

HOUSING STRATEGY

EXECUTIVE
SUMMARY

Student housing is an important contributor to institutional goals, providing living environments that encourage learning and development with an emphasis on supporting the academic mission of the University.

INTRODUCTION

There is abundant literature on the value of living in residence for students and the importance that the role that student housing programs play on campuses and student learning and development outcomes (Academica Group, 2017; Blimling, 2015; Kuh et al., 2005; Lane Vetere, 2010; Pascarella et al., 1994; Schroeder & Mable, 1994).

Housing Services at Trent University provides accommodation for over 1,800 students in 10 residences in Peterborough, Ontario. As the housing system has grown, it has evolved into one focused on housing non-local first-year students, and for more than 15 years there has been a “first-year residence guarantee” for students who complete application requirements by a deadline. Residence students at Trent live in supportive residence communities, connected their College where they develop relationships that last a lifetime. Students living in residence at Trent are retained to the institution by 10-15% more, have higher first-year GPAs than their off-campus peers, and annually, Housing Services receives high satisfaction scores from students on the Resident Assessment Survey.

Over the past four years, Trent University has seen annual increases in first year intake, which has expanded the need for residence beds to meet the first-year residence guarantee. Combined with the need to meet growing residence demand, enhance the student experience, and respond to housing pressures in the Peterborough community, a housing strategy has been developed.

The housing strategy materialized after extensive engagement and dialogue with key stakeholders in the Trent community, including over 3,000 students over multiple years. The final housing strategy details initiatives relating to renovation, new construction, and programming.



PROCESS & TIMELINE

Student Focus Groups. A total of 130 students participated in 5 focus groups.
Faculty & Staff Focus Groups. A total of 20 faculty and staff participated



In June 2017, the Housing Services team met for the first time to begin developing a university housing strategy. Working with an external facilitator, the team conducted an initial SWOT analysis and developed a departmental mission, vision, and set of values from which to form the foundation of the strategy.

Between August and October 2017, a seven-member review committee made up from experts around the university analyzed housing metrics and enrolment data and the first series of community engagements took place with 130 students and 20 faculty and staff participating in focus groups. The key findings from the data review and focus groups formulated the guiding principles for the housing strategy.

Student survey. Over 3,277 student responses over a period of 2 weeks.

Student Intercept Interviews. Over 300 students participated.

Student Focus Groups. A total of 90 students participated in one of 7 focus groups.

Faculty & Staff Interviews. 16 interviews were held with 45 faculty and staff.

Feedback Sessions on Draft Recommendations:

Over 200 staff, faculty, and students attended.



During the winter term of 2018, Housing Services, with the support of Facilities Management, developed a short-term five-year facilities plan to support the renewal of furniture, fixtures, and equipment in dire need of replacement. In addition to the five-year plan, Housing Services proposed that the University secure a consultant to conduct a market and demand analysis in first half of the 2018-2019 academic year.

By July 2018, a University committee comprised of students, student leaders, and staff selected The Scion Group (Scion) to conduct a housing market and demand analysis for Trent University in Peterborough. Throughout the fall term of 2018, Housing Services and Scion conducted extensive community engagement sessions, interviews, and received over 3,277 responses to a survey. The final market and demand analysis, received in November of 2018, provided broad recommendations for housing demand, student needs and expectations, and capital projects, on a ten-year horizon.

In November 2018, Housing Services completed a scenario planning exercise to derive a set of recommendations from which to base the strategy. Housing Services developed three broad recommendations.

The draft recommendations were presented to the campus through a series of community engagements in December 2018, with over 200 staff, faculty, and students attending.

RECOMMENDATIONS



GROUNDING THE STRATEGY

MISSION

Housing Services exists to facilitate safe learning and living communities that empower students to engage within a complex world.

VISION

By 2022, we will renew our facilities to house students in learning communities that contribute to student success and an outstanding experience.

VALUES

We value being student centered, teamwork, collaboration, and facilitating learning.

CULTURE

We foster a department culture where staff feel valued, supported and heard. In doing so, staff are engaged in their work and have the tools they need to be successful.

GUIDING PRINCIPLES

- House first year Trent University undergraduate students on the core of the campuses, connected to the collegiate experience
- Manage housing demand through leases, construction, and renovation
- Renew residence facilities in alignment with student feedback and needs
- Support student success
- Be good financial stewards
- Use data informed decision making

RECOMMENDATIONS

The following section summarizes the ten-year strategy for housing students at Trent University. Data and information from the market and demand analysis and the projected bed capacity scenarios, synthesized with the strategy work and community consultations through the spring of 2019, formed the basis for the following recommendations.

1. ENGAGE IN CAPITAL DEVELOPMENT

To meet demand, address increased housing pressures in the city of Peterborough, and allow the University to renovate current housing stock, the development of a facilities development plan for new capital construction of 700-beds is recommended.

The facilities development plan, which focuses on housing in Peterborough, includes proposals for two phases of planning and the development of an alternative financing plan to fund the capital construction. Projects included in each phase include:

- Phase one: proposal for building a new 400-bed college on the Symons Campus and adding 150 residence spaces at Traill College.
- Phase two: proposal to include a 150-bed addition to an existing college on the Symons Campus as well as a major renovation of residence spaces at Otonabee College.

2. RENOVATE CURRENT RESIDENCES

Housing Services in collaboration with Facilities Management, reviewed new VFA data, Scion recommendations, sector best practices and additional student feedback to develop a ten-year capital and facilities renovation plan. The plan outlines minor renovations for each of the current residences, focusing on the enhancing the student experience, academic environment, student wellness, and social interaction. The facilities plan details the following residence renovations be completed over a period of ten-years:

- Champlain College Residence Renovation
- Traill College Wallis Hall Renovation
- Lady Eaton College Renovation
- Gzowski College Renovation

Synthesizing the Scion recommendations, work with Facilities Management, and the robust feedback from the campus community, the Housing Services management team devised five areas of focus to set objectives of each renovation. The areas of focus are:

- Common Areas & Kitchens
- Study Rooms
- Washrooms
- Bedrooms
- Deferred Maintenance

3. CONTINUE TO PROVIDE A STRONG RESIDENCE PROGRAM

A strong residence program that aligns with the University strategies on the student experience is central to the mandate of Housing Services. At a high level, the housing strategy recommends that Housing Services continues to provide a strong residence program where first year students be housed on the core of campus in traditional style housing, interested upper year students, graduate, and students with families can reside in residence, and that the environment be a supportive residence community focusing on college community, student personal development, wellness, and an environment for academic success.

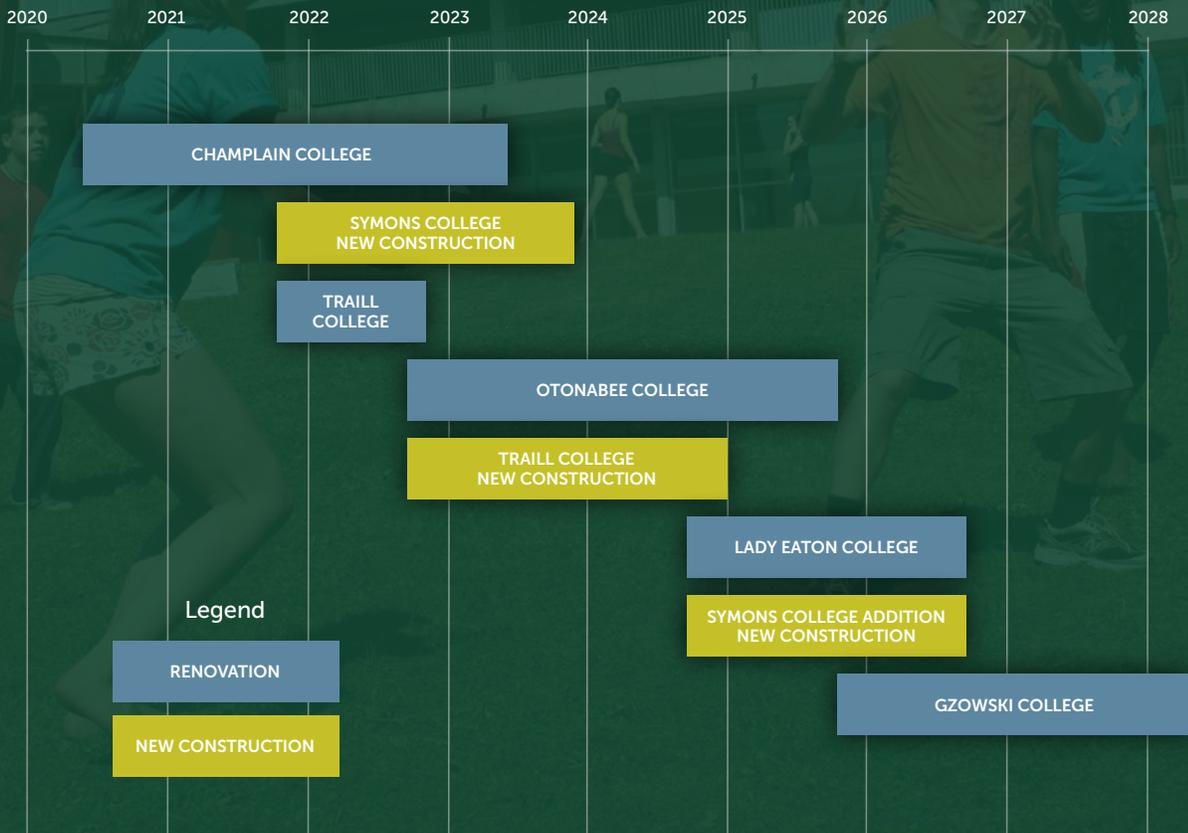
The Housing Services management team devised five areas of focus in which to situate unit goals as the strategy moves into the implementation phase. The areas of focus are:

- Student Learning & Support
- Community Engagement & Development
- Health, Safety, & Wellness
- Staff Development
- Organizational Practices

SEQUENCED CAPITAL DEVELOPMENT & RENOVATION PLAN

Proposed February 2019

A high-level timeline was developed to highlight renovation and construction projects proposed in the housing strategy.



NEXT STEPS

Working with our campus partners and consultants, Housing Services will develop a facilities development plan and financial strategy for capital construction of 700-beds and a major renovation of Otonabee college residence. In addition, 5-year strategic operating plans for housing business units be developed to execute the renovations to current residences, and residence program recommendations.

ACKNOWLEDGEMENTS

The housing strategy is the result of a collaborative effort, led by Housing Services, including a broad cross-section of students, faculty, and staff between 2017 and 2019.

We appreciate the time, effort, and energy devoted by the following groups and individuals:

Students

Over 3,500 students participated in surveys, focus groups, town halls, interviews, and feedback sessions.

Student Leaders

Ann-Majella Mckelvie, TCSA President 2019-2020

Alison Fraser, TGSA President 2018-2019

Brandon Rimmelgas, TCSA President 2017-2019

College Cabinets

College Residence Councils

Housing Services Student Staff

Sandra Klemet-N'Guessan, TGSA President 2019-2020

Trent Central Students Association

Trent Graduate Students Association

Trent International Students Association

Trent University Native Association

ACKNOWLEDGEMENTS

Campus Partners

Ashley Gerrits, College Head,
Otonabee College

Cheryl Turk, Associate Vice President,
Finance

Chris D'Innocenzo, Manager,
Facilities Maintenance

Christine Freeman-Roth, Principal,
Lady Eaton College

Craig Brunetti, Dean, Graduate Studies

Dawn Lavell-Harvard, Director,
First Peoples' House of Learning

Glennice Burns, Associate Vice President,
Trent International

Jacqueline Muldoon, Provost & Vice
President, Academic

Jane Mackie, Professor, Nursing

Joe Muldoon, Head, Trent Durham GTA

Kate MacLlssac, Mental Health Strategist

Kelly Zatorski, Manager, Careers &
Experiential Learning

Kent Stringham, Associate Vice President,
Facilities Management

Kevin Whitmore, Director,
Recruitment & Admissions

Krista Kermer, Retention Programs
Coordinator

Leo Groarke, President & Vice Chancellor

Lesley Hulcoop, Administrator,
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Lindsay Mitchell, Academic Advisor,
Otonabee College

Lindsay Morris, College Head,
Lady Eaton College

Lindy Garneau, College Head,
Gzowski College

Marilyn Burns, Associate Vice President,
Marketing & Recruitment

Mark Murdoch, Director, Food Services

Melanie Buddle, Principal, Gzowski College

Melanie Sedge, College Head,
Champlain College

Nona Robinson, Associate Vice
President, Students

Patti Kidd, Manager, Campus Card

Ray Dart, Professor, Business

Robert Ballerin, Project Manager

Ruth Walker, Manager, Health Services

Stephanie Muehlethaler, Principal,
Otonabee College

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Enrolment Planning & Strategic Analysis

Steven Pillar, Vice President,
Finance & Administration

Stewart Engelberg, Director, Student
Wellness Centre

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Information Technology

Tina Fridgen, Principal, Champlain College

Wayne Craft, Manager, Environmental
Services

Housing Services

Aaron Tsang, Residence Life Coordinator,
Champlain & Lady Eaton Colleges

Ashley Gerrits, Residence Education
Coordinator

Cameron Door-Morin, Residence Education
Coordinator

Ellis Martin, Residence Life Coordinator,
Champlain College

Jen Coulter, Director, Student Housing &
Residence Life

Jillian Lue, Residence Life Coordinator,
Otonabee College

Kelsey Doherty, Residence Conduct
Coordinator

Kevan McDougall, Residence Life
Coordinator, Lady Eaton College

Lawrence Lam, Assistant Director,
Residence Life & Education

Michele Sparkes, Occupancy Management
Coordinator

Michelle Treleaven, Manager, Residence Life
& Education

Nida Uz-Zaman, Residence Life
Coordinator, Gzowski & Traill Colleges

Nikki Kuzoff, Financial Officer

Nursing & BSW Practicum Students

Occupancy Management Assistants

Residence Education Facilitators

Residence Life Dons

Robyn Gundy, Facilities Coordinator

Samantha Edgar, Residence Life
Coordinator, Otonabee College

Service Centre Assistants

Shannon Brockbank, Operations
Coordinator

Shaun McCracken, Assistant Director,
Residence Operations & Services

External Consultants

Chad Nuttall, University of Toronto -
Mississauga

Fatima Baqir, The Scion Group

Mike Porritt, The Scion Group



