A COLLABORATIVE EFFORT

ACKNOWLEDGEMENTS

SIMON FRASER UNIVERSITY

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"Make no little plans. They have no magic to stir the blood and probably will not themselves be realized."
Daniel Burnham 1846-1912

COLLABORATIVE PROCESS

This Housing Master Plan is the result of a collaborative effort led by a Steering Committee of University Executive Staff and a Planning Team lead by HEWV Architects + Company, Ltd. The process included participation by a broad cross-section of students, faculty and staff in a variety of on-campus workshops from May 2014 to March 2015. The Planning Team is grateful to all who devoted their vision, time, ideas and energy to the process.
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EXECUTIVE SUMMARY

Simon Fraser University (SFU) is committed to engaging students and partnering with them in learning, discovery and community engagement. The University’s Strategic Plan emphasizes the need to help students gain practical experience, social aptitudes and civic understanding. This Residence and Housing Master Plan is guided by these aspirations. It is a strategy for the development of student residential communities that create supportive learning and healthy campus communities.

SFU has three campuses: Burnaby Mountain, downtown Vancouver and Surrey. The Burnaby Mountain Campus provides a housing capacity of 1,764 beds or approximately six percent of full load students. In the fall of 2014, there were 1,692 students in-residence on the Burnaby Mountain Campus and the University is currently developing a 68-bed residence for graduate students at the downtown Vancouver Campus, projected to open in May 2016. Currently, there are no student residences at the Surrey Campus but there have been proposals in recent years by private entities to construct housing adjacent to the campus.

This Residence and Housing Master Plan addresses the Burnaby Mountain Campus only but the goals and objectives found herein should be used to guide future decisions about housing at the downtown Vancouver and Surrey Campuses as well. It has specific recommendations about enhancing and supporting student engagement and student success outcomes. It outlines an intentional student community model with unit types and amenities appropriate for students in-residence, addressing various ages and class years, and recommending spaces that provide opportunities for students to grow and develop through the housing system with options that appeal to their diverse needs. This Plan assumes the closure of Louis Riel House (apartment-style housing) and does not include the exploration of housing for families and/or dependents within its scope.

This Plan will:

1. Create a self-supporting and financially sustainable housing operation.
2. Help ensure that the goals of student engagement, as well as SFU’s academic mission, are met.
3. Provide student housing and related amenities and/or learning facilities needed to recruit and retain high performing students.
4. Identify areas for new student residential facilities and define the renovation, repurposing or replacement of existing facilities.
5. Ensure that all residences align with the principles of universal design and have accessible options for students with disabilities.
6. Identify the location of potential student commons and/or programming spaces that will support a successful student experience.
8. Provide for a centralized office suite for all Residence and Housing administrative staff to improve internal departmental functions and services to students.
9. Develop a plan that aligns with the University’s goals of indigenization, internationalization and environmental sustainability.
10. Create opportunities to provide a home away from home for commuter students to improve overall student engagement.

At the Burnaby Mountain Campus, domestic and international first-year and Fraser International College students will reside in traditional residence hall accommodations that focus on building strong student communities. Upper-year and graduate students will have a variety of unit type options that offer a progression of privacy and independence the longer they remain in-residence. With respect to students with families/dependents, the University is engaging in discussions with UniverCity for the development of low-end market housing in a family-oriented community setting adjacent to SFU that provides ready access to playgrounds, a grocery store, a pharmacy, an elementary school and a child development care centre.

This Plan envisions five phases of new housing and a new dining centre at the Burnaby Mountain Campus, expanding residence capacity from 1,764 beds to 3,250 beds. At the conclusion of the Plan, SFU will have residence capacity to house approximately ten percent of full time students. Separate discussions are underway to ensure that students with families/dependents will have affordable options in the adjacent UniverCity community. The phases below represent the anticipated sequence of implementation.
• Pre-phase: Renovation/addition of two-storey living rooms in each of the first-year Towers to provide a common gathering spaces for students residing in those halls.

• Phases 1 and 2 will provide 350 beds each for first-year students in traditional-style residence halls with common bath facilities, a common lounge and study spaces on each floor. Accommodations for one faculty mentor and one residence life coordinator will be provided in each phase.

• As part of Phase 2, a centrally located office suite will be provided for Residence Life, residential facilities, conferencing and hotel front desk staff. Phase 2 will also include a new dining centre with capacity to accommodate all student residents, with the existing dining centre being repurposed as a multipurpose space, with catering kitchen for Residence Life programming, conference use, and to meet a larger campus need for a special events space.

• Phase 3 will provide 350 beds for second- and third-year students in semi-suite and suite-style living units with accommodations for a live-in faculty mentor and one residence life coordinator.

• Phase 4 will provide 350 beds for third and fourth year students in semi-suite and suite-style living units with accommodations for a residence life coordinator.

• Phase 5 will provide 296 beds for graduate students in studio/efficiency and apartment-style units.

Each phase of development of new residences is dependent on securing funding in a no debt environment. As part of the Government Reporting Entity, post-secondary institutions are not allowed to borrow or engage in any transaction that would result in debt without the Province’s prior approval. Therefore, the new residences must generate enough revenue to be self-supporting and must be financed in a way that does not result in debt. There are many ways of financing residences either through a separate Government Business Enterprise (GBE), or through an external party such as a residence and housing provider, a developer, a pension fund or life insurance company. A business case will be developed for each phase and approved by SFU’s Board of Governors. Once this approval is obtained, financing can be secured and formal planning, design and construction can begin.

The need for housing at the downtown Vancouver Campus and the Surrey Campus is currently being discussed by University leaders. This Plan recommends that as the University considers future housing at these two campuses, they be guided by the goals and objectives stated herein with respect to building student community, improving student engagement and enabling academic success outcomes.
CURRENT HOUSING SITUATION

Opposite Page: Shadbolt Hall and Louis Riel House
CURRENT HOUSING FACILITIES AT THE BURNABY MOUNTAIN CAMPUS

Residence and Housing (R&H) is an all-inclusive community which provides housing, parking, dining and mail services to all residents. During the fall and spring terms, R&H provides short-term housing to admitted and enrolled undergraduate and graduate students. During the summer term, in addition to providing short-term housing, R&H also provides accommodations to conference attendees.

The Burnaby Mountain Campus has seven residence halls and nine townhouse complexes. Overall, accessible unit options are limited to McTaggart-Cowan, Hamilton and the Towers and these are being updated on a regular basis to accommodate student needs and current codes requirements.

• Pauline Jewett, Barbara Rae and Shadbolt Halls opened in 2004/2005. These eight-storey buildings have traditional-style, single bedroom units with common bath facilities on each floor. The “Towers” are for first-year students. Residents of the Towers are the only students required to have a meal plan. The Simon Hotel is located in Shadbolt Hall.

• Shell and McTaggart-Cowan Halls, built in 1967 and 1986 respectively, are traditional-style residence halls with single occupancy bedrooms, common bath facilities and community kitchens on each hall. These halls are reserved for second- and third-year students.

• The townhouses, built in 1993, are for third- and fourth-year students and single graduate students. They are apartment-style units with single-occupancy bedrooms, one bath per floor, and a kitchen and living room in each unit.

• Hamilton Hall, built in 1993, is reserved for single graduate students. Each studio has a single-occupancy bedroom, a bath and kitchenette.

• Louis Riel House, built in 1969, is for mature students, graduate students and students with families. Units are one- and two-bedroom with one bathroom, and a kitchen and living room. The building will be closed August 31, 2015.

• Madge Hogarth, SFU’s first residence built in 1965, is used as Residence Life staff offices and programming space.

The adjacent chart shows housing capacity and unit type for existing residence halls on the Burnaby Mountain Campus during the fall of 2014. Room types can be defined as follows:

• Traditional: single or double occupancy bedrooms with common bathroom facilities on each floor. Individual showers and toilets are separated by partitions.

• Traditional/Pod Bath: single or double occupancy bedrooms with common bathroom facilities that have individual shower or toilet rooms.

• Semi-Suite: two single or double occupancy bedrooms with a shared bathroom.

• Full Suite: four single occupancy bedrooms with shared bathroom and living room.

• Studio/Efficiency: single occupancy bedroom with bathroom and kitchenette.

• Apartment: two or four single occupancy bedrooms with shared bathrooms, living room

FALL 2014 CAPACITY SUMMARY

<table>
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<th>Buildings</th>
<th>Traditional</th>
<th>Trad/Pod Bath</th>
<th>Semi-Suite</th>
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<tr>
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Typical Tower Residence Hall

Pauline Jewett House
Barbara Rae House
Shadbolt House

Hamilton Hall
Louis Riel House
Shell House

McTaggart-Cowan Hall
The Townhouses
Madge Hogarth House

CURRENT HOUSING SITUATION

Campus Residence Location Plan

© 2013 Simon Fraser University
Shadbolt, Barbara Rae and Pauline Jewitt Halls are first-year Towers. On the first floor of each hall is a small elevator lobby, laundry room and support spaces including two meeting rooms and a staff apartment. Each residential floor has single occupancy bedrooms, a small floor lounge and two common bathrooms.

**OBSERVATIONS**
- No sense of arrival or community identity at the front door
- Limited common space for community building and socialization
- No dedicated study space on the residential floors
- Library storage and satellite carpentry shop are opportunities for additional student space
- One meeting room dedicated to townhouse population

**TYPICAL UNIT: TRADITIONAL SINGLE**

**TYPICAL RESIDENTIAL FLOOR PLAN**
TYPICAL RESIDENTIAL FLOOR PLAN

OBSERVATIONS

- Limited common space for community building and socialization
- No dedicated study space on the floors
- Renovations completed August 2009

Hamilton Hall is a residence for graduate students. It has a small office, lounge, kitchen, vending area, laundry room and gender neutral restroom at the first floor entry. Each residential floor has single occupancy studio/efficiency units with bedroom, kitchen and bathroom in the unit.
McTaggart Hall is for upper-year students. It has two separate front entry doors and each floor is divided into three residential wings. Students live in single-occupancy bedrooms and share common hall bathrooms. Each residence wing has a lounge and community kitchen.

OBSERVATIONS
- No sense of identity or community at the front doors
- Neighbours are physically separated by support functions
- No dedicated study space on the floor
- Lounge and kitchen may be reconfigured to add a small study
- Three-phase summer renovation starting 2016 and projected complete in 2018
OBSERVATIONS

- Building needs a single entry to create identity
- Storage room, post office and staff offices in front of the lounge diminishes valuable space that could be used for building student community
- Eight students in the basement is an isolated community. This is an opportunity for additional common space with access to natural light or potential staff apartment
- Student common space in the basement lacks connectivity to the first floor lobby
- Separation of residence rooms by core functions on each of the residence floors limits community engagement
- Lacks clarity in wayfinding throughout the building
- Three-phase renovation completed August 2014

Shell House is for upper-year students. It has two separate front entry doors and each floor is divided into two residential wings. Students live in single-occupancy bedrooms and share common hall bathrooms. Each residence wing has a lounge and community kitchen.
Louis Riel House is for upper-year students and students with families/dependents. It has multiple front entry doors and each floor is divided into multiple residential wings. Students live in one- and two-bedroom apartments.

**OBSERVATIONS**
- Lack of a sense of identity or community at the front doors
- Life-safety and building envelope concerns
- Chronic building maintenance concerns
- Closing in August 2015
TOWNHOUSES BUILDING ANALYSIS

OBSERVATIONS

- Three-phase repair and renovation completed August 2015.

The Townhouses are for upper-year students. Each unit has four single-occupancy bedrooms, two bathrooms, living room and kitchen.
PLANNING PROCESS / METHODOLOGY
ESTABLISHING A VISION

In the summer and fall of 2013, Simon Fraser University undertook discussions with a developer offering to build new residences at the Burnaby Mountain Campus. Similarly, several developers had approached SFU about housing at its Surrey and downtown Vancouver Campuses. During the conversations that followed, it became clear that SFU, rather than be reactive, needed an intentional plan for the future of its housing.

University decision makers agreed to seek professional assistance in the development of a Residence and Housing Master Plan. While a consultant was being sought, a visioning workshop was held, with participation by senior leadership from a diverse cross-section of stakeholders including University executive staff, Residence and Housing professional staff, food services staff and students. The outcome of this meeting provided useful perspectives and information that would ultimately inform the master planning process.

The vision statement developed at this workshop described an innovative and forward-thinking residential community that demonstrates how programming and the built environment reinforces SFU’s values, and is aligned with the University’s Strategic Plan. The proposed master plan would inform the development of housing options for all SFU Campuses and be supportive of student academic success through the provision of a quality residential experience.

PRIORITIES FOR THE HOUSING MASTER PLAN TO ADDRESS

The vision statement confirmed the traditional role of residence at SFU is to provide housing that is safe, comfortable, attractive, and competitively priced. It recommends flexibility be maintained to accommodate students of varying abilities/disabilities, cultural food/lifestyle requirements, and other such needs. Residence and Housing will deliver a better overall housing experience by focusing exclusively on the single student market, while working with UniverCity to develop affordable housing options for students with families/dependents wishing to reside on the mountain. Student housing will also support students in financial need, but participants believed that any initiative to offer housing at the low end of market rates should not jeopardize the overall quality of the housing provided. Student housing must continue be of a quality of which SFU can be proud.
Student housing will provide a home away from home. Residential communities will have lively, public spaces for all students. Rooms for socializing, relaxing and music practice will be included in every residence hall. Flexible spaces for bringing the academic experience closer to home will be a priority. Individual and group study spaces, classroom/exam spaces, accommodations for a faculty-in-residence, and rooms for academic advising, health, counseling and more will be provided in the residential precinct.

Ensuring convenient access to “village” amenities will be a priority. Space for programming to promote and welcome students, public green space for summertime studying and community gardens will be goals for the residential precinct. All public spaces will have wireless internet capability. A coffee on-the-go and a corner grocer (or grocery delivery) will make getting to class or surviving an all-nighter that much easier. Creative connections with Cornerstone at UniverCity are important and many students expressed the need for an on-call shuttle bus to and from the Fraser International College facility.

Being a hub for community engagement and student citizenship is part of student academic success. Residence and Housing should maintain and further enhance its role in community engagement and student development. Residence and Housing has a unique capacity to connect students with the surrounding community and vice versa, from hosting visitors on campus to engaging students in community building on and beyond the campus itself.

Fostering social integration and connectedness is a key factor in student academic success and Residence and Housing is ideally positioned to foster feelings of belonging and community support. Greater attention to, and emphasis on, this area would link to SFU’s Healthy Campus Community initiative.

SFU has long prided itself on robust Residence Life programming, which provides individual support and group programs addressing the full spectrum of student development issues, from time management skills to wellness education. The value and rationale for this programming continues to grow, both nationally and internationally, and should remain a primary consideration in decision making about who operates SFU’s student housing.
ASPECTS OF THE PLANNING PROCESS

This Housing Master Plan is the result of a collaborative process developed between March 2014 and April 2015. It was led by HEWV Architects + Company, Ltd. (the Planning Team) and was shepherded by a Steering Committee composed of Residence and Housing, Facilities, Finance, Ancillary Services and Student Affairs staff. Five on-campus workshops were held on the Burnaby Mountain Campus and visits to the Surrey and downtown Vancouver Campuses were made to familiarize the Planning Team with their facilities and issues. The planning process included several steps:

- Five on-campus workshops consisting of interviews with key University stakeholders including students, faculty, professional and student staff, University executives and administrative staff.
- A walk-through of existing housing and dining facilities conducted on the Burnaby Mountain Campus, with follow-up including analysis of community spaces and potential renovation strategies.
- A walk-through of facilities at the Surrey and downtown Vancouver Campuses to familiarize the Planning Team with their community context.
- Review of housing operations financial information, including the collection, review, and analysis of current operational data.
- Two web-based student surveys in June and September 2014 sent to all SFU students in order to understand housing preferences and to determine a student housing demand analysis by unit type.
- Development of ideal residence hall building space programs appropriate for each class level of student that meet the goals and objectives for new student housing buildings.
- A discussion with SFU Campus Planning staff of potentially available sites on the Burnaby Mountain Campus for new residence hall construction and the development of site analysis diagrams for each site including bed count density.
- A financial plan with implementation timeline from 2015 to 2035.
- Development of draft and final Residence and Housing Master Plan documents.
PLANNING PROCESS / METHODOLOGY

Meeting and Presentation to the Steering Committee in December 2014

October 2014 Planning Team Charette Workshop

Early Site Plan Concept for Residential Precinct
ALIGNMENT WITH UNIVERSITY INITIATIVES

Alignment with University initiatives is a high priority of this Plan because they have the potential to impact the need for student housing. In order to explore the following items, the consultant conducted meetings with campus stakeholders early in the planning process, with the goal of identifying potential opportunities with which the Residence and Housing Master Plan might be useful in helping the University achieve its many goals.

Student Recruitment and Retention

SFU will build a residential population that is balanced across class years. It will place special emphasis on recruiting and retaining first and second year students in a traditional residence hall environment. A high quality residential experience has been linked to higher academic outcomes early in a student’s collegiate experience and retention to graduation. SFU also will offer more independent living options for upper year and graduate students to meet the needs of students who value an increasing level of privacy in their living accommodations, but also value proximity to the academic core and the amenities it provides. SFU will seek to enable affordable housing options for students with families/dependents within the local community and/or UniverCity.

Living Learning Programs

Residence and Housing will build partnerships with academic faculties to develop dynamic living/learning programs with the goal of connecting students’ academic and experiential learning in their residence community. This connection will also improve social cohesion among students. Fraser International College and first- and second-year SFU students will benefit the most, but special capstone programs will be created for the continuing success of upper-year students. On the Burnaby Mountain Campus, this will require the renovation of existing buildings, as well as construction of new buildings with adequate space to accommodate those program needs.

Recruitment of High Achieving Students

Recruitment of students with a record of high academic achievement will be enhanced with residence halls that provide study space equipped with learning technology, as well as faculty participation and residency.

Indigenous/Aboriginal Students

The University has specific goals with respect to the recruitment and retention of aboriginal students. Student housing that embraces these students as members of the larger student residential community, while accommodating their social and cultural needs, will help the University meet its strategic initiatives to increase recruitment, retention and graduation rates among these students.

Transfer and International Students

Expansion of the variety of unit types and availability of room options through new construction and renovations of existing halls will help attract and accommodate transfer students and international students who desire residency. This principle underlies the current residential development in downtown Vancouver, which has as a primary market international students in MBA programs at the Segal Graduate School of Business. It is also expected that other graduate programs may also benefit in their ability to attract students from across Canada and internationally.
Facility Enhancements to Raise Perceptual Value
Refresh and enhance existing residence halls, including better bath/toilet privacy, common spaces to increase student perceptions of the quality of the residential experience and “like-home” living rooms for each of the first-year Towers.

Strengthen Lifelong Connections to the University
Residence halls will focus on student community identity, traditions and opportunities to create memorable spaces and a sense of belonging to a “face-to-face” civic society. SFU will foster advocacy of its residential experience, seek to ensure students build lasting memories of their time at the University, and potentially increase the likelihood of future financial support from appreciative alumni.

Enrolment
Even at a modest enrolment growth of one percent per year over 10 years, and based on a continuation of current capture rates, the residential system would anticipate a need for approximately 280 additional resident spaces. Should enrolment growth exceed that rate, more space would be required.

Student Athlete Recruitment and Team Needs
The recruitment of top athletes will be enhanced by the development of residential facilities that are attractive and supportive of all aspects of personal and team needs. Currently, SFU houses approximately seventy-five student athletes or approximately 30 percent of all athletes. Within the 20-year timeframe of this Plan, the Director of Athletics anticipates the need to increase that number to one hundred of its first-year recruits and to all of its second-year student athletes. This could add approximately 125 additional resident spaces to the demand.

Fraser International College
In fall 2014, there were approximately 2,400 FIC students in the program, and 281 of these students lived in the residence halls. FIC intends to grow to 2,500 students within the next five years and would like to offer student housing to all its students as part of their recruitment and admissions package.

Replacement of Aging Facilities
Louis Riel’s 210 apartment-style resident spaces will come off-line in the summer of 2015. Madge Hogarth will need to be replaced as part of Phase Two. The remaining student housing will consist primarily of traditional residence halls with community baths, studio apartments for graduate students, and townhouses for students 19 years of age and older.

Expanding and Improving Student Common Spaces
The existing residence halls do not have adequate study spaces for individuals or small groups. During the course of the study, options for incorporating these types of spaces in each of the residence halls were evaluated, but the loss of bed capacity early in the Plan’s implementation is a concern. SFU may consider implementing these changes after the initial phases of the Plan are completed, in order to balance amenities across the residential precinct.
RESIDENCE PRECINCT SITE ANALYSIS

While campus stakeholder meetings were being conducted, the Planning Team began to evaluate and analyze the physical features of the residential precinct. The images on these pages represent aspects that would impact the planning of new housing on the Burnaby Mountain Campus.

The Burnaby Mountain Campus is aligned in a linear fashion along the mountain ridge. Existing residences are terraced and positioned laterally along the horizontal axis to preserve views and respond to the site's natural topography. Interior and covered exterior pathways link the residential precinct, the Academic Quadrangle and UniverCity. Bus stops are provided at both ends of campus, but the residential precinct lacks signage and a defined bus stop. There is a lack of arrival and welcome with signage to direct visitors to the housing or hotel offices. The entry drive leads to the large parking lot whose terminus is the west end of a parkade. Basic landscaping is provided but there is no large open space for students to gather or participate in passive or active recreation. Steps from the parking lot lead to a pedestrian street between the Towers, Hamilton Hall and Louis Riel, but the space lacks a sense of identity and activity. Overall, the residence precinct lacks the collegial atmosphere and student amenities found in the academic zone.
ALIGNING WITH THE CAMPUS DEVELOPMENT PLAN

SFU’s original Burnaby Mountain Campus Plan was designed by prestigious architect, Arthur Erickson in 1963. In 2007, Endall Elliot Associates conducted a Residential Precinct Study (RPS) as part of their Burnaby Mountain Campus Development Plan (CDP). The CDP analyzed the existing organization of the Burnaby Mountain Campus: its dramatic topography, landscape character, circulation, building type, massing and spectacular views. The RPS envisioned a residential precinct that punctuates the west end of Burnaby’s long pedestrian spine with a raised common lawn anchored by a new “Amenity Building” at the axis terminus.

This Housing Master Plan builds upon the Endall Elliot RPS, integrating with Burnaby’s wonderfully unique campus conditions and developing a specific housing system model that enhances the student residential experience on the west end of Burnaby Mountain. While taking into account bed count and unit type, this plan looks at ways to strengthen the axis hierarchy and improve the sequence of arrival. This Plan provides a common green, smaller courtyards, and landscaping opportunities for the underutilized parking lot north of the Towers. With a growing residential population, the Housing Master Plan also addresses the need for additional dining and a new parking strategy, as the precinct study also recommends.
CAMPUS PLANNING ANALYSIS

Residence Precinct Study Plan, Endall Elliot Associates

View of Axial “Terminus” Proposed Amenity/Retail Building

View of Proposed Pedestrian “Bridge” West along Central Axis

View of Proposed Central Lawn

View of Proposed Central Lawn
NODES OF ACTIVITY

The 1963 Campus Master Plan recommended that SFU seek a “balance of activity and development at the east and west ends of the campus and integration of the residential and social areas with the academic areas of the campus.” Since then much has been done on the east end and academic zones to create successful student community spaces, but much remains to be done within the residential precinct.

1. Meeting room beneath Tower
2. Lounge in Tower
3. Dining Centre
4. Hamilton Hall lounge
5. Outdoor space beneath Tower
6. Shell lounge
7. Starbucks
8. Multi-storey lounge in West Mall Centre
9. Study Space with cylindrical skylight
10. Library study space
11. Convocation Mall
12. AQ24 study lounge
13. Academic Quadrangle
14. Business Learning Hub
15. Study lounge under stairs
16. First Nations Lounge
17. UniverCity plaza at transit hub
Campus Figure Ground Identifying Some of the Nodes Activity Along the Central Pedestrian Spine
DEMAND FOR NEW HOUSING

Opposite Page: Students on the Stairs at the Academic Quad
STUDENT HOUSING MARKET AND DEMAND ANALYSIS

Two web-based surveys were conducted in June and September 2014 to determine student housing interest and market demand. The surveys went to every undergraduate and graduate student and the response rate was greater than 10 percent.

The June survey had 3,925 respondents and focused on student preferences, off-campus living situation, satisfaction with current housing, appropriate housing styles by class level, and a general level of interest in new housing. The September survey had 2,892 respondents and focused on student preferences among several residential unit types, amenities and potential rents.

As a result of the surveys, estimated incremental demand for student housing was determined to be between 2,512 and 3,356 beds with 2,934 students as a midpoint. Adding current students already living in campus residence results in a potential demand for a total of 4,626 beds.

Additionally, the September survey found that if students could have their preferred unit type SFU would need fewer units similar to those in the Towers, McTaggart-Cowan and Shell Halls. Students tended to prefer units that SFU does not currently offer such as semi-suites with two rooms sharing a bath and suite-style units that have bathrooms and a living room shared by two or four bedrooms. However, students showed price sensitivity expressing a strong preference for low rents and greater privacy in the common hall bathrooms.

DEMOGRAPHICS OF RESPONDENTS

In both surveys, 86 to 87 percent of respondents lived off-campus, most of whom (62 to 63 percent) lived with their parents or owned their own home. The remaining 37 to 38 percent rented their housing. The proportion of survey respondents aligned closely with the actual enrolment by year of study in both surveys. In-residence students were likely to be carrying at least nine credits more than off-campus students.

<table>
<thead>
<tr>
<th>Class</th>
<th>FALL 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Off-Campus Enrolment</td>
<td>Capture Rate</td>
</tr>
<tr>
<td>Year 1: 0-29 Credits</td>
<td>5,232 6%</td>
</tr>
<tr>
<td>Year 2: 30-59 Credits</td>
<td>4,791 6%</td>
</tr>
<tr>
<td>Year 3: 60-89 Credits</td>
<td>4,831 7%</td>
</tr>
<tr>
<td>Year 4/4+: 90+ Credits</td>
<td>4,791 6%</td>
</tr>
<tr>
<td>Fraser International College Student</td>
<td>2,119 14%</td>
</tr>
<tr>
<td>Graduate Student</td>
<td>4,172 6%</td>
</tr>
<tr>
<td></td>
<td><strong>25,936 883</strong></td>
</tr>
</tbody>
</table>

The chart above represents responses from the June survey of student interest among those who currently do not live in student housing provided by the University. Responses are separated by class year in school and evaluated by those who responded they would definitely be interested or might be interested in living on campus. The formulas in each cell allow for rounding values. The Planning Team has discounted responses to better estimate the potential demand for housing.
DEMAND FOR NEW HOUSING

The majority of survey respondents took classes at the Burnaby Mountain Campus, followed by the Surrey Campus. Respondents, particularly those in-residence, were younger on average than students in the overall population. Female students were slightly over-represented, but cross tabulations revealed this did not bias results. Before starting studies at SFU, 68 percent of all survey respondents resided in Metro Vancouver. Student renters live in an array of postal codes, with respondents providing over 460 different postal codes.

SATISFACTION

Whether they live in-residence or off-campus, most students are satisfied with their living situation. In the June survey, the highest level of satisfaction came from those living in Hamilton Hall; in September’s survey, the Townhomes and Shell House topped the list. Former campus residents noted their primary reasons for moving off campus were: 1) campus housing is too expensive, 2) the desire for more privacy in community bathrooms, 3) small bedrooms in on-campus housing, and 4) meal plan terms and conditions.

OFF-CAMPUS HOUSING

Nearly 50 percent of respondents said they live in an apartment complex and 25 percent rent a basement in a private home. Most renters live with roommates or apartment mates; however, only six percent share a bedroom. Nearly 50 percent live with one other person, 20 percent live alone, and the remainder live with more than one other person. One-bedroom units (32 percent) and two-bedroom units (38 percent) make up the majority of unit types rented. Thirty percent of renters have a private bathroom and 56 percent share a bath with one other person.

Most leases are either month-to-month or for 12 months. Sixty-one percent rent an unfurnished unit with the remaining respondents saying they either rent a furnished unit (24 percent) or a partially furnished unit (15 percent).

The median rent paid by single students is $600 per month plus $64 for utilities. The rent range is from $473 (plus $60 in utilities) per bedroom for a dwelling with more than four bedrooms up to $800 (plus $90 in utilities) for a one-bedroom unit. The median rent paid by families is $1,100 plus $120 in utilities for units consisting of one and two bedrooms. Utilities commonly included in the rent are water/sewer and trash with nearly half of renters having electricity and/or gas included.

OTHER FINDINGS

For students choosing to live off-campus, the top decision making factors are: affordable rent, access to public transportation, and adequate living space. For those choosing to live in-residence, affordable rent tops the list, followed by location relative to campus and the ability to meet other students.

Nearly all students responded that it is extremely, or somewhat, important to provide campus housing for first-year and international students. Eighty-six percent responded that this is also true for second-year students. The importance diminishes with each additional year of study, but 64 percent indicate the importance for graduate students to live on or near campus. Additionally, nearly 75 percent responded that providing family housing is extremely, or somewhat, important.

Campus housing with an academic focus, as well as housing with a more formal living/learning program, would have a positive influence on student interest in campus housing. Over 25 percent of respondents to the June survey stated they would definitely live in housing that had an academic program overlay. In terms of respondents to the September survey, 64 percent stated that a living/learning program with dedicated space and a faculty member in-residence would have a positive influence on their decision to live on-campus.
HOUSING TYPES AND AMENITIES

Over 50 percent of those currently in-residence believe that first-year students should live in traditional-style housing or at home. Off-campus respondents agree but to a lesser extent. The interest in unit types with more privacy increases as students progress in their academic careers, with most agreeing that graduate students should not live in traditional halls with undergraduate students but in graduate-specific housing.

The two most popular unit features/housing policies for campus housing in both surveys were high-speed wireless Internet and a full kitchen in the unit. Temperature control and washer and dryer in the unit were the next two most popular features. In terms of community amenities, on-site laundry facilities topped both lists. Other high ranking features on both lists included a convenience store in or near housing, outdoor green space and quiet study areas.

Respondents to the September survey selected a wide variety of unit types including existing, renovated and newly-built housing. Though most unit types presented and preferred had single bedrooms, there was some level of acceptance for sharing rooms.

HOUSING DEMAND AND GAP ANALYSIS

The methodology for determining housing demand centres on the full-time, off-campus population as these students represent the primary incremental demand for housing. The first step in calculating demand is to determine a capture rate for each class level (e.g., freshman, sophomore) and level of interest using the following equation:

\[
\text{Capture Rate} = \frac{\text{Number of Full-Time Off-Campus Respondents Interested in Housing}}{\text{Number of Full-Time Off-Campus Respondents}}
\]

The capture rate for each class level reflects the percentage of respondents of each year of study (e.g., first-year) at each level of interest (e.g., definitely interested). A “closure” rate is necessary to reflect that not all students who express interest will sign a lease. The analysis assumes a 50 percent closure rate for those who indicated that they “definitely would have lived” in each housing unit option and a 25 percent closure rate for those who indicated that they “might have lived” in the housing (or 50 percent of those who indicated 50/50 interest). The 50 percent closure figure is based on the Planning Team’s experience and is a best practice figure accepted by the investment community. For each year of study and level of interest, enrolment is multiplied by the capture rate and then the closure rate to yield the potential demand.

A gap analysis enables an understanding of the difference between the supply of SFU housing and the demand for SFU housing. The gap analysis compares the current housing system capacity by unit type to the overall demand for housing by unit type. As many on-campus residents would prefer a different unit type than what they currently have, the on-campus population is allocated to unit types by their first choice unit and bedroom sharing preferences as expressed on the September survey. Comparing total demand to existing capacity yields the gap deficit (or surplus) between demand and supply of each type of residence unit.
As a result of the analysis, the estimated incremental demand for housing is between 2,512 and 3,356 students with 2,934 students as a midpoint. Adding students who already live in-residence results in a potential housing system on the Burnaby Mountain Campus with a total capacity of 4,626 beds. If students who represent incremental demand and current students who already live in-residence could have their preferred housing, SFU would need fewer of its existing traditional residence hall units with common bathroom facilities and various levels of demand for the other unit types that were tested, especially those with lower associated rents or higher privacy in their bathroom configuration (or ideally both).

The September survey showed students several unit type options with a potential rent for each bed space. The units tested can be found on Page 45. The chart above represents students’ responses identifying demand for each unit type, current SFU capacity and gap/deficit or surplus. One metric of note is that students would prefer more options than those SFU currently offers.

Note: This survey was conducted to analyze housing demand for the Burnaby Mountain Campus only as this is where the greatest demand resides.
DEVELOPING THE IDEAL HOUSING SYSTEM

The ideal housing system was developed to address opportunities for alignment with broader University initiatives and with an understanding of student preferences. It focuses on improving the student residential experience by recommending that living in-residence should be a transformative experience for students. It targets improvements that would assist in the recruitment and retention of highly talented students who will seek the Residence Life Experience for its global, diverse and compelling evidence of student success. It envisions a residential experience that will complement students’ academic experience and be seen as a critical component of SFU’s enduring legacy.

Ideally, upon receiving their acceptance letter from the University, a student should receive a welcome letter from Residence and Housing inviting them to participate in a high-quality learning community designed to facilitate his or her academic success and facilitate a path to graduation. This will require that Residence and Housing coordinate with the offices of Recruitment and Admissions to create a seamless process of collaboration.

The outcome of the implementation of the ideal housing system will be that SFU will be known for the strength and diversity of its residential communities where residents will create immediate connections with fellow students, faculty and staff. These connections will provide a conduit for the personal drive, goals and thirst for productive engagement that students bring to the University.

The ideal housing system will offer student room choices that appeal to all class years of students. Every resident will feel a sense of belonging to his or her residential community. Each student will participate in governance and leadership, and learn the history, traditions and lore of the residential community. These communities will be a catalyst for a lifelong love of learning and an unbreakable bond between students and the University.

Residential communities will emphasize service to the campus and local communities. Students will experience the excitement of living in the Vancouver metropolitan area with its unique offering of cultural, historical, social and career opportunities. These communities will provide opportunities for students to create networks to enable success for the rest of their lives.

New and rejuvenated residence halls will reflect and reinforce the Residence Life Experience. Residence halls will be academically oriented with technology rich seminar, classroom, and study spaces. The buildings will be inviting, safe, secure, comfortable and barrier-free communal spaces where students can congregate, socialize, study and interact with each other and with faculty and Residence Life staff.

Dedicated guest housing space and flexible programming space will bring the outside world into the residence precinct, creating the opportunity for unique partnerships to develop and flourish.

ALIGNMENT WITH BEST PRACTICES

As SFU develops its ideal housing system, it is appropriate to consider the international trends influencing the programming and design of student housing. The 21st Century Project is an initiative of the Association of College and University Housing Officers – International (ACUHO-I).

The 21st Century Project is guided by the belief that it is no longer enough for university housing simply to provide students with four walls and a bed. Students want more from their residential experience and administrators have realized that creating unique, functional and technologically advanced living experiences can attract and retain students in the highly competitive recruiting environment in which universities find themselves.

The central principles of the 21st Century Project are appropriate for Residence and Housing as they develop the ideal housing system for SFU. These principles include Community, Flexibility, Technology, Sustainability and Innovation.
Community
GOAL: Create a community hierarchy that meets the needs of the individual student, the residential system and campus community, one that can adapt to meet the changing needs of the University, students and a diverse range of cohort groups.

OPPORTUNITIES FOR ALIGNMENT
Site – Reinforce the neighbourhood concept with the inclusion of amenities to benefit all student and campus populations. Position new construction to reinforce neighbourhood identity. Reconsider the location of parking, service zones and residential entrances so that they do not impede the creation of spaces that foster community interaction. Develop and enhance existing primary campus pathways with activity spaces.

Neighbourhoods – Define the residential neighbourhoods and reinforce their community appeal through programming, Web interfaces, and technology.

Flexibility
GOAL: Create an environment in which students can personalize their spaces, create new spaces, customize their living space with a diverse range of amenities, and have options with their furnishings. Create social spaces that can easily be re-programmed to suit the changing needs of the University and its students.

OPPORTUNITIES FOR ALIGNMENT
Site – Create opportunities on the site that can be flexible in function and offer an opportunity to personalize through class gifts, public art and other elements that allow students to build traditions and place their personal ‘mark’ on the campus.

Building – Create spaces that allow for a maximum flexibility, particularly on the ground floor level, so the public spaces can be easily configured to accommodate the change in student needs, market pressures and University needs.

Student Rooms – Explore opportunities to create a core plan that can be reconfigured to accommodate a diverse range of room types.

Technology
GOAL: Create an environment in which technology is a state of the art tool that can enrich student success (academic and social), communications and information delivery, and facilitate physical comfort.

OPPORTUNITIES FOR ALIGNMENT
Wireless internet, security and monitoring systems for energy and other utilities, academic and co-curricular programs, student services, career opportunities, and professional partnerships.

Sustainability
GOAL: Create residence and student life facilities that lead the campus in energy conservation and management; the buildings are a textbook for sustainable practices that have a high impact on the quality of life and the quality of the environment.

OPPORTUNITIES FOR ALIGNMENT
Natural light quality, positive ventilation, design for shade/heat protection, monitoring systems for energy and other utilities, academic and co-curricular programs (building as textbook), carbon neutral, 12-month building utilization, recycling programs.

Innovation
GOAL: Identify opportunities for innovation unique to each project during the early design and planning phases. Prioritize relative to serving SFU’s institutional vision and mission.

OPPORTUNITIES FOR ALIGNMENT
Construction innovation in materials or nano-technology, prefabrication of buildings or building elements, alternative energy sources, reconfigurable rooms, furnishings, methodology to reduce costs, building information modeling to expedite construction, etc.
THE IDEAL RESIDENTIAL COMMUNITY

The ideal residential community model provides recommendations based on the responses to the student surveys, best practices and the Association of College and University Housing Officer’s International 21st Century Initiative. The model recommends unit types, amenities and support spaces appropriate for each year of study with the goal of creating a complete student living experience in each residence.

The chart below shows a range of potential unit types that are appropriate for the year of study of each student. These comparisons are based on best practice and the Planning Team’s experience and research of residential communities on over 150 campuses worldwide. When surveyed, students indicate a desire for more privacy and independence as they grow through the housing system. However, they also indicate that first-year students need a residence experience that focuses on building community and programs that are linked with intentional academic outcomes such as living/learning communities.

Traditional-style and semi-suite style units, whether single or double occupancy, encourage students to form close relationships with others and establish small communities within the residence halls. Townhouses, apartments and studios/efficiency units are geared towards students who have established relationships and have a greater sense of independence.

SFU has a diverse student population that creates a vibrant campus community. However, it provides only four choices of residential living options to students. (see chart opposite)

- The Towers for first-year students in single occupancy bedrooms and common bathroom facilities.
- Shell and McTaggart-Cowan Halls for upper-year students in single occupancy bedrooms, common bathrooms and community kitchens.
- Townhouses for upper-year students with four-bedroom single occupancy bedrooms, kitchen and living room.
- Louis Riel House for students with families and dependents in one and two bedroom apartments.
- Hamilton Hall for single graduate students in bachelor studio units with bed, bath and kitchenette.

COMPATIBLE UNIT TYPES

<table>
<thead>
<tr>
<th>Housing Style</th>
<th>1st Year</th>
<th>Upperclass &amp; Transfers</th>
<th>Non-Traditional</th>
<th>Graduate</th>
<th>Special Interest</th>
<th>International</th>
<th>Family</th>
<th>Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single Rooms/Hall Bath</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Double Rooms/Hall Bath</td>
<td></td>
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</tr>
<tr>
<td>Semi Suite/Single</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Semi Suite/Double</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Suite with Living/Single</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Suite with Living/Double</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Bedroom Apartment</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Bedroom Apartment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Bedroom Apartment</td>
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<tr>
<td>4 Bedroom Apartment</td>
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<td></td>
</tr>
</tbody>
</table>

High Compatibility | Medium Compatibility | Low Compatibility | No Compatibility (no marking)
SFU EXISTING UNIT OFFERINGS AS OF SEPTEMBER 2015

Typical SFU Single
SFU Studio
SFU Townhouse

ADDITIONAL RECOMMENDED UNIT TYPES IN THE IDEAL COMMUNITY MODEL

Single Semi-Suite
Double Semi-Suite
1 Bedroom Apartment

This is a comparison of SFU’s existing unit types vs. those tested in the September 2014 student survey. Unit types are in relative scale to one another to indicate size variation.
<table>
<thead>
<tr>
<th></th>
<th>First Year</th>
<th>Second Year</th>
<th>Third Year</th>
<th>Fourth Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Fall 2014 Student Enrolment</td>
<td>2,400</td>
<td>6,647</td>
<td>5,714</td>
<td>6,061</td>
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<tr>
<td>B Students in Residence Existing</td>
<td>281</td>
<td>645</td>
<td>285</td>
<td>186</td>
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<tr>
<td>C Percent of Residence Students As Compared to Enrollment Existing</td>
<td>12%</td>
<td>10%</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>D Residence Population by Class Year Existing</td>
<td>16%</td>
<td>37%</td>
<td>16%</td>
<td>11%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FIC</th>
<th>First Year</th>
<th>Second Year</th>
<th>Third Year</th>
<th>Fourth Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>E Ideal System Capacity</td>
<td>3,250</td>
<td>1,000</td>
<td>600</td>
<td>300</td>
<td>150</td>
</tr>
<tr>
<td>F Percent of Residence Students As Compared to Enrollment Ideal</td>
<td>42%</td>
<td>15%</td>
<td>11%</td>
<td>5%</td>
<td>2%</td>
</tr>
<tr>
<td>G Residence Population by Class Year Ideal</td>
<td>31%</td>
<td>31%</td>
<td>18%</td>
<td>9%</td>
<td>5%</td>
</tr>
</tbody>
</table>

**E Rationale for Residence Education**

1. Recruiting and admissions
2. Increase retention
3. Increase student success
4. Building community, reduce isolation
5. Reduced time to graduation
6. Create affinity for the University, alumni
7. Create linkages with academic programs
8. Coordinate with admissions, recruiting
9. Coordinate with FIC
10. Building or renovate program space
11. Increase unit style options
12. Expand dining center
13. Create study and lounge spaces
14. Create living/learning programs
15. Co-locate housing and residence life staff
16. Strategically locate collegiums to take advantage of student movement patterns on campus

The Ideal Residential System Targets, Rationale and Actions
The chart on these pages indicates SFU's fall 2014 enrolment by class year as well as transfers, athletes and Aboriginal students. It compares enrolment to the number of students in-residence in fall 2014 with Residence and Housing’s ideal housing system targets.

The lower portion of the chart indicates the rationale for why making the change from 2014 levels is important and what actions need to be taken to achieve the desired result.
A BOLD PLAN

In the fall of 2014, the SFU housing system was at 96 percent occupancy with a total of 1,692 students living in-residence on the Burnaby Mountain Campus. However, during the course of this Study factors that would affect future housing demand were discussed. These include: the anticipated closing of Louis Riel House end of summer 2015 and moving away from providing housing for students with families/dependents in the residential precinct, bed loss at some point in the future due to renovation of existing residences to provide student common spaces, and offering more Fraser International College students the opportunity to live in campus residence. Irrespective of the demand that may result from these actions, the student housing market survey assessed demand from specific student target markets for unit types other than what SFU currently offers. Consequently, the Planning Team and Steering Committee developed an ideal student housing system capacity for the Burnaby Mountain Campus of 3,250 students to be implemented over the next twenty years.

To achieve this outcome, SFU will invest significant resources in its residential facilities to:

• Provide students with modern, up-to-date residential spaces that have a unique sense-of-place and identity.

• Create intercultural, inclusive and supportive environments that enable students to engage in experiential learning, community engagement, exemplary leadership and personal development.

• Build strong neighbourhoods that provide a “home away from home” atmosphere for students and further assist in the creation of a strong connection to the greater SFU community for all students.

• Provide safe and secure residence halls with amenities and support spaces that help to enhance student social and learning outcomes.

• Create identifiable communities organized around dedicated open space and outdoor rooms for both organized and informal gatherings.

• Explore ways to create space for, and connect commuter students to, the residence community.

• Facilitate the engagement of the community outside residence through the use of flexible bookable common space and guest accommodations.

First-year and international students will be the primary focus of growth “in-residence” with FIC students rising by 30 percent and “in-residence” first-year students rising by five percent. While it is important to create a sense of community for all students in the system, it is particularly critical to help students new to campus to have a sense of belonging and the best opportunity to succeed academically as well as socially.

New student room types and amenity spaces in each new residence hall will benefit students in all years of study at SFU and create a “home away from home” for domestic and international students. Residence and Housing will reach the ideal system capacity in five phases of development. Each of the first four phases will add 350 beds to the system with phase five adding 296 beds for a total of 1,693 new beds by the fall of 2028. At the conclusion of this Plan, student housing will have grown from approximately six percent to 10 percent of the total student population.
SITE DEVELOPMENT ZONES

The planning process included two on-campus workshops during which several potential site scenarios were developed and reviewed by the Steering Committee and campus planning staff. Four potential zones for new housing were identified, each with particular opportunities and limitations:

• Zone 1 - Louis Riel House will be closed at the end of August 2015. It is anticipated that the building will be demolished within six months. The site is large enough to accommodate two phases of new housing.

• Zone 2 - Forested hillside, surface parking lot and existing child development centre. Although Ancillary Services desires to relocate this child development centre to be proximate with its UniverCity, facility there are no specific plans to do so. However, relocation may be possible within the 20-year horizon of this Plan. This site is large enough for two phases of new housing, large open lawn space and potential new dining facility.

• Zone 3 - Madge Hogarth Hall is currently used as Residence Life offices and programming spaces, but most of the building is unused due to building code issues. Renovation has been ruled out as it would provide a low return on investment.

• Zone 4 - The northernmost townhouse may be removed to provide a new, multi-storey graduate student residence at the western terminus of the residential precinct. This concept aligns with the 2010 Residential Precinct Plan.
SITE CONCEPT DEVELOPMENT

The site development concept evaluates the potential capacity of available land to accommodate the expansion of student housing. The chart on the opposite page shows SFU’s ideal housing system expanding student housing from 1,764 beds in 2015 to 3,250 beds by 2028. The development strategy prioritizes room types for first-year students in early phases and unit types for upper-year students in later phases. Senior administration is engaged in discussions with UniverCity regarding creating affordable family housing in that more family-oriented community.

The diagram at the bottom of this page shows the analysis of opportunities in the existing residential precinct. The diagram on the opposite page shows how the preferred site concept addresses these opportunities and how it aligns with the spirit of the 2010 Campus Master Plan and the 2010 Residential Precinct Plan.

The preferred plan shows new buildings organized around campus open space and strong east/west pedestrian movement. Pathways are primarily for pedestrians but also accommodate move in/move out, service and emergency access. New, two-storey living room additions for each of the three first-year Towers and the entryways and living rooms of new residence halls will be focal points for wayfinding. The large parking area on the north side of the Towers is replaced by a terraced lawn area that provides students with open space for active and passive recreation and special events.

A new dining centre is located on the west end of the parkade straddling the two primary pedestrian pathways to and from campus. Service access to the dining centre is envisioned to come from a basement level that is accessed via University Drive West.
## System Configuration

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>Demo</th>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
<th>Phase 5</th>
<th>Total Beds in Plan</th>
<th>Percent / Unit Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing Traditional</td>
<td>1,057</td>
<td>1,057</td>
<td>1,057</td>
<td>1,057</td>
<td>1,057</td>
<td>1,057</td>
<td>1,057</td>
<td>1,057</td>
<td>33%</td>
</tr>
<tr>
<td>Semi Suite</td>
<td>0</td>
<td>0</td>
<td>120</td>
<td>220</td>
<td>370</td>
<td>470</td>
<td>470</td>
<td>470</td>
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<tr>
<td>Traditional/Pod Bath</td>
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<td>0</td>
<td>230</td>
<td>480</td>
<td>480</td>
<td>480</td>
<td>480</td>
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<td>15%</td>
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<tr>
<td>Full Suite</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>200</td>
<td>440</td>
<td>440</td>
<td>440</td>
<td>14%</td>
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<tr>
<td>Efficiency Apartment</td>
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<td>102</td>
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<td>112</td>
<td>226</td>
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<tr>
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<td>148</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>10</td>
<td>10</td>
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<td>152</td>
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<tr>
<td><strong>New Bed Total</strong></td>
<td>1,764</td>
<td>1,554</td>
<td>1,904</td>
<td>2,254</td>
<td>2,604</td>
<td>2,954</td>
<td>3,250</td>
<td>3,250</td>
<td>100%</td>
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<tr>
<td><strong>Net Change/Phase</strong></td>
<td>210</td>
<td>350</td>
<td>350</td>
<td>350</td>
<td>350</td>
<td>296</td>
<td></td>
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</tr>
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</table>

*Ideal Housing System Configuration: This diagram shows the cumulative total of students beds by type and quantity during each phase of implementation.*

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**Proposed Housing Precinct Plan**

- **Landmark at Arrival to Residence Precinct and Terminus View as Recommended in Precinct Plan**
- **Create Strong North/South Visual Connections**
- **Building Common Spaces**
- **Create Visual Activity and Light Along the Path**
CREATING DYNAMIC CIVIC SPACES

One of the main outcomes of the Plan is to create a sense of community and vitality in all student residences. The site diagrams on Page 57 suggest that a pattern of civic common spaces be implemented across the residential precinct. As a first step for implementation of this Plan, SFU will take an initial action in the first-year Towers (Pauline Jewitt, Barbara Rae and Shadbolt Halls). These halls currently have very limited common or amenities spaces and lack individual identity as residence halls.

This Plan proposes that a two-storey living room addition on each Tower would enhance the student experience in these halls and the transparency of the spaces will bring activity and light along the pedestrian street on the west side of the Towers. Architecturally, they should be a contemporary extension of each Tower’s facade, blurring the boundary between interior and exterior space.

The sketch on the opposite page shows how one of these living rooms might appear. The new room needs at least a two-storey volume in order to be in scale with the Tower beyond and the sketch suggests that a mezzanine and stair access between the first and second floors would help connect students to the space. The interior of each space could have a different theme, character or materiality so that students within each hall feel their space is unique.

Another important aspect of this idea is that existing landscaping and hardscape around the new rooms would be reconfigured to be an extension of the living rooms with outdoor furniture and planting to encourage students to gather.
Proposed New Student Living Room at Barbara Rae Residence Hall
PROPOSED ACTIONS

Most strategic plans are best implemented with a high profile first phase action. The first event alters the status quo, creates a new perception in the market place and establishes, unequivocally, a new vitality or symbol of positive change on campus. Actions following the first phase will be moderated or advanced in reaction to the reality of student demand. Parallel to new construction, the refurbishment and enhancement of all existing facilities will need to be maintained.

PREFERRED PLAN OF ACTION:

The sequence of action below is dependent on preliminary events: 1) Louis Riel needs to be removed before Phase 1; 2) Madge Hogarth needs to be removed before Phase 2 housing can begin; 3) New dining must be delivered before or simultaneously with the opening of Phase 2 residences; and 4) The northernmost townhouse needs to be removed before Phase 5 can be completed.

- Pre-phase development: End of August 2015 - Close Louis Riel House. Continue discussion at the senior administration level regarding family housing within UniverCity.

- Pre-phase development: Summer 2016 - Downtown residences open. Construct living room additions to the south side of the Towers, begin three phase summer renovations of McTaggart-Cowen Hall.

- Phase 1: Summer 2018 - Open a 350-bed residence hall on the Louis Riel site for first-year and international students. Unit styles will include traditional single and double occupancy units with compartmentalized common bathrooms and semi-suite units. Temporary Residence Life offices and programming space will be included in this phase to open up Madge Hogarth site for new development. The existing dining facility will accommodate this expansion.

- Phase 2: Summer 2019 - Open a 350-bed residence hall for first-year and international students on the Madge Hogarth site. This phase will include a new office suite for all Residential Life and Housing administrative staff, as well as a central mail facility. The buildings will also accommodate the relocated campus hotel as it is a highly visible, easy to find location with conveniently located parking. Unit styles will include traditional single and double occupancy units with compartmentalized common bathrooms and semi-suite units. This phase will require the relocation of the existing child development centre.

- Concurrent with Phase 2, a dining facility with larger kitchen and seating capacity will be located at the west end of the existing parkade. New dining will not only improve students’ dining experience but will also help meet an on-going University need for an event space with adjacent parking. Once the new dining facility is completed, the existing dining facility will be repurposed to a multipurpose space for resident students, with a catering kitchen for special events. The majority of the surface parking lot will be replaced by a terraced lawn/green space on the north side of the Towers.

- Phase 3: Summer 2022 - Open a 350-bed residence hall for second and third year students on the Louis Riel site. Unit styles will include semi-suite and suite-style units. Common kitchen facilities will be provided on each floor of the building.

- Phase 4: Summer 2025 - Open a 350-bed residence hall for third and fourth year students on the north side of the parking lot on the hill. Unit styles will include semi-suite, suite-style and efficiency units. Common kitchen facilities will be provided on each floor.

- Phase 5: Summer 2028 - Open two residence halls totaling 296 beds with studio and four bedroom apartments for non-traditional age students and graduate students. Site 1 at the west end of the parking lot and Site 2 on the east side of Hamilton Hall.

The diagram opposite indicates the potential distribution of civic common spaces or living rooms among the existing and proposed residences.
HOUSING SYSTEM RECOMMENDATIONS

The chart shows the change in housing capacity and unit type on the Burnaby Mountain Campus when this Plan is complete. Room types can be defined as follows:

- **Traditional**: single or double occupancy bedrooms with common bathroom facilities on each hall. Common area for sinks and showers and toilets separated by partitions

- **Traditional/Pod Bath**: single or double occupancy bedrooms with common bathroom facilities, individual shower or toilet rooms

- **Semi-Suite**: two single or double occupancy bedrooms with a shared bathroom

- **Full Suite**: four single occupancy bedrooms with shared bathroom and living room

- **Studio/Efficiency**: single occupancy bedroom with bathroom and kitchenette

- **Apartment**: two or four single occupancy bedrooms with shared bathrooms, living room and kitchen

### Existing and Proposed Housing Capacity

<table>
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<tr>
<th>Buildings</th>
<th>Traditional</th>
<th>Trad/Pod Bath</th>
<th>Semi-Suite</th>
<th>Full Suite</th>
<th>Studio/Efficiency</th>
<th>Apartment</th>
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<tbody>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shadbolt House</td>
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<td></td>
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<tr>
<td>McTaggart</td>
<td>+</td>
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<td></td>
<td></td>
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</tr>
<tr>
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<td></td>
<td>*</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Barbara Rae</td>
<td>+</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Pauline Jewett</td>
<td>+</td>
<td></td>
<td></td>
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<tr>
<td>Hamilton</td>
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<tr>
<td><strong>Subtotals</strong></td>
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<td></td>
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</tbody>
</table>

| Phase 1      |   |   |   |   | 350 |
| Phase 2      |   |   |   |   | 350 |
| Phase 3      |   |   |   |   | 350 |
| Phase 4      |   |   |   |   | 350 |
| Phase 5      |   |   |   |   | **296** |

总计：1,554

总计：3,250
PROPOSED NODES OF ACTIVITY

This Plan proposes to create and improve nodes of activity in the residential precinct along the central spine of the campus and its parallel pathways. The goal is to celebrate student community on a variety of levels, both indoors and out. New and renovated buildings will have student common rooms full of natural light and furnished to create a home-like atmosphere. New student gathering spaces will be created at building entries, small group studies will be located on residential floors and outdoor spaces will be created for passive and active recreation.

PROPOSED NODES OF ACTIVITY ALONG THE CENTRAL PEDESTRIAN SPINE

1. Living room and entry plaza for new residence hall
2. Living room for three first-year Towers (renovation / addition)
3. Small group study renovation on residential floor in Towers
4. Outdoor space improvements along pedestrian corridor
5. Lounge space in Hamilton Hall (renovation)
6. Outdoor space beneath Tower (renovation)
7. Two-storey common lounge as connector between buildings
8. Multi-purpose room with catering kitchen (renovation)
9. Shell House Lobby and Lounge (renovation)
10. New dining centre with outdoor plaza
11. Entry plaza for Residence and Housing Offices
12. Lawn / quadrangle space
13. Starbucks
14. Multi-storey lounge in the West Mall Centre
15. Study space with cylindrical skylight
16. Library study space
17. Convocation Mall
HOUSING SYSTEM RECOMMENDATIONS

View of New First-Year Residence Hall on Campus Drive Replacing Madge Hogarth

Bird’s Eye View of Residential Housing Precinct Looking East From Townhouses
CONCLUSION: A BOLD PLAN IS OF NO VALUE UNLESS ACTED ON!

“Make no little plans; they have no magic to stir the blood and probably themselves will not be realized. Make big plans; aim high in hope and work.”

— Daniel Hudson Burnham (1846-1912)

The Housing Master Plan addresses not only expanding student residence in response to market demand but also the development of an increasingly engaging residential experience at Simon Fraser University that supports recruitment, retention and academic success. It recognizes that affordable housing for students with families/dependents is an important component of SFU’s commitments to students and that it needs to be proximate to the amenity-rich community at UniverCity.

The Plan acknowledges that the residential system must be a manifestation of the strategic goals of the University. It must exist within the limitations of finance, the expectations for enrolment, and move constantly toward alignment with the strategic future of the University.

Momentum, engagement, sense of belonging, academic success; these are attributes of this Plan.

Student residence can be a tool for enhancing the network of social and academic support spaces on campus. This Plan builds on the network of current spaces along the central pedestrian spine of campus and proposes a series of new common spaces that will provide students with a variety of opportunities for building student community.

This Plan has a phased implementation strategy so that cycles of activity can be submitted for authorization. It is understood that changes and adjustments due to market conditions and other forces are inevitable. The incremental packages of activity allow for re-prioritization, adjustments to new conditions, and reaction to new opportunities.

 Residence and Housing is a signature strength of the campus and we hope you find much to agree with in our planning. Our plan is bold. Our plan is necessary.

Our plan will be transformational for Simon Fraser University and the on-campus residential experience.

Momentum is a valuable resource. Let us get started!