

Housing Strategy

November 2026

Queen's University

Land Acknowledgement

Queen's University is situated on the territory of the Haudenosaunee and Anishinaabek.

Ne Queen's University e'tho nón:we nikanónhsote tsi nón:we ne Haudenosaunee táhnon Anishinaabek tehatihsnonhsáhere ne onhwéntsya.

Gimaakwe Gchi-gkinoomaagegamig atemagad Naadowe miinwaa Anishinaabe aking.



Introduction

Student housing is an institutional priority at Queen's University: currently, over 20% of Queen's students are housed in University-owned properties. However, to support a number of strategic objectives and respond to housing pressure in Kingston, Queen's is seeking to reinforce and grow its housing portfolio.

The work done to date is set in the context of today's student housing landscape in Kingston:

- 21% of Queen's students are housed in University-owned properties, at least 5% higher than peer universities in Ontario. However, students not housed by the University make up 15% of the total population of Kingston.
- In 2025, Kingston's vacancy rate was 2.4%, below the 4% vacancy rate required for a balanced housing market. The City of Kingston projects that 900 units are required annually to accommodate non-student residential growth; however, based on the current planning pipeline, more supply is required to meet both student and non-student housing demand.
- The Queen's Housing Policy (July 2024) commits to providing a suitable range of housing options within the broader Kingston rental context.

Queen's has worked with a number of partners over the last three years to understand a range of inputs that have informed this Housing Strategy **(Figure 1)**. This process has allowed Queen's to define their institutional vision and objectives for housing and determine an economically feasible approach to housing delivery. Key background research also included an analysis of the current housing market in Kingston and a housing demand study that reached nearly 4,500 students at Queen's.

The supporting studies focused on answering key questions that form the basis of the Strategy:

- What is Queen's vision for housing?
- Is there demand for new housing? From whom?
- What is the state of housing at Queen's and the Kingston community at large?
- What economic model can be used to deliver housing?

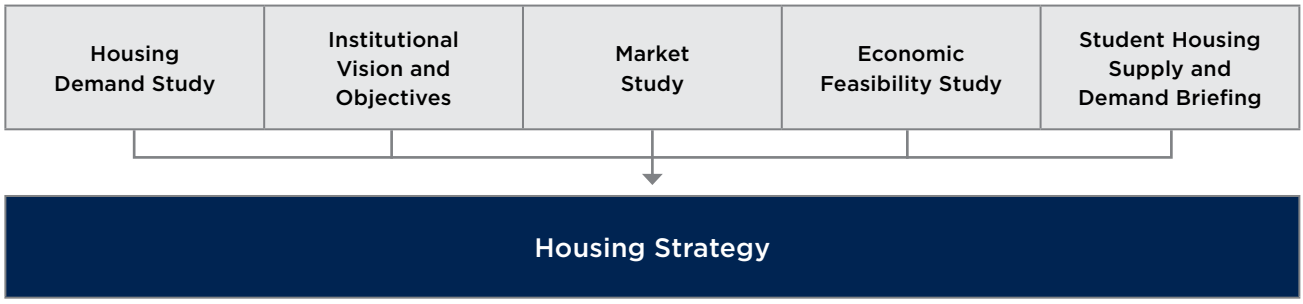


Figure 1: The inputs that have informed the Housing Strategy.

Housing Strategy and the Queen's University Bicentennial Vision

The Queen's University Bicentennial Vision sets a clear vision for the future, as Queen's approaches its 200th anniversary in 2041. The Bicentennial Vision includes six commitments that will direct the University's actions and investment toward this important milestone and beyond.

The Housing Strategy brings the six commitments together in conversation to advance the state of student housing at Queen's. Housing is a key part of any university experience: advancing the Housing Strategy ensures that the Queen's community is able to meet their housing needs now and into the future.



Six Commitments of the Bicentennial Vision

Strengthen our community

Further investment in student housing supports the development of the Queen's community both on and off campus.

Values-based excellence

Ensuring that students have access to safe housing contributes to student and community wellbeing.

Integrate research, teaching, and student experience

Investment in housing that is appropriate for research-based graduate students and their families will help to recruit top students to Queen's and support the graduate student experience.

Focus on our strengths

Housing for first-year students contributes to delivering the exceptional first-year experience that Queen's is known for.

Act in alignment

The Housing Strategy helps to reinforce key institutional objectives and ensure strategic alignment across departments to support campus-wide planning and decision making.

Collaborate to lead change

Collaboration across departments, as well as outside of the University, ensures that housing supply will develop alongside evolving student needs.



STRATEGIC DIRECTIONS

Queen's seeks to create a housing ecosystem that supports students throughout their Queen's journey.

Through background studies, including a student-informed demand study, and engagement with Queen's leadership, three strategic directions emerged.

Maintain Queen's Exceptional First-Year Student Experience

Queen's is known for having an exceptional student experience, and on-campus housing is an integral part of that experience for first-year students. These students are often moving out on their own for the first time: student housing provides first-year students with a sense of community and support that is key for their academic and social success. Increased and renewed housing for first-year students is critical to maintaining the quality of the student experience at Queen's.

Queen's currently provides a residence space for all *eligible* first-year students who meet the application requirements and deadlines. Increased investment in student housing will enable the university to **reestablish a residence guarantee** for all first-year undergraduate students and provide a competitive advantage. Having the capacity to house all first-year students will reduce the number of students seeking off-campus housing, easing the pressure on Kingston's rental market.



Housing to Attract World-Class Research-Based Graduate Students

World class research-based graduate students are critical for the university to achieve its research goals. Considerations such as flexible leasing arrangements, affordability, and appropriate student supports should be factored into the design and planning of housing for these students. These members of the Queen's community do not need the same types of support as first-year undergraduate students. However, consideration for appropriate building design, unit types (including family-supportive units), and housing packages will contribute to attracting top research talent to Queen's.

Housing that is responsive to the needs of these students can also serve other graduate and upper-year undergraduate students, where there is demand and capacity for housing. New housing can be successfully shared by different segments of students with common unit preferences and amenity needs.



Contribute to the Health of the Kingston Housing Market

The actions that Queen's takes in support of the Housing Strategy will increase housing supply within the City: having the capacity to house all first-year students and more housing options attractive to research-based graduate students will reduce the number of students seeking off-campus housing, easing the pressure on Kingston's rental market. The investment in University-managed housing pays off: according to the Student Housing Supply and Demand Report, 70% of students who live in University-owned housing want the option to stay on-campus for future years of study. Offering safe, convenient housing appeals to students beyond their first year of undergraduate studies.

A greater mix and amount of housing provided on-campus contributes to the overall health of the Kingston housing market, and can contribute to greater housing affordability over the long term.



Implementation

Strategic First Steps

Queen’s has already started evaluating sites in its portfolio that would be strategic places to consider new student housing opportunities. The priority locations for new housing investment include West Campus, An Clachan, and Aberdeen, Clergy, and Earl Streets in Sydenham Ward.

New student housing at West Campus would be developed first, contributing to the establishment of a vibrant community of students already supported by Jean Royce Hall and John Orr Tower. New housing at West Campus would enable the redevelopment of Gordon-Brockington House without reducing the number of first-year students housed during construction.

Over time, if development were to take place on all of the priority sites, more than 3,000 net-new beds could be realized, contributing to Queen's reestablishing the first-year residence guarantee, supporting more housing for research-based graduate students and increasing housing supply within the City.





Ongoing Implementation

To continue advancing the implementation of the Housing Strategy, additional planning and actions will be required. Key elements to inform the ongoing implementation efforts of the Housing Strategy include:

- **Refresh housing demand study on a regular basis.** To ensure that the type and quantity of housing supplied on-campus matches student needs, Queen's will update its housing demand at least once every 10 years.
- **Maintain contemporary understanding of opportunity areas for new housing or redevelopment.** Queen's University is currently undertaking a Campus Master Plan ("CMP") update, to ensure efficient use of campus land and resources. The CMP will continue to be revised on a regular cadence to respond to evolving institutional priorities, including new opportunities for housing development.
- **Design a variety of housing types to meet different student needs.** All housing will embody architectural excellence, high-quality design, and sustainability principles, and will be intentionally designed to meet the diverse needs of students through inclusive and accessible living environments and a range of cost options.
- **Identify "P3" partners appropriate for each project as they arise.** New housing will be delivered under a public-private partnership (P3) model. P3 partners will share Queen's objectives and vision for student housing, which is to deliver a high-quality product that meets Queen's students' needs.



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