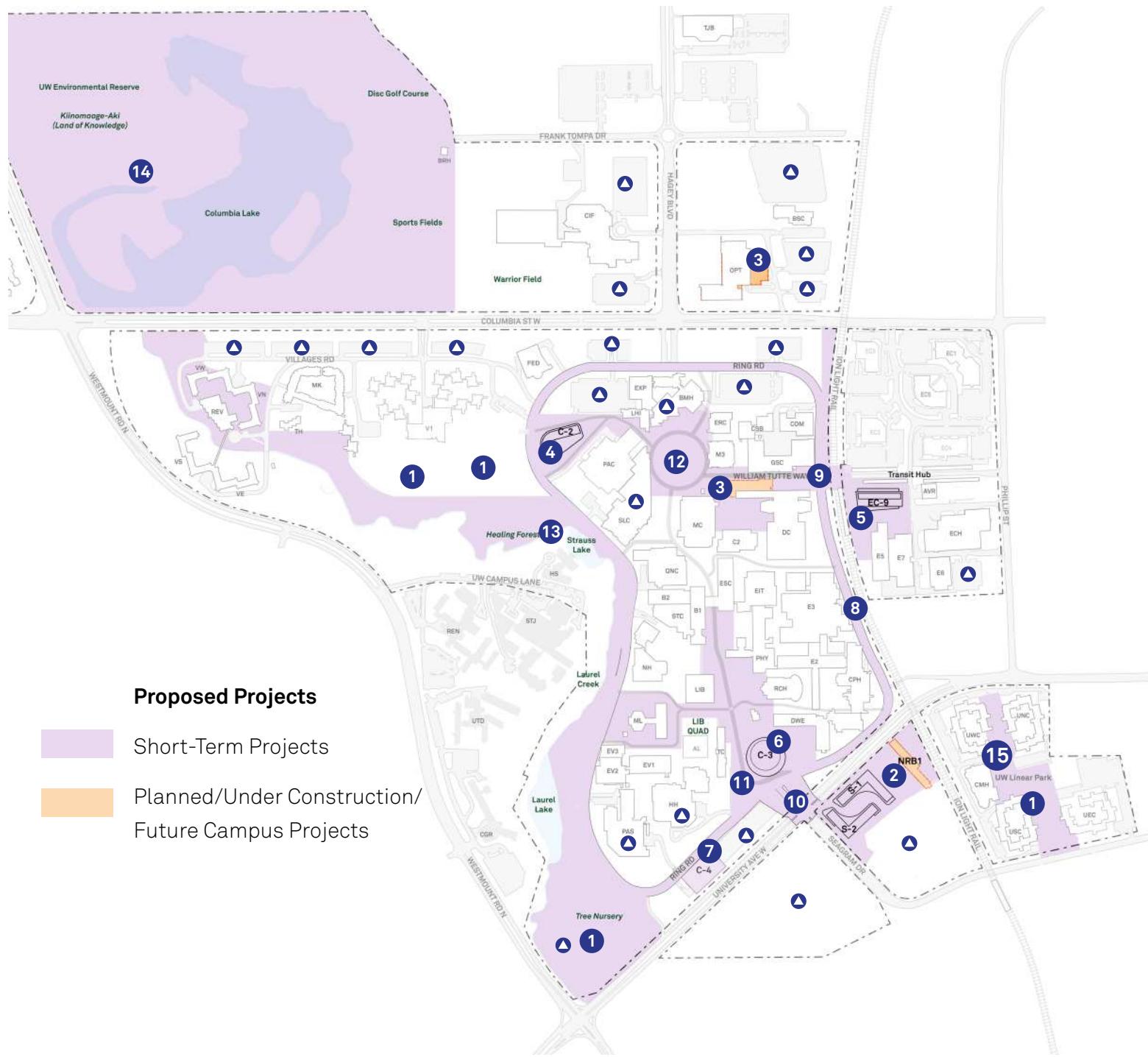
Figure 171. Short-Term Phasing Plan showing proposed building, open space, and landscape interventions. Recommended parking structures to be constructed based on demand and priority. The numbers indicated on the plan are to be used for illustrative purposes only and do not indicate the sequential order 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.
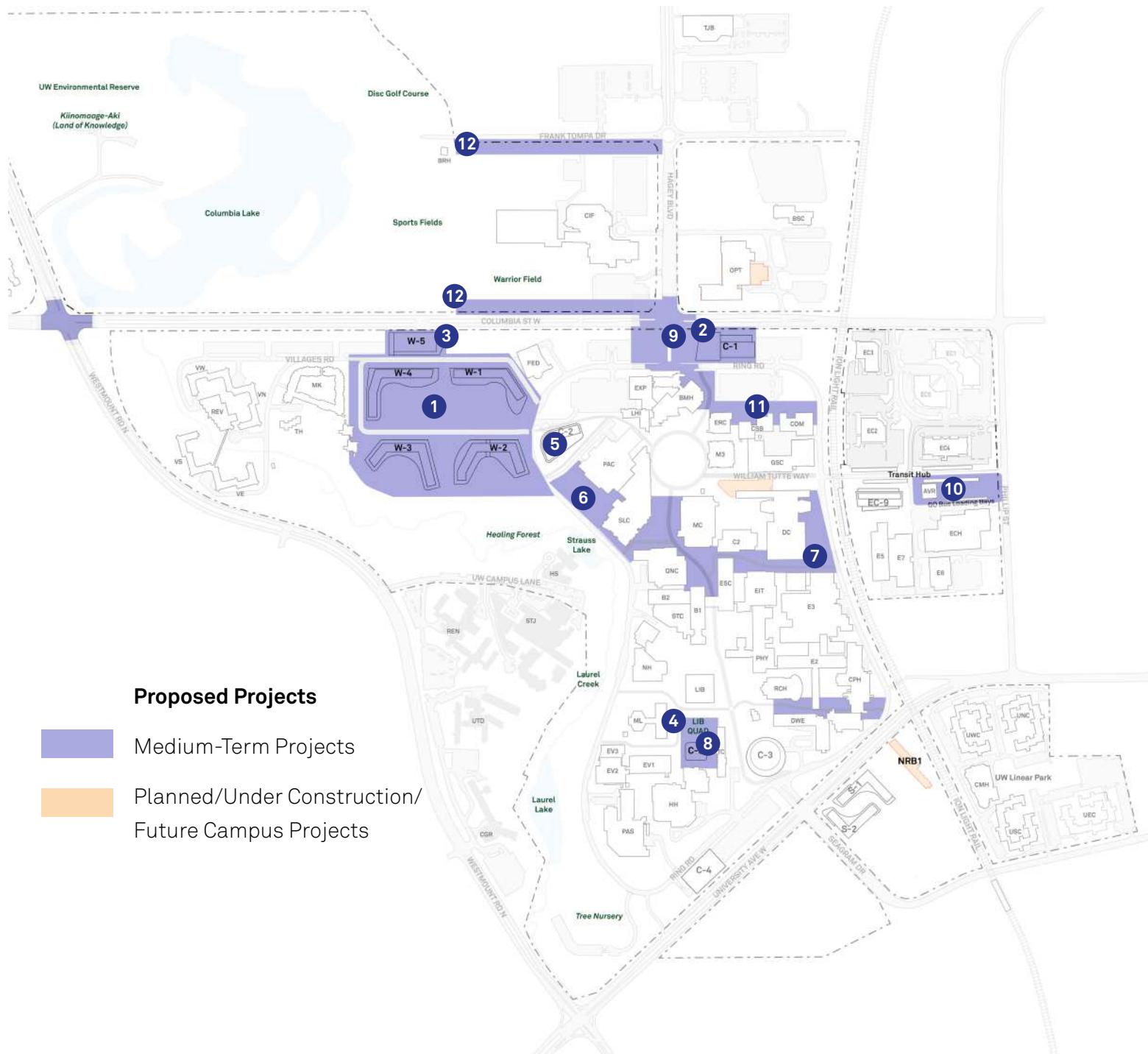
**Figure 172. Medium-Term Phasing Plan** showing phasing for proposed building, open space, and landscape interventions. Recommended parking structures to be constructed based on demand and priority. The numbers indicated on the plan are to be used for illustrative purposes only and do not indicate the sequential order of implementation.

Proposed Projects

Medium-Term Projects

Planned/Under Construction/ Future Campus Projects

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

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

For Approval   **Open Session**

To:	Senate
From:	Vivek Goel President and Vice-Chancellor
Date of Meeting:	January 26, 2026
Agenda Item:	**7.1 Appointment of Chancellor Review Committee**

Recommendation/Motion

That Senate appoint the Senate Executive Committee to serve as the Chancellor Review Committee.

Background

Dr. Jagdeep Singh Bachher currently serves as the University of Waterloo's 12th Chancellor. He is a triple alum of the University of Waterloo, having earned a Bachelor of Applied Science, Mechanical Engineering in 1993, a Master of Applied Science, Management Sciences in 1994, and a Doctor of Philosophy in Management Sciences in 2000.

As titular head of the University, Chancellor Bachher serves a key ambassador for the institution, building and nurturing relationships across the broader Waterloo community and advancing its mission provincially, nationally, and internationally in keeping with the Vision for Waterloo at 100. He presides over convocation ceremonies, conferring degrees, diplomas and certificates on graduating students, and serves as an inspiration to the community writ large.

Jagdeep Singh Bachher's first term as chancellor will end on June 30, 2027, and as provided by the *University of Waterloo Act, 1972*, is eligible to serve for a second three-year term. Bachher was elected by the University's Senate to a three-year term that began on July 1, 2024. He succeeded Chancellor Dominic Barton.

Process for Chancellor Review and Renewal

As a long-standing practice, the Senate Executive Committee (SEC) serves as the Chancellor Nominating and/or Review Committee, on approval from Senate. It is proposed the SEC be appointed in this capacity to review and make recommendations on the reappointment of Chancellor Jagdeep Singh Bachher.

The SEC will develop procedures for the review, including consultation with the University community, and share with Senate. It is anticipated that a recommendation would be presented to Senate at the May 2026 meeting.

Jurisdictional Information

University of Waterloo Act, Section 30:

> (1) There shall be a Chancellor of the University who shall be elected by the Senate in such manner as the Senate shall determine.

(2) The term of office of the Chancellor shall be three years, provided that he shall be eligible for re-election for one additional term.

(3) The Chancellor shall preside at all Convocations and shall admit to degrees, diplomas and certificates such candidates, including the recipients of honorary degrees, as may be designated by the Senate.

Governance Path

- Phase 1: Appointment of Chancellor Review Committee
    - Senate Executive Committee: January 12, 2026
    - Senate: January 26, 2026

- Phase 2: Reappointment of Chancellor
    - Senate Executive Committee: April 20, 2026 (prospective)
    - Senate: May 4, 2026 (prospective)

For Information   **Open Session**

To:	Senate
From:	Laura Deakin, Co-Chair, Senate Engagement Working Group
	Marcus Shantz, Co-Chair, Senate Engagement Working Group
Date of Meeting:	January 26, 2026
Agenda Item:	**7.2 Senate Engagement Working Group Update**

Summary

The Senate Engagement Working Group (SEWG) was established by Senate on September 22, 2025 to provide recommendations that enhance senator engagement with senate governance, structures, and processes, such as membership and elections. To date, the working group has met three times.

Key Areas of Discussion

Working group discussions have focused on promoting engagement through the following areas:

- Creating opportunities for varied contributions from Senators and fostering meaningful discussion.
- Clearly defining meeting expectations, including rules of procedure and how they support effective meetings.
- Leveraging UW values and considering the development of shared values and responsibilities to guide Senator engagement and transparency.
- Examining the impact of room layout, meeting timing, and meeting length on engagement.
- Exploring potential updates to Senate nominations and elections processes.
- Clarifying procedures for how items are brought forward for Senate consideration.

Emerging Priorities

The SEWG has prioritized its work on recommendations that:

- Encourage participation from diverse voices during Senate meetings.
- Support meaningful and inclusive discussion, with clear guidance on scope, time, and expectations.
- Clarify the role and powers of Senate.
- Clarify the roles and responsibilities of Senators to support effective engagement.

Next Steps

Future consultation sessions are being planned to engage Senators and gather additional input to inform recommendations. The working group intends to hold an information session for Senators, outside of a regular Senate meeting, in the near future. In the meantime, Senators may reach out to members of the working group directly. Senators may also use the SEWG online feedback form to submit questions, comments, and ideas for consideration.

Documentation

Meeting materials from the SEWG are available on the SEWG webpage.

University of Waterloo | Senate

For Approval	**Open Session**

To:	Senate
From:	Senate Graduate Council
Presenter(s):	Justin Wan Interim Associate Vice-President, Graduate Studies and Postdoctoral Affairs
Date of Meeting:	January 26, 2026
Agenda Item:	**8.1 Report of the Senate Graduate Council: Faculty of Engineering – Major Modifications**

Recommendation/Motion

That Senate approve the major modifications to the Master of Engineering (MEng) in Chemical Engineering and the Master of Engineering (MEng) in Electrical and Computer Engineering programs, effective May 1, 2026, as presented.

Summary

Senate Graduate Council met on November 17, 2025 and agreed to forward the following item to Senate for approval as part of the regular agenda.

    a. Master of Engineering (MEng) in Chemical Engineering and the Master of Engineering (MEng) in Electrical and Computer Engineering programs.

The full proposal can be found in the November 17, 2025 Senate Graduate Council Meeting Book, starting on page 224.

Proposal/Rationale

Chemical Engineering:

Students have expressed interest in both specializations as determined through exit surveys and consultations with current students.

The Machine Learning specialization has been highly desired by our students (both undergraduate and graduate students have shown interest in this content), but we only recently hired the necessary faculty members with the expertise to teach it. 2 courses have been added to our curriculum in recent departmental meetings which finally offer this content. Coupled with the courses in optimization and process control which are traditionally offered by our department, we are now able to offer a coherent and attractive package to students with interest in this area.

The Sustainable Energy and Materials specialization aligns with our discipline and we teach many courses in these areas, which we wish to offer as a coherent package to our students.

We have also expanded the offering for the Sustainable Energy and Materials specialization to include 2 courses from the School of Environment, Enterprise and Development (SEED) to cover crucial material that is not normally taught in chemical engineering departments, but which complements the theme of this specialization. This combination will create exceptionally well-rounded and widely knowledgeable students. SEED has been consulted on this plan and a written agreement is in place concern the teaching load, costs, and timelines.

The requirements for the new specializations are outlined below:

To receive the Graduate Specialization in Machine Learning in Chemical Engineering, students must successfully complete 3 compulsory courses, 1 elective course, and 4 additional courses as follows:

- *Compulsory courses:*

    o *CHE 523 Introduction to Machine Learning and Data Science in Chemical Engineering*

    o *CHE 620 Applied Engineering Mathematics*

    o *CHE 626 Applications of Machine Learning*

- *Elective courses (choose 1 from the following list):*

    o *CHE 520 Process Modeling and Simulation*

    o *CHE 521 Process Optimization*

    o *CHE 522 Advanced Process Dynamics and Control*

    o *CHE 621 Model Building and Response Surface Methodology*

- *Of the 4 additional courses, no more than 2 may be from outside CHE*

To receive the Graduate Specialization in Sustainable Energy and Materials, students must successfully complete 3 compulsory courses, 1 elective course, and 4 additional courses as follows:

- *Compulsory courses:*

    o *CHE 571 Industrial Ecology*

    o *SUSM 620 Sustainable Operations*

    o *SUSM 665 Life Cycle Assessment*

- *Elective courses (choose 1 from the following list):*

    o *CHE 516 Energy Systems Engineering*

    o *CHE 572 Air Pollution Control*

    o *CHE 574 Industrial Wastewater Pollution Control*

- *Of the 4 additional courses, no more than 2 may be from outside CHE*

Electrical and Computer Engineering:

Update course lists for existing Graduate Specializations in the MEng in ECE programs. Introduce a new Graduate Specialization titled "Control and Autonomy." Many of the existing Graduate Specializations have not been updated in years. As a result, the course lists include courses that are no longer offered regularly and omits newer courses introduced in the meantime. The new Graduate Specialization in Control and Autonomy addresses a gap in the curriculum and highlights the Department's strengths in control, robotics, and autonomous systems.

To receive the Graduate Specialization in Control and Autonomy, students must successfully complete 2 compulsory courses and 3 elective courses as follows:

- Compulsory courses:
    - Choose 1 from the following list:
        - ECE 682 Multivariable Control Systems
        - ECE 686 Stochastic Control of Linear Systems
        - ECE 688 Nonlinear Systems
    - Choose 1 from the following list:
        - ECE 602 Introduction of Optimization
        - ECE 687 Robot Dynamics & Control
- Elective courses (choose 3 from the following list):
    - Any course from the compulsory lists that is not used to fulfill the compulsory course requirement.
    - ECE 604 Stochastic Processes
    - ECE 700 Topic-10 Distributed Optimization
    - ECE 750 Topic-40 Reinforcement Learning
    - ECE 752 Foundations of Multiagent Systems
    - ECE 783 Motion Coordination & Planning
    - ECE 787 Social Robotics
    - ECE 789 Model Predictive Control

Jurisdictional Information

As outlined in the council's Terms and Reference, Senate Graduate Council is empowered to make approvals on behalf of Senate for a variety of matters:

- Consider, study and review all proposals for new graduate programs, the deletion of graduate programs, and/or major modifications to existing graduate programs, and make recommendations to Senate thereon.

Governance Path

Faculty of Engineering: March 27, 2025

Faculty of Engineering: September 16, 2025

Senate Graduate Council: November 17, 2025

Senate: January 26, 2026

Documentation Provided

Appendix A: Proposed Changes – Faculty of Engineering

The full proposal can be found in the November 17, 2025 Senate Graduate Council Meeting Book, starting on page 224.

UNIVERSITY OF WATERLOO | Senate

For Approval   **Open Session**

To:	Senate
From:	Senate Graduate Council
Presenter(s):	Justin Wan Interim Associate Vice-President, Graduate Studies and Postdoctoral Affairs
Date of Meeting:	January 26, 2026
Agenda Item:	**8.2 Report of the Senate Graduate Council: Faculty of Health – Major Modifications**

Recommendation/Motion

That Senate approve the major modifications to the Master of Arts (MA) in Recreation and Leisure Studies program, effective May 1, 2026, as presented.

Summary

Senate Graduate Council met on November 17, 2025 and agreed to forward the following item to Senate for approval as part of the regular agenda.

   a. Master of Arts (MA) in Recreation and Leisure Studies program.

The full proposal can be found in the November 17, 2025 Senate Graduate Council Meeting Book, starting on page 263.

Proposal/Rationale

Changing the name of the coursework study option from Master of Arts (MA) in Recreation and Leisure Studies to Master of Arts (MA) in Sport and Recreation Leadership.

The name change better reflects the overall program goals and the applied nature of the online courses, while also maintaining the intended learning outcomes of the program. The name change will help solidify the identity of the online MA coursework program, which will help with student recruitment and appeal to prospective employers. The name change also reflects the content expertise of RLS faculty and course instructors and complements RLS undergraduate student training in sport and recreation management. The change to the program name will not involve any changes to current tuition rates. The proposed changes are also informed by the outcomes of curriculum reviews, a cyclical review, stakeholder consultations, community partners, and current and previous students.

Beyond the name change, there are no other changes being proposed. No courses are being changed, the existing thesis option is not being altered, and there are no changes to the learning outcomes.

Jurisdictional Information

As outlined in the council's [Terms and Reference](), Senate Graduate Council is empowered to make approvals on behalf of Senate for a variety of matters:

- Consider, study and review all proposals for new graduate programs, the deletion of graduate programs, and/or major modifications to existing graduate programs, and make recommendations to Senate thereon.

Governance Path

Faculty of Health: June 12, 2025

Senate Graduate Council: November 17, 2025

Senate: January 26, 2026

Documentation Provided

Appendix A: [Proposed Changes – Faculty of Health]()

The full proposal can be found in the November 17, 2025 Senate Graduate Council Meeting Book, starting on [page 263]().

UNIVERSITY OF WATERLOO | Senate

For Approval	**Open Session**

To: Senate

From: Mathematics Faculty Council

Presenter(s): Cecilia Cotton, Faculty Senator
Jochen Konemann, Dean, Faculty of Mathematics

Date of Meeting: January 26, 2026

Agenda Item: **9.1   Amendments to the Faculty of Mathematics Constitution**

Recommendation/Motion
That Senate approve the amended Constitution for the Faculty of Mathematics at the University of Waterloo, as presented.

Proposal/Rationale
The proposed amendments aim to bring the Faculty's constitution in line with the current structure and operations of the Faculty, and in compliance with recent policy changes at the University level.

Amendments to the constitution are detailed in the attachment to this report, and a summary of the proposed changes are as follows:
- Amendments arising from the recent revisions to Policy 76 and Policy 77, and the introductions of new ranks within the professoriate.
- Amendments to align with the organizational structure of the Faculty (Math/Business is no longer a unit, the Centre for Education in Mathematics and Computing (CEMC) and Mathematics Undergraduate Group (MUG) are now treated as units, the Mathematics Graduate Student Association now exists).
- Amendments to reflect current practices or pragmatic approaches.
- The term length for Chair of Faculty Council is now defined as two years.
- The process to elect a Chair of Faculty Council is modified to include an option "None of the Above", which if the option prevails in the election the full election process under section V.i will be restarted from the beginning. This provision aims to mitigate situations where the elected Chair does not sufficiently earn the confidence of Faculty Council.
- Adjustment of Faculty Council quorum from 25 to 35, to reflect the growth of the Faculty in the time since that quorum figure was approved. Setting a formulaic quorum was considered but not adopted.
- Editorial edits to improve flow along with updates of titles and units.

The consultation process also yielded additional constitutional changes of potential interest to the Faculty, however it was determined that those additional changes would themselves require extensive consultation and were not pursued as part of the suite of changes for submission to Senate in this report.

Jurisdictional Information

Per Senate Bylaw 1, Article 15.01, where a Faculty has adopted a formal constitution, that constitution and any amendments thereto are inoperative and ineffective until approved by Senate.

Governance Path

    i.   March 2024 - Faculty of Mathematics Administrative Committee established a subcommittee on constitution reform

    ii.   May 2024 - Faculty Council received notice as part of agenda of regular meeting

    iii.   October 2024 and February 2025 - Preliminary reports to Mathematics Faculty Council

    iv.   May 2024 to March 2025 - Consultation
- a. chairs of the various Faculty of Mathematics committees
- b. Faculty Equity Officer
- c. Secretary of the University
- d. Dean Advisory Council
- e. Faculty of Mathematics Administrative Committee

    v.   First reading
- a. March 21, 2025 - Draft revisions circulated to Mathematics Faculty Council
- b. April 22, 2025 – Recommendation of proposed amendments by Mathematics Faculty Council, with 57 members in attendance and 52 voting in favour
- c. Electronic vote of Mathematics Faculty Council held 5 May 2025 to 27 May 2025. Not all eligible voting members of the Faculty Council were able to participate in the vote. Vote declared null and void on 2 June 2025.

    vi.   Feedback received following first reading

    vii.   October 2025 - Faculty Council received notice as part of agenda of regular meeting

    viii.   November 25, 2025 - Recommendation of proposed amendments by Mathematics Faculty Council, with 64 members in attendance and 49 voting in favour

    ix.   Amendment approved by electronic vote of Mathematics Faculty Council held 9 December 2025 to 8 January 2026. 320 ballots circulated, Y ballots returned. 229 voted in favour (72%, exceeds necessary threshold)

    x.   January 26, 2026 - Consideration of proposed amendments for approval by Senate

Documentation Provided

- **Attachment**: Draft revisions to the "Constitution of The Faculty of Mathematics at The University of Waterloo"

Proposed amendments to the Constitution of the Faculty of Mathematics
(strikethrough = deleted text; underline = new text)

CONSTITUTION OF THE FACULTY OF MATHEMATICS AT THE UNIVERSITY OF WATERLOO

The Faculty of Mathematics at the University of Waterloo (the "University") is constituted to

(i) conduct research that has worldwide impact and recognition;

(ii) provide teaching and learning opportunities of unmatched breadth and depth;

(iii) produce graduates who are in worldwide demand; and

(iv) undertake educational outreach and community engagement that increases mathematical and computing literacy nationally and globally.

I

FACULTY AND FACULTY COUNCIL

I.1 There shall be a unit of the University called the Faculty of Mathematics (the "Faculty").

I.2 The plenary organ of the Faculty shall be the Faculty of Mathematics Faculty Council ("Faculty Council").

I.2.i Faculty Council shall consist of the following, all as voting members:

The President of the University

The Vice-President, Academic & Provost

The Dean of the Faculty

~~All Associate Deans of the Faculty~~

~~All Professors, Associate Professors, Assistant Professors and Lecturers holding a regular faculty appointment in the Faculty~~

<u>All regular faculty members, as defined by Policy 76, holding appointments in the Faculty of Mathematics</u>

The Associate Vice-President, Academic (or delegate)

The Associate ~~Provost~~ <u>Vice-President</u>, Graduate Studies <u>and Postdoctoral Affairs</u> (or delegate)

The University Registrar (or delegate)

The University Librarian (or delegate)

The Faculty Relations Manager (Mathematics) in ~~the Department of Co-operative Education and Career Action~~ <u>Co-operative and Experiential Education (CEE)</u>

The Director of the Student Success Office <u>(or delegate)</u>

One full-time graduate student in the Faculty, pursuant to paragraph V.2.i

Two full-time undergraduate students in the Faculty, pursuant to paragraph V.2.ii

One full-time post-doctoral fellow in the Faculty, pursuant to paragraph V.2.iii

One representative from each of

1. the Faculty of ~~Applied~~ Health ~~Sciences~~;

2. the Faculty of Arts;

3. the Faculty of Engineering;

4. the Faculty of Environment;

5. the Faculty of Science

pursuant to paragraph V.2.iv.

I.2.ii The Chair of Faculty Council may invite representatives of other units and sub-units of the University to attend and participate in meetings of Faculty Council on such terms as Faculty Council may determine.

I.3 Except as may otherwise be determined by the Administrative Committee of Faculty Council, meetings of Faculty Council shall be open to all members of the University community. The Administrative Committee of Faculty Council may, on 48 hours' notice, close a meeting to any or all categories of spectators. Student members of Faculty Council shall not participate in meetings or parts of meetings in which individual student cases are discussed.

I.4 The Year of Faculty Council runs from September 1st to August 31st. Faculty Council shall meet at least four times annually, as specified in the Bylaws. Additional meetings may be held either at the call of the Administrative Committee established pursuant to Clause III.1 below, or within 15 working days of receipt by either the Chair or the Secretary of Faculty Council of the written request of 15% of the membership of Faculty Council.

I.5 A quorum at all meetings of Faculty Council shall consist of ~~25~~ 35 members of Faculty Council.
I.6 Meetings of Faculty Council shall be conducted in accordance with Robert's Rules of Order and Procedure (to the extent that those Rules are not inconsistent with this Constitution) and such bylaws as may be adopted by Faculty Council. Except as otherwise provided for in this Constitution, notices of meetings with agenda and all relevant documentation shall be made available to members of Faculty Council at least 5 working days in advance of its meetings.

I.7 All Faculty Council Records will be maintained in accordance with University Policy 12 – Records Management which guides the creation, storage, use, and disposition of University Records. Except where prohibited by University Policy or government privacy legislation, all Faculty Council Records will be made available to the Faculty electronically.

I.8 Faculty Council shall have the following powers and duties:
a) Subject to the approval of the Senate of the University (the "Senate"), to determine the course of study in the Faculty and the conditions of admission into, and continuation within, these courses of study;
b) Subject to confirmation by Senate, to appoint the examiners for, and conduct the examinations of, the courses in the Faculty and determine the results of such examinations;
c) On the Recommendation of the Undergraduate Standings and ~~Promotions~~ Petitions Committee established pursuant to Clause III.3 below and the Graduate Studies Committee established pursuant to Clause III.4 below, to recommend to Senate candidates for the conferring of degrees, diplomas, awards and other honours;
d) To appoint such standing and ad hoc committees of Faculty Council as it shall determine, and to delegate to such committees the powers and responsibilities that Faculty Council itself possesses pursuant to Clause IV below; and
e) To consider and report to Senate upon such matters affecting the Faculty as Faculty Council may deem appropriate.

~~f)~~ I.9 Except in cases of extreme emergency, no motion of major policy significance may be debated or voted upon in any meeting unless prior notice of that motion is included in the agenda of that meeting. In cases of dispute, the Chair's ruling on whether or not a motion shall be admitted shall be final. Normally, reference to committees, questions of procedure, tabling and requests for information are among the matters not requiring notice of motion.

II
OFFICERS
II.1 The Dean
II.1.1 The senior executive officer of the Faculty shall have the title "Dean of Mathematics" (the "Dean").

II.1.ii The Dean is an officer of the University and is appointed in accordance with University Policy 45, "The Dean of a Faculty," as it may be amended from time to time, or any document in substitution therefor.

II.1.iii In reporting to the Vice-President, Academic & Provost, the Dean leads the Faculty with respect to curriculum development, teaching, learning, research, and fostering its best interests. The Dean represents the Faculty and acts on its behalf in any administrative and ceremonial matters pertaining to the Faculty as a whole. The Dean manages the Faculty, including matters relating to resourcing, resource allocation and Faculty development with advice from the Faculty Council and other relevant committees and performs such other duties or functions as required for the academic program of the Faculty.

II.2 The Chair of Faculty Council
II.2.i Pursuant to the provisions of Clause V.1 below, Faculty Council shall elect one of its faculty members as chair to serve for a term of two years.

II.2.ii The duties of the chair shall consist of:
a) Calling and chairing meetings of Faculty Council in accordance with I.5 above;
b) Calling and chairing meetings of the Administrative Committee established pursuant to Clause III.1 below;
c) Serving as electoral officer of the Administrative Committee established pursuant to Clause III.1 below; and
d) Such other duties as may be assigned to the chair by this Constitution or through bylaws or resolutions of Faculty Council.

II.3 The Secretary of Faculty Council
II.3.i The Secretary of Faculty Council shall be appointed by the Dean.
II.3.ii The duties of the secretary shall consist of:
a) Giving notice of and recording the proceedings of Faculty Council meetings and keeping the attendance roll;
b) Giving notice of and recording proceedings of meetings of the Administrative Committee established pursuant to Clause III.1 below; and
c) Such other duties as may be assigned to the secretary by the Chair, this Constitution or through bylaws or resolutions of Faculty Council.

III
STANDING COMMITTEES
~~The tenure of standing committees of the Faculty is from September 1st to August 31st.~~

- Administrative Committee
- Undergraduate Affairs Committee
- Standings and ~~Promotions~~ Petitions Committee
- Graduate Studies Committee
- Faculty Tenure, Permanence and Promotion Committee
- Honorary Degrees Committee
- Computing Advisory Committee
- Faculty Committee on Student Appeals

III.1   Administrative Committee (the "AC")
III.1.i   The AC shall:
a) Plan the forthcoming business of Faculty Council and arrange the agenda of its meetings;
b) Receive reports from standing and ad hoc committees of Faculty Council;
c) Assign matters to appropriate committees and Faculty Council and manage matters that do not otherwise fall within the mandates of committees of Faculty Council;
d) Serve as a nominating committee for Faculty representatives to other bodies in the University, and for any other committees to which the Faculty may from time to time send representatives, including appointing members to such bodies or committees as required to fill vacancies which may occur between elections;
e) Monitor all motions submitted to Faculty Council via the Agenda in order to ensure that such motions are accompanied by adequate statements outlining the reasons for the motion, and its expected consequences.

III.1.ii The AC shall consist of the following, all as voting members:
Ex Officio
a) The Chair of Faculty Council, who shall be Chair;
b) The Secretary of Faculty Council;
c) The Dean of the Faculty;
d) The Associate Dean, Undergraduate Studies;
e) The Associate Dean, Graduate Studies.
Elected/Appointed
a) One member of Faculty Council from each of 1. Applied Mathematics 2. Combinatorics and Optimization 3. Centre for Education in Mathematics and Computing (CEMC) 4. Computer Science 5. Mathematics Undergraduate Group (MUG) 6. ~~4.~~ Pure Mathematics ~~5.~~ 7. Statistics and Actuarial Science chosen by a procedure approved by the relevant unit;
b) One undergraduate student representative, chosen by the undergraduate students in the Faculty through a procedure approved by ~~the Dean~~ the Mathematics Society (MathSoc);
c) One graduate student representative, chosen by the graduate students in the Faculty through a procedure approved by the ~~Dean~~ Math Graduate Student Association (MGSA).

III.1.iii Meetings of the AC shall be closed to everyone other than members of the AC and those invited to attend at the request of the AC.

III.2 Undergraduate Affairs Committee (the "UAC")
III.2.i The UAC shall:
a) Provide general academic oversight on proposals concerning curricula, courses, academic policies, academic standards, continuation conditions, and general undergraduate affairs, and make recommendations on those matters to Faculty Council;
b) Define and oversee the functioning of the core curriculum in the Faculty, and make recommendations in that respect to Faculty Council;
c) Establish and oversee policies relating to admission of undergraduates to the Faculty, including policies governing advanced standing; Oversee and coordinate the preparation of calendar and other informational material relating to undergraduate programs and plans in the Faculty;
d) Receive and consider proposals from the Undergraduate Standings and Promotions Committee; and
e) Consult representatives of groups that do not have permanent representation on the UAC whenever those groups may be affected by proposals to be considered by the UAC, and, in the discretion of the UAC, invite representatives of such groups to attend UAC meetings at which such proposals are to be discussed.

III.2.ii The UAC shall consist of the following as members, all of whom shall be voting members of the UAC unless otherwise noted:
Ex Officio
a) The Dean;
b) The Associate Dean, Undergraduate Studies, who shall be Chair;
c) The Associate Dean, Co-operative Studies;
d) The Associate Dean, Undergraduate Admissions and Outreach;
e) ~~d)~~ The Faculty of Mathematics representative on Senate Undergraduate Council;
f) ~~e)~~ The Mathematics Society Vice-President Academic;

Elected/Appointed
a) One member of Faculty Council from each of 1) Actuarial Science 2) Applied Mathematics 3) Centre for Education in Mathematics and Computing ~~3)~~ 4) Combinatorics and Optimization 5) Mathematics Undergraduate Group ~~4)~~ 6) Pure Mathematics ~~5)~~ 7) Statistics chosen by a procedure approved by the relevant unit.
b) Two members of Faculty Council from the Cheriton School of Computer Science, chosen by a procedure approved by the School;
c) ~~One member of Faculty Council from the Math/Business and Accountancy plans chosen by a procedure approved by the Director of the Mathematics Business and Accountancy plans;~~
~~d)~~ One undergraduate student representative majoring in Computer Science, chosen by the undergraduates majoring in Computer Science by a procedure authorized by the Director of the Cheriton School of Computer Science;

III.2.iii The chair of the UAC shall be the Associate Dean, Undergraduate Studies. Meetings of the UAC shall be closed to everyone other than members of the UAC and those invited to attend at the request of the chair of UAC.

III.2.iv Recommendations for changes in curriculum and regulations governing undergraduate programs for the next academic year shall be submitted to the UAC by a date to be specified by the UAC in consultation with the chair of Faculty Council. Except as otherwise provided in this Article III.2, the UAC shall present its recommendations ~~and copies of submissions~~ to Faculty Council for approval.

III.3 Undergraduate Standings and ~~Promotions~~ Petitions Committee (the "S&P")
III.3.i The S&P shall:
a) Implement existing policies concerning standings, ~~promotions,~~ withdrawals, and related matters;
b) Receive, evaluate, and adjudicate on ~~all~~ petitions for ~~special consideration related to standing and promotions~~ exceptions to academic rules as per Policy 70;
c) Report, and make recommendations, to the UAC on policies related to standings and ~~promotions~~ petitions.

III.3.ii The S&P shall consist of the following members, all of whom shall be voting members unless otherwise noted:
Ex Officio
a) The Dean;
b) The Associate Dean, Undergraduate Studies~~, who shall be Chair~~;
c) The Assistant Dean for Students;
d) The Director of the Mathematics Undergraduate Office, or delegate;
~~c)~~ e) The ~~Co-operative Education & Career Action~~ Co-operative and Experiential Education (CEE) Faculty Relations Manager, Mathematics ~~Co-op~~; and
~~d)~~ f) The Associate Dean, Co-op Studies.
Elected/Appointed
a) Not more than two academic advisors from each of 1) Applied Mathematics 2) Combinatorics and Optimization 3) Computer Science 4) Pure Mathematics 5) Statistics and Actuarial Science appointed by the Chair or Director of the relevant unit;
~~(b) Not more than two academic advisor from the Mathematics Business and Accountancy Plans appointed by the Director of the Mathematics Business and Accountancy Plans.~~
b) Not more than one academic advisor appointed by the Director of the relevant plans for each of 1) Honours Mathematics, 2) Mathematical Studies, 3) Computational Mathematics, 4) Mathematics Business.

III.3.iii Meetings of the S&P shall be closed to everyone other than members of S&P and those invited to attend at the request of S&P.

III.3.iv The Chair of S&P shall be the Associate Dean, Undergraduate Studies or delegate

III.4 Graduate Studies Committee (the "GSC")

III.4.i The GSC shall:

a) Be responsible for the development and operation of graduate studies in the Faculty, and shall oversee the promotion of research within Faculty, subject to the approval of Faculty Council, the Senate Graduate Council, the ~~Dean of Graduate Studies~~ Associate Vice President, Graduate Studies and Postdoctoral Affairs, Graduate Studies and Postdoctoral Affairs ~~the Graduate Studies Office, the Senate Research Council~~, the Senate and other bodies and offices with mandated responsibility for development and operation of graduate studies ~~and research~~ at the University;

b) Consider all proposed new graduate courses and programs and all proposed changes in existing graduate courses and programs, and ~~to~~ make recommendations to Faculty Council in those respects;

c) Determine the requirements for Sole Supervisory Privilege Status ~~qualification as approved doctoral dissertation supervisors~~ within the Faculty;

d) Recommend to Faculty Council candidates meeting all requirements for the ~~post-baccalaureate~~ graduate degrees offered by the Faculty;

e) Oversee the preparation of calendar and other informational material related to the graduate programs of the Faculty, and ~~to~~ coordinate such material prepared by Departments and Schools of the Faculty;

f) Make recommendations to the appropriate bodies on the financial requirements for graduate student support, and for the promotion of research; and

g) Have responsibility for the admissions policies and procedures for graduate students, subject to approval by Faculty Council.

III.4.ii The GSC shall consist of the following as members, all of whom shall be voting members of the GSC unless otherwise noted:

Ex Officio

a) The Dean;

b) The Associate Dean, Graduate Studies, who shall be Chair;

c) The graduate officers from each of 1) Applied Mathematics 2) Combinatorics and Optimization 3) ~~Computational Mathematics 4)~~ Computer Science ~~5)~~ 4) Pure Mathematics ~~6)~~ 5) Statistics and Actuarial Science 6) Master of Mathematics for Teachers

d) The Associate Dean, Research;

e) ~~The Associate Provost, Graduate Studies~~ The Associate Vice-President, Graduate Studies and Postdoctoral Affairs.

f) The Chair of the Math Graduate Student Association

Elected/Appointed

a) One faculty member of Faculty Council from each of 1) Applied Mathematics 2) Combinatorics and Optimization 3) Computer Science 4) Pure Mathematics 5) Statistics and Actuarial Science chosen from among the ~~approved doctoral dissertation supervisors~~ Sole Supervisory Privilege Status 2 holders by a procedure approved by the relevant unit, each to serve a two-year term;

b) ~~Two~~ One full-time graduate student~~s~~ in the Faculty, elected for a 2-year term~~s (except for 1-year terms when need to provide for retirement in alternate years)~~ by the graduate students of the Faculty.

III.4.iii Meetings of the GSC shall be closed to everyone other than members of the GSC and those invited to attend at the request of the chair of GSC.

III.5 Faculty Tenure, Permanence and Promotion Committee (the "FTPPC")
III.5.i The ~~TPC~~ FTPPC shall serve as the Faculty Tenure, Permanence and Promotion Committee as outlined in University Policy #77~~,"~~ _ Tenure and Promotion of Faculty Members~~" ("Policy 77")~~.
III.5.ii Membership on the ~~TPC~~ FTPPC shall be as provided ~~for Faculty Tenure and Promotion Committees~~ in Policy 77, with the following additional requirements:
a) Where Policy 77 requires "at least five tenured or permanent faculty members broadly representative of Faculty program areas," this shall mean one faculty member of Faculty Council from each of 1) Applied Mathematics 2) Combinatorics and Optimization 3) Computer Science 4) Pure Mathematics 5) Statistics and Actuarial Science 6) either the Centre for Education in Mathematics and Computing, or the Mathematics Undergraduate Group elected by the relevant unit(s);
b) Members of the ~~TPC~~ FTPPC elected pursuant to paragraph ~~III.6.ii.a)~~ III.5.ii.a) shall serve three-year non-renewable terms;
c) Nominations of members to serve as elected members of ~~TPC~~ FTPPC shall be in writing and must be signed by five members of the electorate as defined in Policy 77, except that the electorate shall be limited to members of the unit for which such nomination is made.
d) Elections pursuant to this sub-Clause ~~II.5.ii~~ III.5.ii shall be conducted by the Dean's Office on behalf of each unit, and shall be by secret ballot conducted among members of the electorate in each unit for which such election is held.

III.6 Honorary Degrees Committee (the "HDC")

III.6.i The HDC shall:
a) Consider issues of policy concerning honorary degrees and distinguished professor emeritus appointments, and make recommendations on these matters to the appropriate bodies;
b) Recommend candidates for honorary degrees, and refer suitable nominees to the Senate Nominating Committee for Honorary Degrees, according to the criteria established by that Senate Committee; and
c) Advise the Dean on recommendations for distinguished Professor Emeritus appointments received by the Dean from Chairs and Directors of the Faculty. In considering nominations, the Chair or Director will first consult with and seek the advice of the Department or School Tenure and Promotion Committee before deciding to forward a recommendation to the Dean. The Dean in turn will consult with the Faculty Honorary Degrees Committee, consider its advice in his/her final decision, and forward approved nominations to the Senate Nominating Committee for Honorary Degrees.

III.6.ii The HDC shall consist of the following as voting members:
a) The Dean;
b) A faculty ~~Faculty~~ member holding a tenured appointment ~~in the professorial ranks~~, appointed by the AC to serve as Chair; and
c) One faculty member of Faculty Council from each of 1) Applied Mathematics 2) Combinatorics and Optimization 3) Computer Science 4) Pure Mathematics 5) Statistics and Actuarial Science appointed by the Chair or Director of the relevant unit, each to serve a two or three year term.

III.6.iii Meetings of the HDC shall be closed to everyone other than members of the HDC and those invited to attend at the request of the HDC.

III.7 Computing Advisory Committee (the "CAC")

III.7.i The CAC shall:
a) Advise the Associate Dean Computing and Faculty Council on procedures and priorities for the use of computing resources within the Faculty; and
b) Participate in continuous long-term planning for the renewal of computing resources in the Faculty, including attention to the relationship with central computing resources for the University.

III.7.ii The CAC shall consist of the following as voting members:
Ex Officio
a) The Dean;
b) The Associate Dean, Computing, who shall be Chair;
c) The Director of Infrastructure of the Cheriton School of Computer Science;
Elected/Appointed
a) One faculty member from each of 1) Applied Mathematics 2) Centre for Education in Mathematics and Computing 3) Combinatorics and Optimization 3) 4) Computer Science 4) 5) Mathematics Undergraduate Group 6) Pure Mathematics 5) 7) Statistics and Actuarial Science appointed by the Chair or Director of the relevant unit;
b) One full-time graduate student in the Faculty, elected by the graduate students of the Faculty by a procedure approved by the Associate Dean;
c) One undergraduate student in the Faculty, chosen by the graduate undergraduate students in the Faculty by a procedure approved by the Associate Dean; and
d) Such additional (non-voting) persons as the Chair shall from time to time appoint.

III.7.iii The chair of the CAC shall be the Associate Dean, Computing. Meetings of the CAC shall be closed to everyone other than members of the CAC and those invited to attend at the request of the chair of the CAC.

III.8 Faculty Committee on Student Appeals (the "FCSA")

III.8.i The FCSA shall:
a) Exercise the jurisdiction vested in faculty committees on student appeals by section 3 of University Policy 72, "Student Appeals" ("Policy 72"); and
b) Advise Faculty Council on matters referred to in paragraph III.8.i.a) III.9.i.a).

III.8.ii The FCSA shall consist of the following as members, all of whom shall be voting members of the FCSA:
a) The Dean;
b) A member of the Faculty holding tenured or permanent appointment in the professorial ranks, appointed by the AC, to serve as Chair;

c) Two faculty members of Faculty Council from each of 1) Applied Mathematics 2) Combinatorics and Optimization 3) Computer Science 4) Pure Mathematics 5) Statistics and Actuarial Science 6) either the Centre for Education in Mathematics and Computing, or the Mathematics Undergraduate Group appointed by the Chair or Director of the relevant unit, each to serve a two-year term, provided that one of such appointees from each unit shall retire in each year;

d) Three or more undergraduate students in the Faculty, chosen on a termly basis by the undergraduate students in the Faculty by a procedure approved by the Dean for one or two year terms; and

e) Two or more full-time graduate students in the Faculty, chosen by the graduate students in the Faculty by a procedure approved by the Dean, for one- or two-year terms.

III.8.iii Meetings of the FCSA shall be closed to everyone other than members of the FCSA and those invited to attend at the request of the FCSA.

IV
AD HOC COMMITTEES

IV.1.i Faculty Council shall be entitled to establish such other standing or ad hoc committees as it sees fit, to determine the composition and terms of reference of such committees, and to appoint the initial members of such committees, provided that:

a) no such committee shall remain a committee of Faculty Council for more than two years from the date of the meeting of Faculty Council at which it was established unless its composition and terms of reference are incorporated in this Constitution or its bylaws; and

b) all elections subsequently necessary to fill positions on such committees are held pursuant to the provisions of Clause V.3 below.

V
ELECTIONS AND VACANCIES

V.1 Election of Chair of Faculty Council

V.1.i Except as otherwise provided for in valid University or Senate documents, the election of the chair of Faculty Council shall take place during a period (the "Election Period") assigned by the AC, and shall be conducted in accordance with the following procedures:

a) Not less than four weeks prior to the start of the Election Period, the AC shall circulate to members of Faculty Council a call for nominations to be received in the office of the Secretary of Faculty Council not later than two weeks prior to the start of the Election Period.

b) All nominations submitted pursuant to paragraph V.1.i.a) shall be endorsed by three faculty members of Faculty Council and the nominee.

c) At the start of the Election Period, the chair of Faculty Council shall issue a notice of election, and in issuing that call shall append a list of those nominated pursuant to paragraph V.1.i.a).

d) The chair of Faculty Council shall be elected from among the nominees listed pursuant to paragraph V.1.i.c) by a simple majority of the votes cast during the Election Period. The ballot shall include the option "none of the above" and if this option wins, the nomination and election process shall restart.

V.1.ii The office of chair of Faculty Council shall be deemed to be vacated should the incumbent be absent from the University for longer than six consecutive months.

V.1.iii Should the Administrative Committee determine that the office of chair of Faculty Council become is vacant for any reason whatsoever, then the remaining members of the AC shall appoint another faculty member of Faculty Council to serve in that office until a replacement is elected in accordance with the provisions of sub-Clause V.1.i. Such election shall be held within twelve four months of the creation of the vacancy.

V.2 Election/Appointment of Council Members

V.2.i Graduate Student representative. The Graduate Student representative will be chosen to serve a one-year term through a nomination/election process administered by the Mathematics Graduate Office Student Association.

V.2.ii Undergraduate Student representatives. The Mathematics Society President, and the Mathematics Society Vice-President Academic shall serve as the Undergraduate Student representatives.

V.2.iii Post-Doctoral Fellow representative. The Post-Doctoral Fellow representative will be chosen to serve a one-year term through a nomination/election process administered by the Mathematics Graduate Office.

V.2.iv Representatives from other Faculties. The representative from each of the other Faculties will be appointed to serve a one-year term, chosen through the process determined by that Faculty.

V.3 Vacancies on Committees of Faculty Council

V.3.i Any elected member of a committee of Faculty Council shall be deemed to have vacated the position should the incumbent be absent from the University for longer than six consecutive months.

V.3.ii Should a vacancy occur for any reason whatsoever in any elected position on a committee of Faculty Council, then the remaining members of that committee shall appoint another member of Faculty Council to serve in that position in accordance with the provisions of this Constitution by which the relevant committee is established until a replacement is elected in accordance with the provisions of this Constitution by which the relevant committee is established. Such election shall be held within twelve four months of the creation of the vacancy.

V.4 University and Senate Committees and Councils

V.4.i The following processes are used to appoint or elect members to University and Senate Committees or Councils from the Faculty of Mathematics, as specified in the bylaws and/or policies associated with those committees:
a) Senate Graduate & Research Council. Membership of this Senate Committee is described in Senate Bylaw 2. The two elected/appointed members from Mathematics will be the Associate Dean, Graduate Studies, and the Associate Dean, Research. The Associate Deans serve on the Council without term limits.

b) Senate Undergraduate Council. Membership of this Senate Committee is described in Senate Bylaw 2. The elected/appointed Faculty representative is elected from the faculty ~~Faculty~~ members at large, for a term of two years.

c) University Committee on Student Appeals. Membership of this University Committee is described in University Policy 72. ~~The~~ Any Faculty representative requested by Policy 72 is appointed by the Dean from the faculty ~~Faculty~~ members at large, for a term of two years.

d) Dean Nominating Committee. Membership ~~of these committees~~ is described in University Policy 45. The six faculty members are elected as follows:
One regular faculty ~~Faculty~~ member elected by the members of the relevant unit(s) from each of 1) Applied Mathematics 2) Combinatorics and Optimization 3) Computer Science 4) Pure Mathematics 5) Statistics and Actuarial Science ~~elected by the members of the relevant unit~~;
One regular faculty ~~Faculty~~ member is elected from the faculty ~~Faculty~~ members at large and will satisfy the gender requirements specified in University Policy 45.

~~IV.1.iii~~ e) The Constitution of the councils of the other Faculties may include representative membership from the Faculty of Mathematics. These positions will be filled according to those constitutional requirements; if there are no specific requirements, the representatives from the Faculty of Mathematics shall be appointed as per a process approved by Administrative Committee ~~by the Dean~~.

VI
BYLAWS AND CONSTITUTIONAL AMENDMENTS
VI.1 Bylaws of Faculty Council shall be adopted by a two thirds majority of the votes cast at a duly constituted meeting of Faculty Council at which a quorum is present. Notice of proposed amendment, repeal or adoption of bylaws must be given in writing not less than 30 days prior to the meeting at which those proposals are intended to be considered.

VI.2 Any amendments to this Constitution shall require the following: ~~e)~~ a) A recommendation for such amendments ratified by a simple majority at a meeting of Faculty Council. Notice of such a recommendation must be brought to Faculty Council at least 30 days prior to its discussion. b) ~~f)~~ A ballot (including the use of electronic voting) of all members of Faculty Council, on the recommendation of Faculty Council. There shall be at least seven days' notice before the start of the voting period, and the voting period shall have a duration of fifteen business days. The ballot must carry by at least a 60% majority of all members of Faculty Council. c) ~~g)~~ Approval of the University Senate.

Ratified ~~Approved~~ at a meeting of Faculty Council held ~~November 10, 2016~~ 25 November 2025 and subsequently approved by ballot.
Approved at a meeting of Senate held ~~January 16, 2017~~ TBD.

For Information

Open Session

To:	Senate
Presenter(s):	Charmaine Dean
	Vice President, Research and International
Date of Meeting:	January 26, 2026
Agenda Item:	**10.1** **Awards, Distinctions, Grants, Commercialization Activity, International Student Engagements**

Recommendation/Motion

This item is for information purposes.

Summary

This Annual Report to Senate summarizes Fundamental and Applied Research, Knowledge Mobilization, Community, Campus and Culture, and Innovation and Entrepreneurship initiatives for 2024/25.

Proposal/Rationale

This report provides an annual summary of significant activities and outputs related to research, support services and commercialization initiatives in the Office of the Vice-President, Research and International.

Jurisdictional Information

N/A

Governance Path

Joint meeting of Senate Graduate Council and Senate Research and Innovation Council: January 13, 2026 (information)

Senate: January 26, 2026 (information)

Documentation Provided

Attached – Vice-President, Research and International: Annual Report to Senate 2024/2025.

Office of the Vice-President, Research and International

ANNUAL REPORT TO SENATE

2024/2025

UNIVERSITY OF
WATERLOO

TABLE OF CONTENTS

Front cover photo: Peacock Mountain- This is a digital microscopy image of a laser weld produced by the laser directed energy deposition (LDED) process. The particular feature in question is the end of the weld which causes the enlarged circular shape. The colourful streaks are iron and titanium oxides of various thickness. Photo by Mikhail Malmyguine (Faculty of Engineering, BASc student) with assistance from Michael Benoit (Faculty of Engineering)– second place winner of the 2025 Art of Engineering and Architecture research photo contest.

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MESSAGE

VICE-PRESIDENT, RESEARCH AND INTERNATIONAL

The Office of the Vice-President, Research and International provides support across the full research cycle from grant writing that includes research security, ethics, and diversity, equity and inclusion support to commercialization pathways that enable real-world applications in critical areas that serve humanity.

This report provides highlights of the research outputs and supports from across the OVPRI portfolio to showcase the diverse research activities that enable Waterloo to implement our long-term Waterloo@100 and Global Futures visions and be a continuous leader in solving the world's most pressing problems.

In the coming years, we will continue building Waterloo's strengths in foundational and applied research and continue to work collaboratively with a wide variety of local and global partners.

We will accomplish this by fostering an inclusive campus research environment that ensures our research planning, execution, and dissemination is locally grounded and carries global impact.

2024/2025 - HIGHLIGHTS

This year we successfully increased our overall funding by 10%. There were many initatives that contributed to this increase such as the $45M from the Digital Research Alliance of Canada and Compute Ontario for much needed computing updates to the Graham Data Centre (now called Nibi).

Our consistent leadership in NSERC funding signals the strength and commitment of our campus community to continue work toward scientific and technical breakthroughs. Although we have constantly performed well on our SSHRC Insight grants we will encourage more faculty members to apply for SSHRC funding in general. To make progress on CIHR funding, we will actively encourage applicants to use available grant writing resources and participate in the CIHR project grant external peer review program.

Our efforts in relation to Faculty level award support are visible through our upward movement in the Maclean's annual awards ranking in both the comprehensive and U15 university categories. This work will continue as a key strategy moving forward.

Over the coming year, we will continue to enhance our Knowledge Mobilization Community of Practice (CoP) to ensure that sharing of research initatives and best practices strengthens our local and global reseach impact. We will continue to actively support researchers and students to embed diversity, equity, and inclusion and decolonization, Indigenization, and reconciliation into their work, including more concerted efforts around inclusive innovation.

Our success of ensuring that we have an anchor partnership in Rogers signals our commitment to diversify partnership funding. The derived benefits to research and technology transfer, student engagement, and the innovation ecosystem development from this anchor partner will help facilitate research in telecommunications research and we will seek out other anchor partners in key strategic areas.

Finally, we have made huge strides this year in tracking multiple metrics related to our student/faculty and startup ecosystem so that we can effectively benchmark our programs and activities going forward.

10%
increase in total research funding

30%
increase in NSERC alliance funding

5TH TO 4TH RANK
for U15 NSERC funding

#1
rank for Canadian Comprehensive University faculty awards

21ST to **18TH**
spot globally in the number of investment backed undergraduate founders

$40B
Valuation for Velocity startups

4
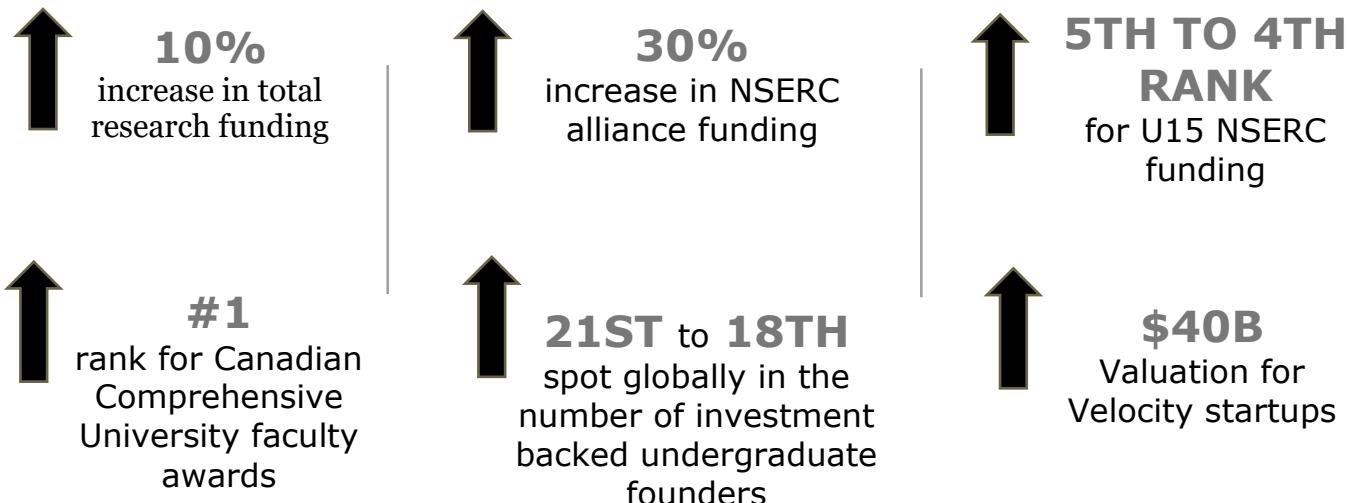
University of Waterloo, Artist rendering of Mathematics 4 (M4) - a five-storey building that includes **c**lassroom space, labs and a cutting-edge eco-friendly server room – currently under construction

University of Waterloo, Artist rendering of Longhouse Labs - a dedicated space for Indigenous-led experiences and learning – currently under construction

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Fundamental and Applied Research

Tracking our research funding

Between 2023/24 and 2024/25, total research funding increased by 10%. The largest increase was in Non-Profit funding which increased by 459% ($50.5M) due in large part to a joint grant (+$45.4M) from the Digital Research Alliance and Compute Ontario for significant upgrades and additions to the Graham data centre (now called Nibi).

+10% total research funding between 23/24 and 24/25

Total Research Funding

	Y20/21	Y21/22	Y22/23	Y23/24	Y24/25
Public Sector - Other	$7.83M	$8.59M	$8.50M	$14.29M	$14.01M
Provincial	$21.47M	$17.47M	$22.54M	$28.02M	$14.23M
Industry	$36.39M	$31.77M	$32.79M	$27.64M	$28.46M
Universities	$31.41M	$37.33M	$33.97M	$29.78M	$35.36M
Federal (Excluding Tri-Agency)	$26.02M	$29.11M	$44.27M	$52.69M	$38.48M
Non-Profit	$8.24M	$8.66M	$10.09M	$11.04M	$61.52M
Federal Tri-Agency	$113.83M	$98.25M	$96.92M	$96.48M	$94.46M

Totals: $245.19M, $231.17M, $245.10M, $259.93M, $286.54

Federal (Excluding Tri-Agency) funding decreased between 23/24 and 24/25 due in large part to the natural end of the Canada First Research Excellence Fund grant (-$5.8M) and Federal Economic Development Agency for Southern Ontario (-$4.1M) projects. Provincial funding also decreased by $13.8M due to the end of one-time funding from the Ministry of Economic Development, Job Creation and Trade for the Innovation Arena (-$7.5M), a decrease from Ministry of the Environment Conservation and Parks (Ontario) related to Wastewater Surveillance for SARS-Cov-2 (-$3.6M) and a decrease from the Ministry of Colleges, Universities, Research Excellence and Security for Ontario Research Fund – Research infrastructure (RI) projects (-$3.1M).

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Benchmarking ourselves – NSERC funding

Between 2023/24 and 2024/25, Waterloo had a 16% increase in NSERC funding. The contributions to this increase include an additional $5.8M Alliance, $1.2M Idea to Innovation, $450K Research Tools and Instruments (RTI), and $500K National Science Foundation - Global Centres funding.

NSERC Funding
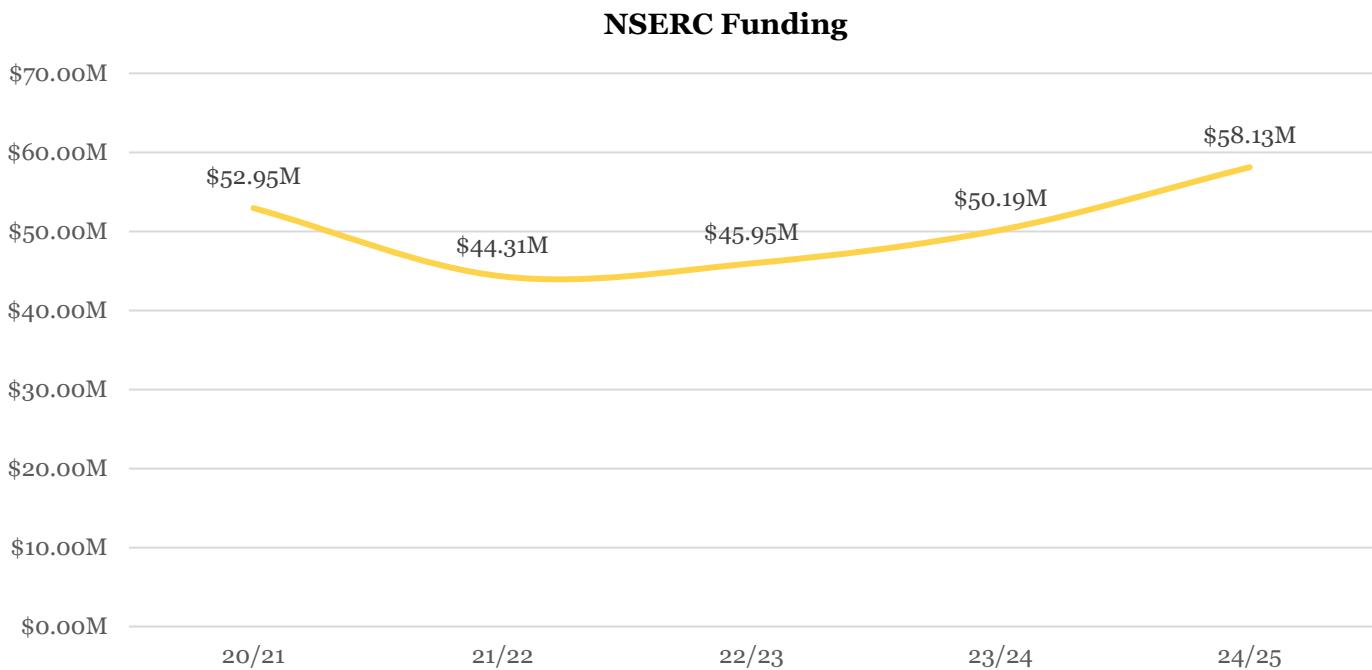
The data above do not include Canada Research Chairs (CRCs), Canada Excellence in Research Chairs (CERCs), and New Frontiers in Research Fund (NFRF).

NSERC Alliance Funding
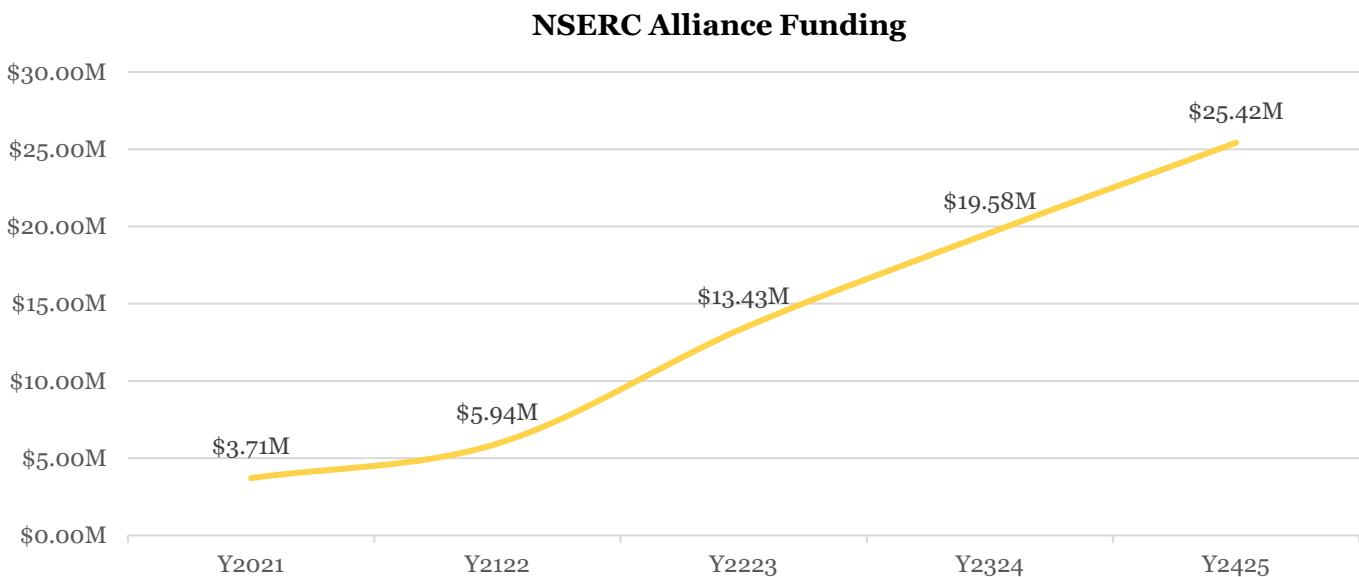
Alliance grants encourage university researchers to collaborate with partner organizations, which can be from the private, public or not-for-profit sectors. Between 2023/24 and 2024/25, there was a 30% (+$5.8M) increase in NSERC Alliance funding especially from the Alliance Advantage (+$3.3M) and Alliance Quantum (+$1.8M) programs.

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Benchmarking ourselves – NSERC funding

In the last 3 years, our NSERC funding rank has remained in the top 5 among U15 Universities. Our strategic goal has been to move up one rank in NSERC funding and this year we achieved this goal by moving from 5th to 4th rank, surpassing McGill University. These publicly available data used for benchmarking include funds from CRCs, CERCs, and NFRF programs - See appendix for exclusions.

UW Historic Rank for U15 NSERC Funding

Year	22/23	23/24	24/25
Rank	5	5	4

U15 NSERC Funding 24/25

University	Funding
University of British...	$95.1M
University of Toronto	$94.9M
University of Alberta	$67.5M
University of Waterloo	$63.2M
McGill University	$60.6M
University of Calgary	$42.9M
Université Laval	$42.1M
Queen's University	$39.3M
McMaster University	$37.9M
University of Ottawa	$33.5M
University of Western...	$32.0M
Université de Montréal	$29.5M
Dalhousie University	$28.2M
University of Manitoba	$25.5M
University of Saskatchewan	$25.1M

U15 NSERC Funding 23/24

University	Funding
University of Toronto	$89.1M
University of British Columbia	$83.3M
McGill University	$65.6M
University of Alberta	$65.0M
University of Waterloo	$53.7M
University of Calgary	$40.2M
Université Laval	$36.9M
McMaster University	$34.0M
University of Ottawa	$31.2M
University of Western Ontario	$30.9M
Université de Montréal	$29.4M
Queen's University	$25.8M
University of Saskatchewan	$25.7M
Dalhousie University	$24.2M
University of Manitoba	$22.2M

U15 NSERC Funding 22/23

University	Funding
University of Toronto	$89.9M
University of British Columbia	$82.1M
University of Alberta	$63.9M
McGill University	$58.9M
University of Waterloo	$56.3M
Université Laval	$46.6M
University of Calgary	$39.1M
McMaster University	$30.8M
University of Ottawa	$30.0M
University of Western Ontario	$29.8M
Université de Montréal	$28.7M
Queen's University	$28.0M
University of Saskatchewan	$27.7M
Dalhousie University	$24.3M
University of Manitoba	$22.5M

Benchmarking ourselves – CIHR and SSHRC funding

CIHR funding is difficult since Waterloo does not have medical school. Since 2022/23, our CIHR rank has been dropping year over year among comprehensive universities. Losing or gaining one or two grants makes a noticeable difference in CIHR funding. In 2024/25, the University of Guelph received training grants for healthy cities and one health research projects valued at $1.2M, and therefore moved into third place. Since 2020/21 Waterloo has consistently garnered over $6M in annual SSHRC funding. The University is actively encouraging more faculty to apply for SSHRC funding.

CIHR Funding

Line chart data points:
- 20/21: $8.22M
- 21/22: $9.75M
- 22/23: $7.34M
- 23/24: $6.61M
- 24/25: $6.05M
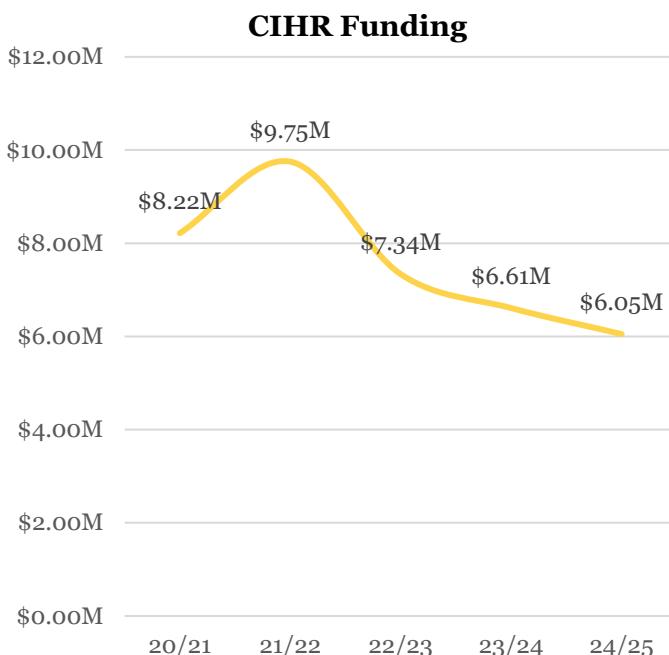
The data above do not include CRC and CERC program funding.

UW Historic Rank for Comprehensive Universities

Year	22/23	23/24	24/25
Rank	2	3	4

CIHR Funding for Comprehensive Universities 24/25

| University	Funding
Simon Fraser University	$11.8M
University of Victoria	$10.3M
University of Guelph	$7.4M
University of Waterloo	$7.0M
York University	$6.6M
TMU	$5.9M
Memorial University of NF	$4.6M
Carleton University	$3.3M
Concordia University	$2.6M
Québec à Montréal	$2.2M
University of Regina	$2.0M
University of Windsor	$1.5M
University of New Brunswick	$1.3M
Brock University	$1.3M
Wilfrid Laurier University	$0.2M

SSHRC Funding

Line chart data points:
- 20/21: $8.65M
- 21/22: $5.86M
- 22/23: $5.11M
- 23/24: $6.53M
- 24/25: $6.30M

The data above do not include CRC, CERC, or NFRF program funding.

UW Historic Rank for Comprehensive Universities

Year	21/22	22/23	23/24
Rank	6	8	8

SSHRC Funding for Comprehensive Universities 23/24

University	Funding
York University	$20.3M
TMU	$17.5M
University of Victoria	$12.6M
Québec à Montréal	$11.7M
Concordia University	$11.1M
Simon Fraser University	$10.3M
Carleton University	$8.7M
University of Waterloo	$8.1M
Memorial University of NF	$8.1M
University of Guelph	$5.0M
Wilfrid Laurier University	$5.0M
University of Windsor	$3.5M
Brock University	$2.6M
University of Regina	$2.0M
University of New Brunswick	$1.5M

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Working with partners – Partnership funding

Partnerships are critical for the success of our research enterprise. Waterloo leverages partnership funding from our government partnership programs, industry stakeholders and international partners.

+9% total government research and industry partnership funding between 2023/24 and 2024/25

+3% total industry funding and CFI in-kind between 2023/24 and 2024/25

Government Research and Industry Partnership Funding

Year	Amount
Y2021	$80.30M
Y2122	$75.20M
Y2223	$86.90M
Y2324	$82.96M
Y2425	$90.77M

Industry Funding

☐ Industry and CFI in-kind

Year	Amount
Y2021	$36.39M
Y2122	$31.77M
Y2223	$32.79M
Y2324	$27.64M
Y2425	$28.46M
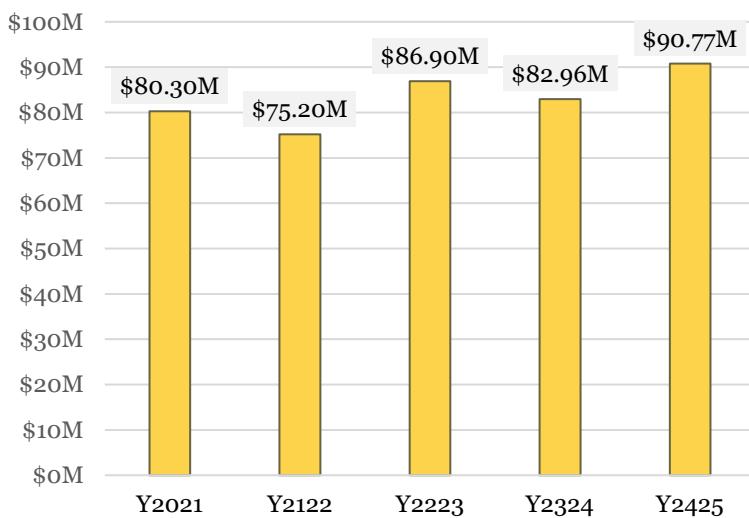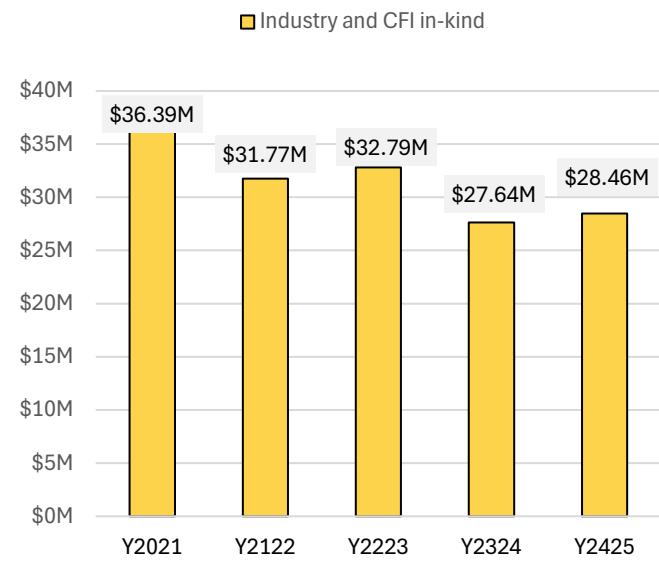
FINCAPES

Flood Impacts, Carbon Pricing, and Ecosystem Sustainability (FINCAPES) is a five-and-a-half-year gender responsive international research and teaching project undertaken by the University of Waterloo's Faculties of Mathematics and Environment in collaboration with Indonesian partners. It focusses on providing technical assistance and capacity building to address adaptation strategies and mitigation impacts of climate change and biodiversity conservation in Indonesia. It is funded through Global Affairs Canada.

Top 10 countries, excluding the USA, with International research collaboration records in 24/25

Country		Amount
Indonesia		$2,643,273
United Kingdom		$904,614
South Korea		$772,231
Hong Kong		$304,105
Cuba		$303,770
Germany		$293,019
India		$212,500
Netherlands		$191,923
Australia		$176,270
Austria		$160,144

Data notes: Appendix 1

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Celebrating our awards

Waterloo fosters a culture where research excellence is valued and recognized. We have been consistently successful in the Maclean's award ranking among comprehensive and the top 13 Canadian universities.

Waterloo moved from 2nd to 1st (tie) place with Victoria among the comprehensive universities in Canada

Waterloo moved from 11th to 5th place among the top 13 universities in Canada between 2020 and 2025

Maclean's Top Comprehensive Canadian Universities for 2025

University	Ranking Score
University of Victoria	6
University of Waterloo	6
Simon Fraser University	4.2
Carleton University	4
University of Guelph	3.1
York University	3
Memorial University of NF	2.9
Québec à Montréal	1.7
University of Windsor	1.5
Brock University	1.4
University of Regina	1.1
Concordia University	1.1
University of New Brunswick	0.7
TMU	0.7
Wilfrid Laurier University	0.4

Waterloo rank in Maclean's top 13 Canadian Universities (Top Rank = 1)						
	2020	2021	2022	2023	2024	2025
Toronto	1	1	1	1	1	1
McGill	3	3	2	2	2	2
Ottawa	10	7	7	3	3	3
Dalhousie	8	5	6	7	5	4
Victoria	4	4	4	5	4	5
Waterloo	11	10	10	9	7	5
Queen's	2	2	3	4	6	7
McMaster	9	9	5	6	8	7
Alberta	5	8	8	8	10	7
Montreal	5	13	13	10	9	10
UBC	7	6	9	10	12	11
SFU	12	11	10	12	11	12
Western	13	12	12	13	13	13

UW Historic Maclean's Award Rank for Comprehensive Universities			
Year	**2022**	**2023**	**2024**
Rank	2	2	2

Data note: Methodology and inclusions for Maclean's ranking in Appendix 1.0

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Celebrating our awards

Number of External Awards Received by Waterloo Faculty 2020-2025

Legend:
- Arts
- Engineering
- Environment
- Health
- Math
- Science
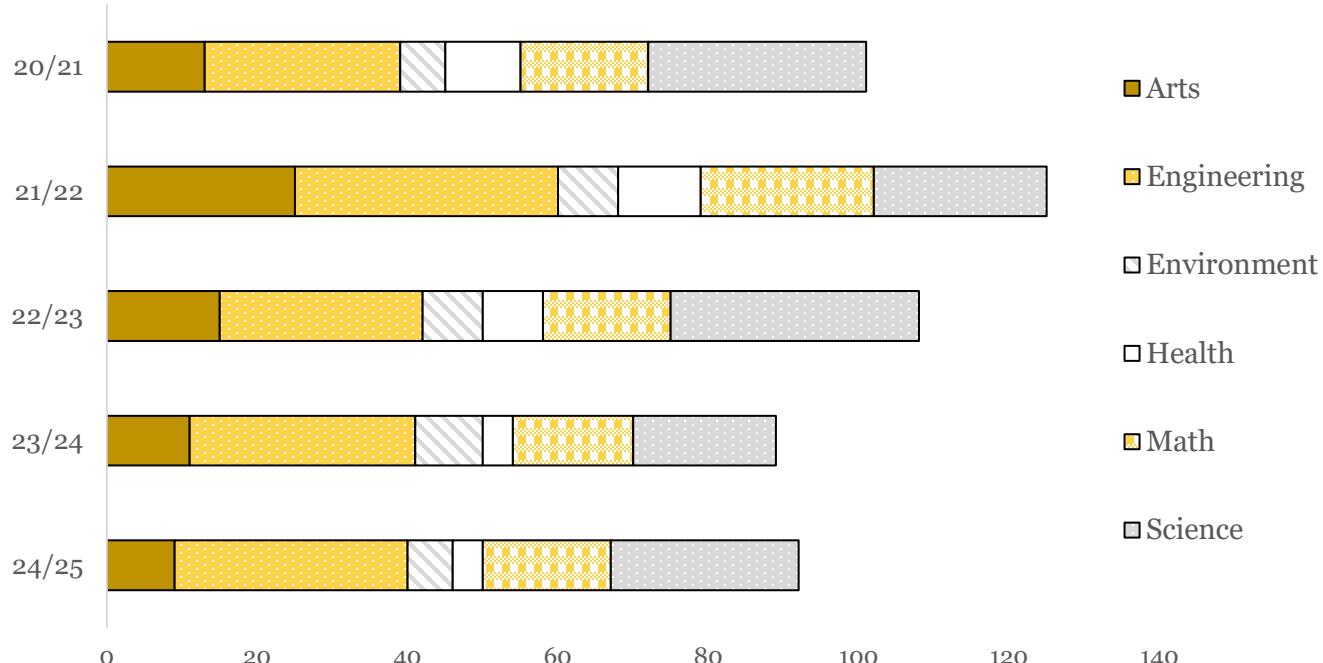
Royal Society of Canada (RSC) Results

Number of Royal Society Awards per Type

Legend: Fellowships, College, Medals

2 Medals

9 College

19 Fellowships

=
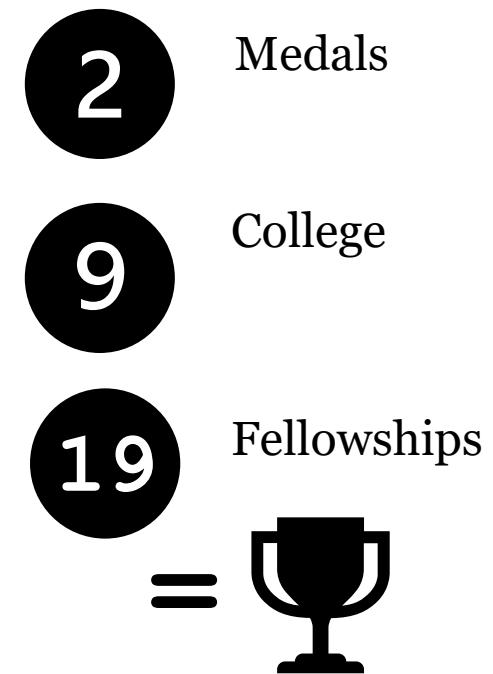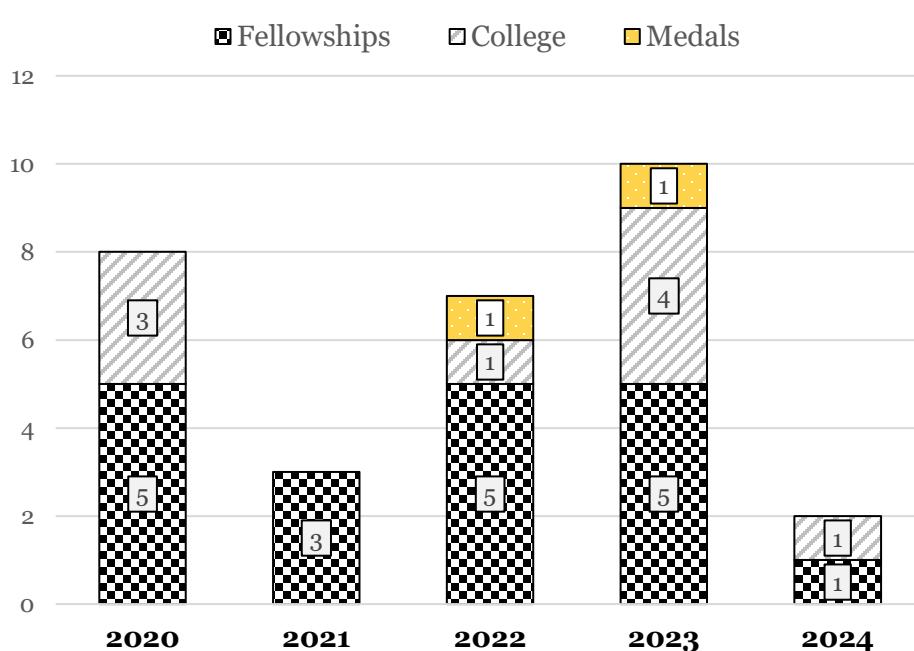
30 Total Waterloo RSC Recognitions

12
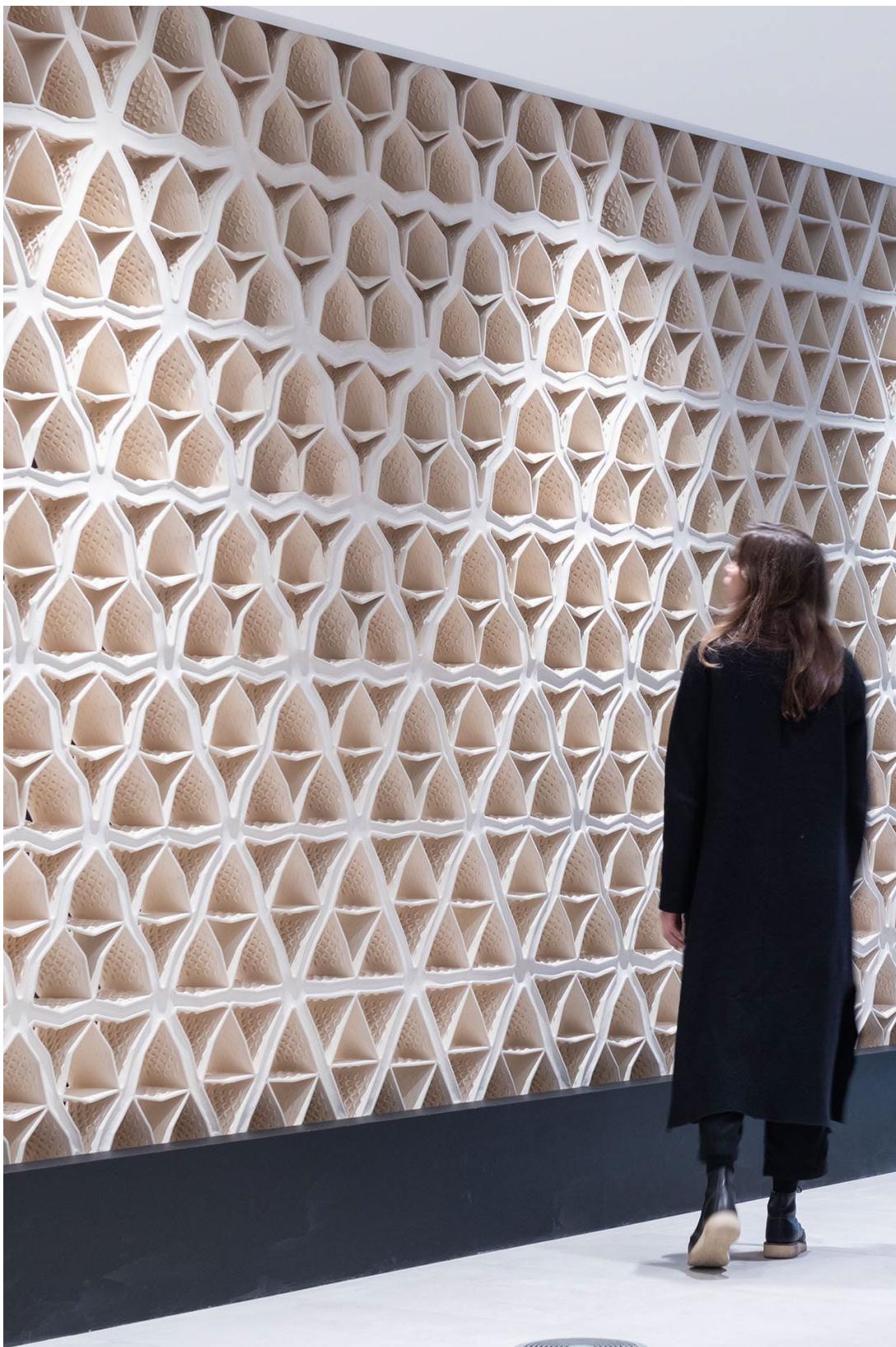
Architecture students at the University of Waterloo have developed a flexible wall of 175 3D-printed clay bricks for interior spaces using traditional material and robot-supported production meld to create digital artisanship. Hive is the result of a research partnership between the University of Waterloo and the Investment Management Corporation of Ontario (IMCO). The project was commissioned by SDI Interior Design and supported by the Masonry Works Council of Ontario. Credit: Shabaan Khokhar

13

Knowledge Mobilization

Leading a knowledge mobilization community of practice (CoP)

During 2024/25, the Office of the Vice-President, Research and International hosted approximately 65 faculty, staff and student members on the Knowledge Mobilization Community of Practice (KM CoP). This incudes membership, as examples, from the Office of Research; School of Environment, Enterprise and Development (SEED), School of Environment, Resources and Sustainability; Cheriton School of Computer Science; Centre for Bioengineering and Biotechnology; Water Institute; the Knowledge Development and Exchange Hub) at Renison; Waterloo Institute for Complexity and Innovation; Work-Learn Institute; Global Water Futures; Waterloo Climate Institute; InteRAI Canada; Schlegel-UW Research Institute for Aging; School of Public Health Sciences. Originally established in 2020, the KM CoP continues to grow.

> *Knowledge Mobilization is the practice of advancing research for the benefit of the public good at the local and/or global scale. It is also a pathway for research impact.*
>
> *Knowledge Mobilization links research to end-users, and ensures that research addresses real world issues and uptake is maximized. Knowledge mobilization moves beyond the dissemination of research results, to support dialogue and collaboration with end users, and the co-creation of research programs and outputs.*

Knowledge Mobilization Community of Practice Objectives:

- Building networks and relationships with others doing similar jobs; promote new collaborations and connections

- Promoting knowledge exchange by working across departmental boundaries and sharing ideas (e.g., share relevant articles / resources)

- Providing a platform for learning (e.g., sharing best practices, services and tools, developing technical skills, new ways of doing things, etc.)

- Enhancing Waterloo's institutional capacity to maximize innovation and the impact of its academic research and assess progress

7

KM COP facilitated seven collaborative education sessions with presenters in 2024/25

Example topics included:

- "Waterloo's Research Strategic Plan Knowledge Mobilization consultation"
- "Adventures in Knowledge Mobilization for Global Impact - Examples from the International Tobacco Control Policy Evaluation Project"
- "Knowledge Mobilization Within the Municipal Net-Zero Action Partnership (N-ZAP)"
- "Bibliometrics and Research Impact and Thinking Through How to Improve KM"

14

Community, Campus, and Culture

Supporting international opportunities for students

International activity related to partnership meetings, hosting delegations, and signing Memorandums of Understanding helps facilitate student mobility. Results of these initiatives over the past year are shown below.

Inbound mobility

23 Global Affairs Canada (GAC) student scholarships for undergradaute and graduate students from Asia, Latin America, the Caribbean and Africa managed

21 undergraduate students from United Arab Emirates attended custom Waterloo health innovation program in collaboration with Faculty of Health and Renison University College.

4 European Union student exchange agreements executed for students from the Netherlands and Austria

Outbound mobility

12 undergradaute students received Queen Elizabeth Scholars funds for the the Beyond Borders Field School in Ghana for immersive, interdisciplinary, cross-cultural learning

6 Master of Public Health students visited University of Philiphines, Manila to strengthen academic collaboration through joint research, community site visits, and workshops addressing public health challenges

Safety Abroad Monitoring

2024/25

4153
Registered trips

97
Countries registered

89%
Trips registered by undergraduate students

15

Fostering equity, diversity and inclusion in research

Waterloo is a leader in inclusive research excellence by helping research leaders address systemic barriers and enact meaningful advocacy. By enabling researchers and research administrators to actively practice and embed equity, diversity, inclusion and decolonization, Indigenization, and reconciliation into their work, we work towards fully implementing equity, diversity, and inclusivity across the research enterprise.

Strategic Implementation Area 1) - Creating Impact through Collaboration

- Collaborations with: the National Indigenous Research Administrators (NIRA) Canadian Association of Research Administrators (CARA) | Research Equity, Diversity and Inclusion (REDI) Council | Velocity
- Launch of the Indigenous Research Council (IRC) in collaboration with Research Ethics and the Office of Indigenous Relations


Strategic Implementation Area 2) - Creating Impact through Dismantling Barriers

- President's Anti-Racism Taskforce (PART) Recommendation 23: Needs assessment on Indigenous research training created and distributed with 77% final response rate
- PART Recommendation 63: Consultation took place to determine necessary changes to processes and supports and was welcomed and well-received. All VPRI PART items now on track to delivery or ongoing implementation

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Strategic Implementation Area 3) Creating Impact through Capacity Building

- Building Inclusive Research Capacity (BIRC) Program: Launched five core webinars with over 400 attendees to sessions
- Inclusive Research Resource Hub (IRRH): 1000+ views and 40 new resources added | A Better First Draft Program launched | 80% of participants would recommend workshop | Canada Excellence Research Chair Equity Plans supported with personalized template with resources to support plan writing

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Percentage of Grant Reviews and Consultations by Faculty 2024/25

Legend: ■ Grant review ■ Consultation

Faculty	Grant review	Consultation
Arts	10%	14%
Engineering	30%	15%
Environment	8%	48%
Health	4%	12%
Math	19%	5%
Science	28%	6%
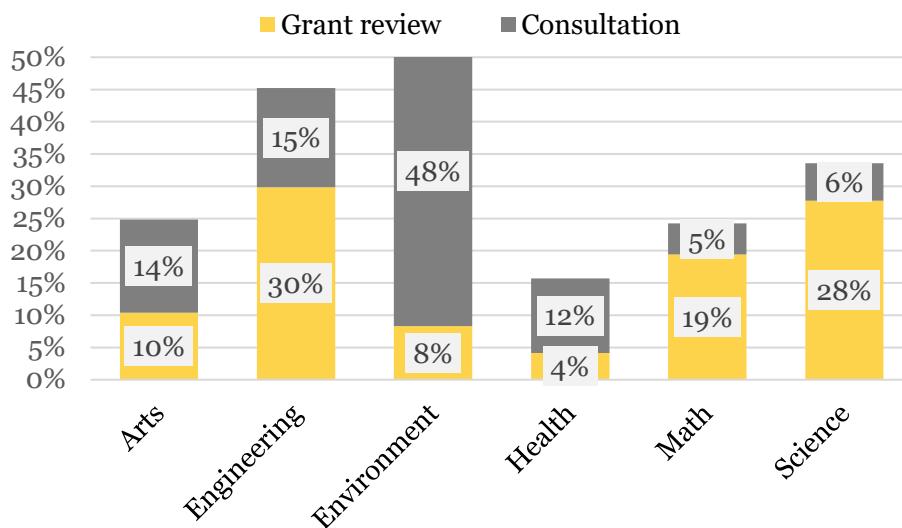
Strategic Implementation Area 4) - Creating Impact through Specialized Advice

- Grant reviews N=144
- Consultations N=104
- Additional 3 grant reviews and 131 consultations not attributed to a specific faculty

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Upholding ethical standards in research - Human ethics

Waterloo's two Research Ethics Boards (REBs) are responsible for reviewing the ethical aspects of all human participant research, whether funded or unfunded, conducted by faculty, staff, or students, regardless of where the study takes place. Ethics reviews are also conducted for studies by members of Waterloo's Affiliated and Federated Institutions. The welfare and respect of study participants through a risk-benefit analysis focuses on informed consent and voluntariness along with privacy, confidentiality, equity, and fairness; especially in situations where individuals may be vulnerable. Research education about ethical principles and practices are provided, including the creation of guidelines on research with, for, and about Indigenous Peoples along with in person consultations and interpretations of international, national, and provincial ethical guidelines and/or legislation.

Number of Human Ethics Protocol Submissions per Year

Year	Submissions
2020	6633
2021	7004
2022	6414
2023	6633
2024	6272
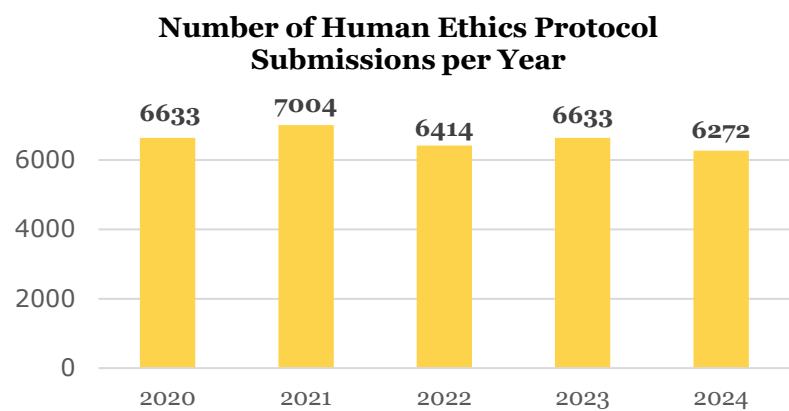
Protocol submissions = total of all initial application, amendments, resubmissions, renewals, and closure reports.

Upholding ethical standards in research – Animal ethics

Waterloo's Animal Care Committee (ACC), in accordance with institutional, provincial, national, and international guidelines, laws, and regulations, ensures the University fulfills its responsibilities for the use of live, non-human vertebrate animals (hereafter referred to as animals) in research and teaching. This responsibility includes ensuring the quality and operation of animal housing facilities, and temporary holding spaces on campus, meets these standards. The jurisdiction of the ACC extends to all teaching and research activities involving animals conducted on or off-campus by faculty, students, and staff.

Number of Animal Ethics Protocol Submissions per Year

Year	Submissions
2020	147
2021	129
2022	199
2023	165
2024	235

17
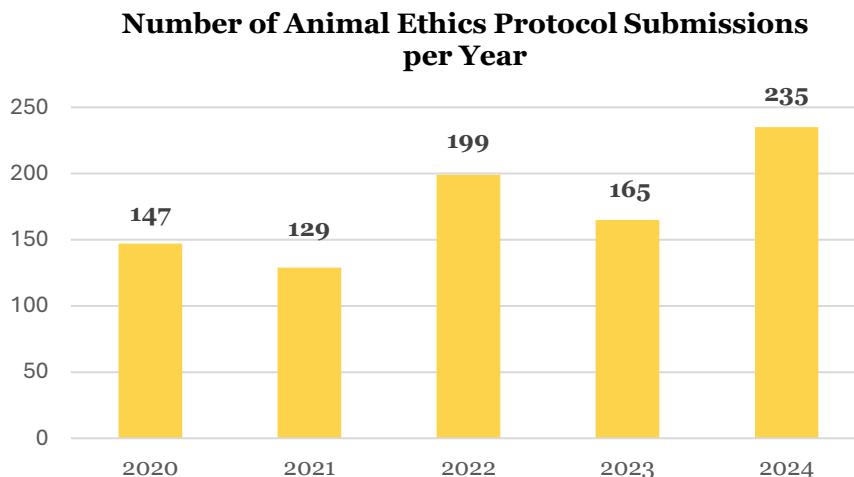
Safeguarding Research

Safeguarding Research support ensures that every faculty member receives assistance with understanding and implementing research security guidelines in their research portfolios. The following are internal and external Safeguarding Research collaborators.

Internal collaborations
- University of Waterloo Departments and faculty members
- Procurement and Contract Services
- Information Technology Services
- Graduate Studies and Postdoctoral Affairs
- Waterloo Centres and Institutes

External collaborations
- Ontario Community of Practice for Research Security and the U15
- Ministry of Colleges and Universities
- Ontario Solicitor General
- Public Safety and Emergency Preparedness of Canada
- Global Affairs Canada
- Department of National Defence
- NSERC, CIHR, SSHRC and CFI

International collaborations
United States
- Stanford University
- Harvard University
- Massachusetts Institute of Technology
- Texas A&M University

United Kingdom
- University of London
- Queen Mary University of London

European Union
- Technical University of Munich
- Dutch Embassy Representatives

Japan
- Government Reps

The Safeguarding Research team works with faculty members to assist them with industry and grant-related security risk assessments and risk mitigation plans. The graphic below shows the number of risk assessments conducted and/or risk mitigation plans developed in 2024/25. The team also conducted 307 discrete open-source due-diligence assessments to support these applications and address inquiries from researchers, departments, faculties, and the broader university community.

Category	Details
Federal = 69	• Tri-Agency (NSERC, CIHR, SSHRC)/ Canada Foundation for Innovation (CFI): 69
Provincial = 74	• Ontario Research Fund (ORF) – Small Infrastructure Fund: 35 • ORF-Large Infrastructure Fund: 12 • Ontario Early Researcher Awards (ERA): 27
Industry = 82	

In December 2024, the Canadian Controlled Goods Program conducted a routine physical inspection of campus locations where controlled goods are stored, to verify the university's compliance with the Defense Production Act (DPA) and Controlled Goods Regulations. The inspection concluded with no adverse findings or procedural deficiencies, affirming that the university's practices for managing and safeguarding controlled goods meet all regulatory requirements.

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Innovation and Entrepreneurship

Our innovation impact

University of Waterloo entrepreneurship activities – defined as startup development and ventures through incubators and accelerators that are associated to the University of Waterloo contribute $430M annually to Ontario's GDP. This includes supporting 3500 jobs each year (see Appendix 1 for data notes).

Waterloo Rank among U15 in Pitchbook's Top 100 Global Universities Producing Investment backed **Undergraduate Entrepreneurs** (rank based on Founder count)			
Year	**2025**	**2024**	**2023**
Rank	2 (N=639)	1 (N=562)	1 (N=511)

Additionally, in 2025, Waterloo moved from 21st to 18th spot globally for the count of investment backed **Undergraduate Founders**.

Waterloo Rank among U15 in Pitchbook's Top 100 Global Universities Producing Investment-backed **Graduate Entrepreneurs** (rank based on Founder count)			
Year	**2025**	**2024**	**2023**
Rank	4 (N=220)	4 (N=184)	4 (N=173)

Additionally, in 2025, Waterloo moved from 96th to 75th spot globally for the count of investment backed **Graduate Founders**.

The 2025 PitchBook University rankings are based on the total number of founders whose companies received a round of venture funding in the previous 12 years (i.e. between Jan. 1, 2014, and Sept. 1, 2025)

Waterloo Ventures (Velocity and WatCo) 2024/25
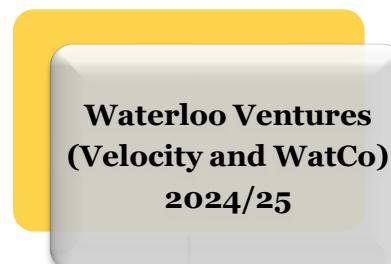
- 33 new startups received support
- 1,826 participants engaged in programming
- 23 student start-up teams successful through the Up-Start program

19

Creating an anchor partnership – Rogers

The University of Waterloo and Rogers have signed a partnership for research and knowledge transfer, student engagement, and ecosystem development.

Research and technology transfer component focusses on:

- 5G MEC Architecture
- 5G Network Slicing
- 5G Smart Infrastructure
- 5G Data Driven Operations
- 5G Asset Tracking
- Flexible Open Radio Access Network
- Hockey Analytics
- Fire Detection
- Robotic Transportation
- 5G-Enabled Autonomous Fleet Operations
- Mobile Remote Healthcare

Future Research areas identified:

- Smart Micro Grids
- Network Resilience

79 students supported through the Rogers partnership in 2024/25

Student engagement:

- Commercial Viability Stream: Through collaboration with students in the Master of Business, Entrepreneurship and Technology (MBET) program in the Faculty of Engineering, commercial viability studies completed and presented to Rogers.
- Corporate Innovation Program: Students from the MBET program completed a Rogers climate-themed emergency response use-case project.
- Hackathon/Scholarships supported by Rogers: Sponsorship of a Ted Rogers Undergraduate scholarship, Sponsorship of a Wildfire Hackathon and Cybersecurity conference, and Sponsorship of a uXperience Design Jam with the Stratford School of Design.

Ecosystem Development:

- Partnership with the Ontario Centre of Innovation (OCI)
- Centre of Excellence in Next Generation Networks (CENGN)
- Collaboration with Velocity for a Amazon web services (AWS) & Rogers Hackathon on AI/ML & GenAI for Environmental conservation and monitoring using satellite and remote sensing data.

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Nurturing commercialization activities - Velocity

The 1200+ founders who have accessed support from Velocity since 2008, together make up 500 companies and have a combined value of $40B.

Velocity in 24/25	
	83 pilots with 136 customers
	$12M in revenue
	$62.3M capital

Velocity Health in 24/25	
	32 health tech pilots in hospitals
	127 health tech ventures launched
	155 intellectual property patents secured
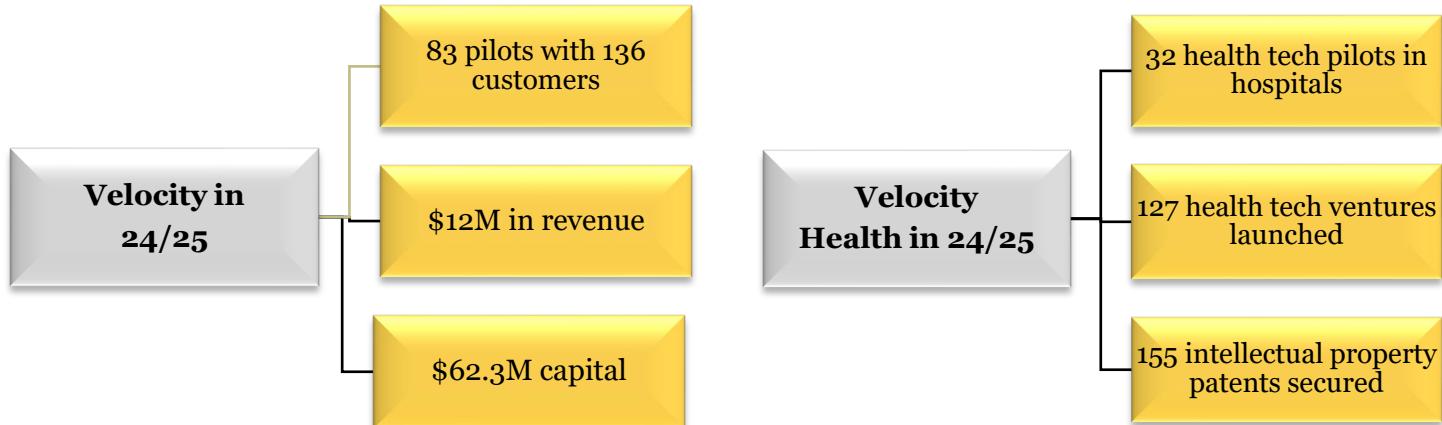
Student startup highlight – PatientCompanion

Who?
- Christy Lee, fourth year Waterloo Biomedical Engineering Co-founder

What?
- Communication app between healthcare providers (i.e. nurses) and patients

How?
- Patients make specific requests that are automatically prioritized on the healthcare provider's end

Support?
- $25K StartUp Lab Pitch competition (WLU)
- $5K Velocity pitch (UW) competition
- $5K Greenhouse social impact fund (UW)
- Pilot opportunity at local hospital

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Appendix 1

Data notes

Pages 6 - 8

Total research + Longitudinal NSERC, CIHR and SSHRC funding – Internal awards database InfoEd – Fiscal years are Mar 31 to April 1.

Data note- Universities funding group includes Waterloo internal funding + non-University funding that flows through Universities (i.e. CFI grants at other Universities on which Waterloo is a co-applicant)

Tri-Agency funding from InfoEd = Does not include CERC, CRC, CFREF, NFRF.

Comparative NSERC funding- Government of Canada NSERC public funding database

Exclusions:
Alexander Graham Bell Canada Graduate Scholarships - Doctoral
Alexander Graham Bell Canada Graduate Scholarships - Master's
Canada First Research Excellence Fund
Canadian Graduate Scholarships Foreign Study Supplements
NSERC Student Ambassadors
- Vanier Canada Graduate Scholarship Tri-Council - Doctoral 3 years
New Frontiers in Research Funding (NFRF)
Inclusions: CERCs, CRCs

Comparative CIHR funding- Government of Canada CIHR grants and awards open government database
Inclusions: CERCS and CRCs

Comparative SSHRC funding- Government of Canada SSHRC grants and awards open government database

Exclusions:
Canada First Research Excellence Fund
Canada Graduate Scholarships – Doctoral
Canada Graduate Scholarships – Masters
Canada Graduate Scholarships - Michael Smith Foreign Study Supplements
New Frontiers in Research Fund
SSHRC Doctoral Awards
Vanier Canada Graduate Scholarships
Inclusions: CERCs and CRCs

Page 9
Research and industry partnership funding =

1. If the sponsor is one the following:
Communitech

OCI (Ontario Centre for Innovation)
Ministry of Colleges & Universities (MCU) - ORF-RE (Ontario Research Fund - Research Excellence)

APC (Automotive Partnerships Canada)

NSERC - Engage Grant

NSERC - Engage Plus Grants

NSERC - I2I (Idea to Innovation Program)

NSERC - Interaction Grant

NSERC - IRC (Industrial Research Chairs Program)

NSERC - Other

NSERC - Strategic Project Grants Program (STP)

NSERC - Strategic Project Grants Program (STP)

NSERC - CDE
NSERC - CRD (Collaborative Research and Development)

DND/NSERC RSCH PARTNERSHIP PGM

OCE - CMM

OCE - CCIT

OCE - CPRO

OCE - CEET

OCE - CE

OCE - INC/CCR
NSERC - Alliance Grants - Alliance Advantage Grants
NSERC - Alliance Grants - Alliance Consortia Quantum Grants

NSERC - Alliance Grants - Alliance Quantum Grants
NSERC (Natural Sciences and Engineering Research Council of Canada)/NSERC - Alliance Grants - NOVA Program
NSERC - Alliance Grants - NRCan - Small Modular Reactors
SSHRC - Partnerships
NSERC - Alliance Grants - Alliance Society Grants
NSERC - Alliance Grants - Canadian Nuclear Safety Commission (CNSC) - Small Modular Reactors
NSERC - Alliance Grants - CSE- Research Communities
NSERC - Alliance Grants - Mission Grants
NSERC - Alliance Grants - SSHRC Sustainable Agriculture Research Initiative

2. If the projects is identified as "Matching" in InfoED and is one of these sponsors:
FedDev - Federal Economic Development Agency for Southern Ontario
FedDev - AMF (Advanced Manufacturing Fund)
FedDev - ARC (Applied Research & Commercialization)

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FedDev - ICP (Investing in Commercialization Partnerships)
FedDev - TDP (Technology Development Program)
FedDev - Other
MITACS - NCE
MITACS - non NCE
Mitacs Inc
European Commission – Horizon Europe

3. If the project is identified in as "Matching" in InfoEd and the sponsor type if NCE
CFI Cash Funding (IF and JELF) + ORF RI (SIF and LIF) to match CFI In-Kind
CFI Innovation Fund (IF) (added in Y2425)
CFI John Evans Leadership Fund (JELF) (added in Y2425)
Ontario Research Fund - Research Infrastructure (RI) (added in Y2425)

International partnership funding = 1) the research is being conducted outside of Canada 2) the funding may originate from a country where there is collaboration with a researcher from that country 3) the professor has a partnership with an institution there 4) there is a projected impact of the research on that community.

Industry funding = all industry partners included and industry in-kind CFI

Pages 10-11
Data = Office of Research, Awards Officer
Maclean's ranking = Maclean's faculty award ranking Data is for previous five-year period; 2024 ranking is for 2019 to 2023 data. Each annual ranking shows the number of faculty members who have won major awards over the past five years, including Killam, Molson and Steacie prizes, the Royal Society of Canada awards, the 3M Teaching Fellowships and more than 30 other award programs. The total award count is divided by the number of full-time faculty.

Page 13
Data = Co-operative Education, Director, Student and Faculty Relations

Page 14
Data = Office of Research, Senior Manager, Knowledge Mobilization & Partnerships

Page 15
Text= Responsible Conduct of Research team

Page 16
Data= International team

Page 17
Information and data= Director, Inclusive Research

Page 18
Information and data= Director, Research Ethics

Page 19
Information and data= Safeguarding Research team

Page 20
University of Waterloo entrepreneurship activity data= Ernst and Young 2025 report

Pitchbook Ranking= Pitchbook annual ranking of Universities: Top 100 colleges ranked by startup founders

Waterloo Ventures data = Directors, Velocity and WatCo.

Page 21
Rogers information = Corporate Partnerships team

Page 22
Velocity data = Program participation data, and partnership records, from Velocity (Incubator and Campus), and WatCo. From Director, Velocity

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UNIVERSITY OF WATERLOO

This annual report was prepared by the
Office of the Vice-President, Research and International

Senate Agenda Items p = planned ✓ = completed	September 22, 2025	October 20, 2025	November 24, 2025	January 26, 2026	March 2, 2026	April 6, 2026	May 4, 2026	June 8, 2026
LEADERSHIP, FACUTLY, AND ASSOCIATION REPORTS								
Report of the President	✓	✓	✓	p	p	p	p	p
• Faculty Tenure and Promotion Report (*consent*)			✓	p	p	p	p	p
Report of the Vice-President, Academic & Provost	✓	✓	✓	p	p	p	p	p
• Reports from Faculties (e.g., appointments, administrative appointments, sabbaticals) (*consent*)	✓	✓	✓	p	p	p	p	p
• Call for Nominations and Designation of University Professor	✓					p		
Report of the Vice-President, Research & International (*consent*)	✓	✓	✓	p	p	p	p	p
• Annual Report of the Vice-President, Research & International				p				
Faculty Presentations					p		p	p
Annual Association Reports: FAUW, WUSA, GSA					p			
Report of the COU Academic Colleague								p
COMMITTEE & COUNCIL REPORTS Each committee and council of Senate will provide a report to Senate after each meeting.								
Executive Committee, Academic Quality Enhancement Committee, Graduate Council, Honorary Degrees Committee, Planning and Finance Committee, Research and Innovation Council, Undergraduate Council	✓	✓	✓	p	p	p	p	p
POLICIES & BY-LAWS Policy and By-Law amendments may also be brought forward based on review schedules or as required.								
Annual Report on Gift Acceptance (Policy 7) (*confidential*)								p
University Committee on Student Appeals Annual Report (Policy 72)				p				
University Appointment Review Committee Annual Report (Policy 76)						p		
Executive Appointments (Policy 48, 50, 68) (*confidential*)								
OPERATING BUDGET Under the Report of the Planning and Finance Committee.								
University Operating Budget Update		✓						
Joint Board/Senate Budget Education Sessions				p	p			
Operating Budget (recommendation to Board)						p		
ADMISSIONS UPDATES, CONFERRING OF DEGREES, AND AWARDS								
Call for Nominations: Honorary Degree and Honorary Member	✓			p	p			
Academic Calendar Dates	✓							
Teaching Awards Committee: Appointment and Award Winners				p			p	
Delegation and Reports of the Roster of Graduands	✓		✓			p		
Spring and Fall Convocation Reports	✓		✓					
Undergraduate and Graduate Admissions Update				p				
SENATE MEMBERSHIP AND GOVERNANCE								
Senate Orientation	✓							
Call for Senate Nominations, Elections, and Appointments			✓	p	p			p
Senate Effectiveness Survey					p			

For Approval		**Open Session - Consent**
To:	Senate	
Presenter:	David DeVidi Associate Vice-President, Academic	
	Justin Wan Interim Associate Vice-President, Graduate Studies and Postdoctoral Affairs	
Date of Meeting:	January 26, 2026	
Agenda Item:	**11.2 Committee Appointments – Teaching Awards**	

Motion:

That Senate approve the committee appointments for the Distinguished Teacher Awards and for the Amit & Meena Chakma Award for Exceptional Teaching by a Student, as presented in this report.

Summary:

Senate appoints the membership of the two awards committees. Per past precedent, staff in the Centre for Teaching Excellence have formed a recommended committee membership based on the terms of the awards.

Highlights:

The **Distinguished Teacher Awards (DTA)** are awarded to exemplary instructors at the University of Waterloo. The awards are open to all who teach at the University, and the main criterion of the award is a record of excellent teaching. The committee considers: evidence of intellectual vigour and communication skills in the interpretation and presentation of subject matter; evidence of educational impact beyond the classroom; the instructor's concern for and sensitivity to the needs of students; and a clear indication that the nominee has a favorable and lasting influence on students, and, where relevant, on colleagues. The DTA is awarded to four instructors annually and individuals are announced at the April meeting of Senate. The committee is appointed by Senate and consists of three undergraduate students, two graduate students, one alumni representative, three members of faculty (typically previous winners of the award), and the associate vice-president, academic as chair.

The **Amit & Meena Chakma Award for Exceptional Teaching by a Student (AETS)** awards are open to all students who have a formal teaching role at the University of Waterloo. Up to four awards are given annually in recognition of excellence in teaching of all kinds by registered students (e.g., teaching assistant, laboratory demonstrator, sessional lecturer). The selection committee considers intellectual vigour and communication skills in the interpretation and presentation of subject matter. Concern for and sensitivity to the academic need of the students is an important criterion. The committee is appointed by Senate and consists of three undergraduate students, two graduate students, two members of faculty, and the associate vice-president, graduate studies, and postdoctoral affairs as chair.

Recommended committee memberships:

Distinguished Teacher Awards (DTA)

Tiffany Bradley	Alumnus
Emma Littler (Public Health Sciences, PhD)	Graduate Student
Amanda Demmer (Public Health Sciences, PhD)	Graduate Student
Cynthia Richard (Pharmacy)	Past award recipient
Rick Marta (Chemistry)	Professor
Suzanne Kearns (Geography and Environmental Management)	Past award recipient
Charlie Uebele (Environment and Business, Honours)	Undergraduate Student
Chloe Hajjar (Global Business and Digital Arts, Honours)	Undergraduate Student
Carla Stocco (Arts Honours)	Undergraduate Student
David DeVidi (AVPA)	Chair

Amit & Meena Chakma Award for Exceptional Teaching by a Student (AETS)

Carol Hulls	Associate Chair Teaching and an Associate Professor Teaching Stream in the Mechanical and Mechatronics Engineering Department
Alex Kunert	Graduate Student (Prior AETS Winner)
Ryan Lok	Graduate Student (Prior AETS Winner)
Clara Shao	Undergraduate Student
Sonia Mehta	Undergraduate Student
Ashdeep Gill	Undergraduate Student
Svitlana Taraban-Gordon	Teaching Resource Person (non-voting)
Justin Wan	Chair

Previous Action Taken:

Not applicable

Next Steps:

Announce the DTA and AETS winners at the May Senate meeting.

Governance Path:

Senate: January 26, 2026

For Information   **Open Session - Consent**

To:	Senate
From:	Senate Academic Quality Enhancement Committee
Presenter(s):	David DeVidi Associate Vice-President, Academic
Date of Meeting:	January 26, 2026
Agenda Item:	**11.3** **Report of the Senate Academic Quality Enhancement Committee**

Summary

Senate Academic Quality Enhancement Committee (AQuE) conducted an e-vote concluding on November 24, 2025 and agreed to forward the following items to Senate for information as part of the consent agenda. On behalf of Senate, the following items were approved:

a. Final Assessment Report: Applied Mathematics (MMath, PhD)
b. Final Assessment Report: Environment and Business (BES, MEB)
c. Final Assessment Report: International Development (BES, Minor, Option), Development Practice (MDP)
d. Progress Report: Computing and Financial Management (BCFM)

Approved final assessment reports and cyclical program review progress reports can be viewed on the AQuE Committee Reporting page. There were no issues noted in the reports or concerns raised by the committee.

Jurisdictional Information

As outlined in the committee's Terms and Reference, Senate Academic Quality Enhancement Committee is empowered to make approvals on behalf of Senate for a variety of operational matters:

2. On behalf of Senate, consider and approve all Final Assessment Reports and Progress Reports within the University's IQAP, and provide Senate with a summary of the committee's deliberations in this regard. Any matter of controversy that might arise may be referred to Senate.

Governance Path

Senate Academic Quality Enhancement Committee approval date: November 24, 2025

For Information   **Open Session - Consent**

To:	Senate
From:	Senate Executive Committee
Presenter:	Vivek Goel, President and Vice-Chancellor Senate Executive Committee Chair
Agenda Item:	**11.4 Senate Executive Committee: Summary of the January 12, 2026 Meeting**

Summary

At the January 12, 2026 meeting of the committee, the following items were discussed:

1. **Senate Engagement Working Group Update**
   An update on the progress of the Senate Engagement Working Group was provided. The working group will bring a report forward at the January 26, 2026 Senate meeting to update Senate on discussions, key items the group is working to address, and the planning of future engagement opportunities. More information can be found in the January 26, 2026 Senate package under item 7.2.

2. **Appointment of Chancellor Review Committee**
   The committee approved the recommendation to Senate that SEC be appointed as the Chancellor Review Committee. More information can be found in the January 26, 2026 Senate package under item 7.1.

3. **Senate Executive Committee Mandate Review**
   The committee received the results from the Secretariat environmental scan of comparator committees in the U15. The committee discussed the findings and noted the importance of incorporating discussions and recommendations from the Senate Engagement Working Group. The review is expected to span the next three SEC meetings with recommendations to Senate coming forward at the May 2026 meeting.

4. **Draft Senate Meeting Agenda for January 26, 2026**
   The committee approved the January 26, 2026 Senate agenda.

Senate Executive Committee meeting agendas and minutes can be found on the committee webpage: https://uwaterloo.ca/secretariat/executive-committee-agenda-minutes

For Information	**Open Session - Consent**

To:	Senate
From:	Senate Graduate Council
Presenter(s):	Justin Wan Interim Associate Vice-President, Graduate Studies and Postdoctoral Affairs
Date of Meeting:	January 26, 2026
Agenda Item:	**11.5** **Report of the Senate Graduate Council**

Summary

Senate Graduate Council met on November 17, 2025 and agreed to forward the following items to Senate for information as part of the consent agenda. On behalf of Senate, the following items were approved:

1. New Scholarships and Awards

   Council approved the following awards: Faculty of Engineering International Student MEng Award; Siv Sivaloganathan Graduate Scholarship in Mathematical Medicine.

2. Curricular Submissions

   Council approved the following new courses, the deletion of courses, and proposed minor changes to existing courses and programs for:
   a. Faculty of Engineering
   b. Faculty of Health
   c. Faculty of Mathematics

3. Senate Alternative Credentials Committee

   Council recommend that Senate approve the creation of a Senate Alternative Credentials Committee.

Jurisdictional Information

As outlined in the council's Terms and Reference, Senate Graduate Council is empowered to make recommendation and approvals on behalf of Senate for a variety of matters:

- Receive for information and make recommendation to Senate as appropriate with respect to governance, regulations, polices, and matters relating to graduate education and Studies at the University.
- On behalf of Senate, consider and approve all new graduate courses, the deletion of graduate courses, and proposed minor modifications to existing graduate courses

and programs, and provide Senate with a brief summary of Council's deliberations in this regard.

- On behalf of Senate, consider and approve all new graduate scholarships and awards, and proposed changes to existing graduate scholarships and awards. Any matter of controversy that might arise may be referred to Senate.

Governance Path

Senate Graduate Council: November 17, 2025

UNIVERSITY OF WATERLOO | Senate

For Information	**Open Session - Consent**

To:	Senate
From:	Senate Undergraduate Council
Presenter(s):	David DeVidi Associate Vice-President, Academic
Date of Meeting:	January 26, 2026
Agenda Item:	11.6 **Report of the Senate Undergraduate Council**

Summary

Senate Undergraduate Council met on December 9, 2025 and agreed to forward the following items to Senate for information as part of the consent agenda. On behalf of Senate, the following items were approved:

1. Curricular Submissions

   Council approved the following new courses, the deletion of courses, and proposed minor changes to existing courses and programs for:
   a. Faculty of Engineering
   b. Faculty of Mathematics
   c. Faculty of Science

2. Senate Alternative Credentials Committee

   Council recommend that Senate approve the creation of a Senate Alternative Credentials Committee.

Jurisdictional Information

As provided for in Senate Bylaw 2, section 5.03, council is empowered to make recommendation and approvals on behalf of Senate for a variety of operational matters:

   a. Make recommendations to Senate with respect to rules and regulations for the governance, direction and management of undergraduate studies in the university.
   c. On behalf of Senate, consider and approve all new undergraduate courses, the deletion of undergraduate courses, and proposed changes to existing undergraduate courses and minor changes to programs and/or plans, and provide Senate with a summary of council's deliberations in this regard. Any matter of controversy that might arise may be referred to Senate.

Governance Path

Senate Undergraduate Council – December 9, 2025

For Information   **Open Session - Consent**

To:	Senate
From:	Thomas Duever
	Interim Vice-President, Academic & Provost
Date of Meeting:	January 26, 2026
Agenda Item:	**11.7 Faculty Appointments and Leaves**

Summary

The Faculty Reports for Senators' information regarding the variety of appointments, reappointments, special appointments, leaves, and other matters of interest about individuals in the Faculties are available on the Senate agenda page.[1]

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[1] https://uwaterloo.ca/secretariat/sites/default/files/uploads/documents/faculty-all-jan-2026.pdf