

**Centre 4800**

**Triple Bottom Line Analysis**

**May 2013**

## Introduction

On June 8, 2012 the Calgary Drop-In & Rehab Centre Society (DI) completed the purchase of a former hotel and conference centre, located in the community of Greenview at 4804 Edmonton Trail NE, Calgary, Alberta. For development purposes, the project has been named “Centre 4800”.

Vacant since its purchase, The DI proposes to repurpose the former hotel and conference centre, to provide housing and support services for tenants who are ready to establish roots, build relationships, and become a part of a community. The DI seeks to achieve this goal by converting the building to mixed use, including retail and consumer services, a conference and events centre, and residences. The residences will include assisted living single room occupancy (SRO) units and independent living studio apartments, rented at a combination of affordable and market rates. A portion of the existing conference centre will be maintained. A portion of the main floor, formerly conference centre space, will be converted to retail and consumer services space.

This paper explores the economic, social and environmental impacts of Centre 4800 to assess its alignment with The City of Calgary Triple Bottom Line Policy Framework (October 2011 update) as well as its contribution to a vision for a vibrant, healthy, safe and caring community.

## **Economic Impact of Centre 4800**

Government and the social service sector have made significant investments in affordable housing units for those who cannot find appropriate housing in Calgary. The DI proudly works with the larger Calgary community to provide housing and support for those most in need so they can be appropriately housed. Centre 4800 offers a unique environment that will enable residents to establish roots, build relationships, and become a part of the community

Centre 4800 includes a mix of below-market and market-rate housing units along with retail, space that will support job creation, promote housing choices, and access to services and amenities. In doing so, Centre 4800 will have a positive economic impact in Greenview and in Calgary.

### **Promoting an Environment Conducive to Attracting, Retaining and Nurturing Business**

#### **How does this initiative improve Calgary's business environment?**

Centre 4800 includes the development of affordable housing. In 2010, the United States National Association of Home Builders reported that 100 units of affordable housing creates an estimated 32 jobs, generating earnings for local business owners and employees in excess of \$2 million annually. The Local Initiatives Support Corporation reports that the development of affordable housing, such as Centre 4800, can significantly improve a neighbourhood's economic condition.

#### **How does it support competition, innovation or entrepreneurial activity?**

Centre 4800 includes the development of retail space. According to Calgary Economic Development (2013), the U.S. average retail inventory per person is 45 square feet whereas Calgary has approximately 25 square feet per person. This means vacancy rates amongst the lowest in North America leading to very high competition for quality retail space in all product classes. The availability of retail space in Calgary's northeast is especially low, a mere 1.8% versus 7.4% in the southeast and 3.7% in the central business district (Barclay Street Real Estate, 2013). Centre 4800 will add to the northeast's supply of quality retail space. In doing so, it encourages competition, innovation and entrepreneurial activity.

## **Creating a City Where Citizens Want to Live, Work and Invest**

### **How does this initiative improve Calgary's quality of life?**

Centre 4800's assisted living units provide 24/7 support for dependent tenants, offering safe and affordable housing and reducing service agency visits.

The Centre's mix of affordable and market rate housing focuses on people and community. The incorporation of retail and conference space increases access to meaningful employment for all Greenview residents, including those residing within Centre 4800. The DI is committed to working with the local community to find services and tenants who will enhance the community.

### **How does it support job creation, promote housing choice or access to service and amenities?**

The City of Calgary has over 3,000 applicants waiting for affordable housing (City of Calgary, 2013). Centre 4800's assisted living units will help meet demand the City's for affordable housing while promoting housing choice, access to services and amenities and job creation.

### **How will this initiative help attract creative or entrepreneurial people to Calgary?**

The apartment vacancy rate in the Calgary CMA declined to 1.3 in October 2012, down from 1.9 per cent in October 2011 (Canada Mortgage and Housing Corporation, 2012). Low apartment vacancy rates contribute to the challenges facing new Calgarians. The development of Centre 4800's market rent independent living studio units eases this challenge by increasing Calgary's limited apartment supply, helping to attract creative or entrepreneurial people to Calgary.

## **Centre 4800 Strategically Invests in Infrastructure**

### **Is this initiative an investment in infrastructure that advances Calgary's Strategic Economic Development Goals?**

Centre 4800 is planned and designed to support sustainable policies, such as providing affordable housing. According to the Canada Mortgage and Housing Corporation (CMHC) (2002), "rooming houses and SRO units are the least expensive form of permanent housing and are essential for very low-income single people."

### **How is infrastructure being designed and managed to optimize its use?**

Centre 4800 is conveniently located along transit lines. It optimizes the use of this public asset by increasing residential density in a community that lost 4.3% of its population between 2007 and 2011 (City of Calgary, 2013).

**Is this an infrastructure initiative that supports affordable housing or employment nodes?**

The housing market fails to provide adequate affordable housing for low income earners (Horn, 2002). With a limited supply of affordable housing, landlords can use rigorous screening processes (Short, Minnery, Mead, O’Flaherty & Peake, 2006). People who struggle to pass the screening process, income threshold for example, may retreat to their best option, the SRO unit (Burke, 1998). The loss of cheap submarket hotel rooms in Calgary has precipitated a radical decline in the availability of SROs, leaving some people with few options. Indeed, in some cases, the only foreseeable option is to be homeless (Carmody, 2008). Centre 4800 creates housing that is affordable and desirable for low-income earners.

Government and the social service sector have made significant investments in small affordable housing units. In 2011, for example, there were 1,839 non-market bachelor units/studio apartments in Calgary (City of Calgary, 2012). CMHC (2002) reports that “Tenants report satisfaction with small units such as bachelorettes, finding them “livable” as long as safety and maintenance are adequate. Tenant preference is for SRO units with a private washroom but without a kitchenette,” exactly is what is planned for some of the units at Centre 4800.

Professors Crystal and Beck (1992) interviewed 485 SRO residents in New York City. Their “results suggest the need to maintain this housing option for older persons and replace losses that have accompanied gentrification in many central city areas”. The Government of Canada and British Columbia recently responded to this need in Vancouver’s Downtown Eastside by investing \$29.1 million and \$87.3 million, respectively, for the renovation and restoration of 13 single room occupancy hotels. At a press conference announcing the development, Tony Zang, Councilor, City of Vancouver, explained, “This is good news for the 900 residents who call these SROs home” (BC Housing, 2012). Centre 4800 is also good news for its proposed residents.

Some have suggested that affordable housing contributes to the concentration of poverty. According to University of California Professor Yana Kucheva (2011), recent studies have discovered that many neighbourhoods with subsidized housing “lost poor population”, i.e. their poverty rates decreased. One

reason for this observed relationship may be the redevelopment efforts of local housing authorities (ibid.). New subsidized housing projects are known “for being more attractive than the rest of the housing stock in a neighbourhood and for housing higher-income populations through the development of both below-market and market-rate units” (ibid.)

## **Encouraging a Creative City**

### **How does this initiative support creative activities like arts, sports and culture?**

Centre 4800’s renovation of the main floor to create an exercise room, recreation area, and multi-purpose area further supports creative activities like sports, arts and culture for the tenants. The DI is committed to working with the residents to assess local interest in accessing building amenities or providing space for community use. **How does this proposal incorporate opportunities for recreation and leisure pursuits that are appropriate for a diverse population?**

The proposed project borders on an off-street multi-use pathway. Proximity to the pathway encourages walking and cycling as recreation and leisure pursuits appropriate for a diverse population. Bicycling parking will be provided onsite and tenants will be encouraged to live a more active lifestyle.

## **Environmental Impact of Centre 4800**

The DI assesses the environmental impact of all its activities and projects and follows the principles of “Reduce, Recycle and Reuse”. Centre 4800 reuses an existing building, that may have otherwise been demolished and placed into landfill, making a significant contribution to reducing the environmental impact. The re-use of an existing structure results in resource savings which exceed those expended in the original production of materials.

The Centre 4800 building was built for hotel-use in 1968. When it was constructed, it was the only hotel within short driving distance of the airport and was a well-respected and economically successful venture. After 40 years of operations shifting markets, technological advances and the ravishes of time resulted in a deteriorated rundown building, no longer economical and attracting a clientele closely associated with crime. The owners attempted to revitalize the facility with extensive cosmetic improvements but could not attract a premiere clientele. Economic viability was not achieved and the facility was placed in receivership. It is unlikely that the structure could be feasibly upgraded to the modern standards expected in today’s hospitality market. Before The DI purchased the property, demolition of the structure was the most likely option.

Repurposing the building, rather than demolishing it and rebuilding, provides considerable environmental benefit. Some benefits are listed below.

### **Reducing energy use and climate change impacts**

**How will this initiative increase or decrease energy consumption or greenhouse gas emissions from buildings, shelter or transportation? Does this initiative:**

- **Reduce transportation impacts by purchasing from local sources?**

Because the building is repurposed, major transportation impacts are avoided. These include not having to transport demolition materials to the landfill and not having to procure and transport material for a new structure. Whenever economically possible, transportation impacts will be further reduced by purchasing supplies for the renovation from local sources.

- **Incorporate energy-efficiency or renewable energy?**

According to heat transfer and environmental engineering professors Papadopoulos, Karamanos, and Avgelis (2001), “Insulating materials are the most powerful tool for the designer and the constructor to achieve high energy efficiency in buildings.”

The DI has undertaken a detailed Building Condition Assessment which indicates a need for the upgrading of the building envelope. The DI intends to undertake these upgrades as funding becomes available. Intended upgrades include refurbishment of the building envelope including replacement of the windows and roof, upgrading the insulation and vapor barrier, as well as new exterior cladding. Intended upgrades also include improvements to residential rooms and hallways, replacement of outdated and inefficient mechanical and electrical systems, essential mitigation of hazardous materials, code upgrades essential to fire and life safety, replacement or upgrading of plumbing and HVAC systems and of electrical systems and lighting as required. These improvements also increase the building’s energy efficiency, further promoting environmental health.

The DI has demonstrated its environmental commitment in undertaking these types of upgrades with two housing facilities it currently owns and operates. Results include major reductions in the carbon footprint through upgraded insulation, high performance fenestration and high efficiency mechanical, lighting and power systems.

- **Reduce waste, recycle or re-use materials?**

All the existing hotel furnishings will be repurposed and reused. Additionally suppliers will also be requested to identify material and equipment that is “gently used” or surplus and still has value and function for the renewing of the building.

**Will this initiative help communities or businesses reduce their consumption of resources?**

This project will provide commercial services needed in the community, reducing travel beyond the community.

**Improving Air Quality**

**What are the implications for clean air?**



Upgraded mechanical and electrical systems will result in lower greenhouse gases. Improvements to the landscape treatment on the west side of the building and along Edmonton Trail will enhance the environment and protect trees that provide natural air filtration.

**Does this initiative encourage the use of transit, walking, or cycling?**

The Canadian Automobile Association (2012) estimates monthly driving costs for a small car to be \$193.50, not including purchasing price, a prohibitive cost for Centre 4800's intended low income residents. The project's proximity to transit and staff's promotion of the Calgary's Low Income Transit Pass Program, an accessible \$44 per month program, encourages transit use. Proximity to local business, including sources of entertainment, promotes walking as a transportation option. Centre 4800 promotes the use of cycling through the provision of secure parking for over 40 bicycles.

**Ensuring Land Stewardship and Protection**

**Will this initiative increase or decrease the amount of material going to the City's landfills?**

Centre 4800 decreases the amount of material going to the City's landfills by renovating the building, a building that, without necessary improvements, is nearing the end of its lifecycle and may otherwise be demolished and placed into landfill. Demolition of the building would add tens of thousands of tons of material to the landfill not only contributing to a landfill legacy which will last a millennia (construction refuse is largely non-decomposable) but also requiring significant commitments of energy and fossil fuel to process/recycle and transport.

**How does this initiative contribute to The City's 80 per cent materials diversion goal?**

- The DI currently operates recycling programs at all its facilities and will do so at this facility as well. Materials recycling will include beverage containers, plastics, glass, metals, paper and compostable foods.
- Landfill destined consumables are avoided through the use of reusable dishes, cutlery, and linens.
- The DI continually avails itself of major donations of furnishings, foodstuffs and other materials which are perfectly safe but have been rejected by retail establishments due to minor imperfections or which may have been previously used. This material would otherwise be destined for the landfill.

**Does the land use or development proposal address potentially contaminated sites?**

The site has not been identified as being contaminated, however a hazardous materials audit of the structure has been undertaken and such materials have been identified. A program for removing or managing these materials will be developed.

**Protecting Water Resources**

**What are the implications for the quantity and quality of water in Calgary's streams, rivers, wetlands or groundwater?**

No implications at this time.

**Does this initiative affect water consumption or conservation? How does it contribute to the 30-in-30 goal?**

Low consumption plumbing fixtures will be used, including low-flow showerheads which will decrease bathing water consumption by 50 to 70%. As a result of this initiative, less energy will be used to heat water. Large scale commercial laundry facilities will be available which require less water and energy than residential style laundry machines.

**Protecting Open Space**

**What are the implications for Calgary's natural areas, open spaces or urban forest?**

No implications at this time.

**Does this initiative protect or enhance biodiversity, habitat, or ecosystems?**

Centre 4800's landscaping improvements protects and enhances biodiversity and the natural ecosystem.

## Social Impact of Centre 4800

The DI proudly works with The City of Calgary to ensure that social support systems are adequate for the needs of all Calgarians.

Centre 4800 promotes independence and helps create an inclusive city where all Calgarians have the opportunity to take an active part in the social, economic and cultural life of the community.

### **Promoting an Inclusive City**

**Does the proposal respond to the needs and interests of a diverse population regardless of age, income, culture or physical ability? Does it support their ability to access services and amenities, and participate in community life?**

Centre 4800's assisted living units includes intentional network building programs and policies that support people's ability to access services and amenities and participate in community life. These programs and policies may in turn result in important community engagement improvements. Statistics Canada estimates that 35% of seniors residing in Greenview live alone, versus 26.1% Calgarians. The Tenderloin Senior Outreach Project in San Francisco demonstrated that previously isolated elderly residents do not desire social isolation and may respond positively to policies and programs designed to increase their involvement in the community and the larger society (Minkler, 1983).

**Have persons from varied social, cultural or economic background been consulted about the proposed service?**

People from a wide range of social, cultural and economic backgrounds have been consulted about proposed Centre 4800 services and supports.

Representatives of the Greenview community and The DI formed a Centre 4800 Liaison Committee comprised of four representatives from the community, two representatives from The DI and a facilitator hired by the Society. Alderman Gael MacLeod's Ward 4 Office also attends the committee meetings. Minutes are recorded.

The Liaison Committee had its first formal meeting in September, 2012 and met numerous times over subsequent months to discuss and address issues and concerns arising from the proposed operation of

Centre 4800. The Committee also works to identify specific uses at Centre 4800 that would offer mutually beneficial services for both the Greenview community and The DI.

The Greenview community is committed to holding The DI accountable, ensuring that any negative community impact resulting from the development is addressed and that there is transparency throughout the process. One of the deliverables of the Liaison Committee is the development of a draft Good Neighbour Agreement that outlines how the community and Centre 4800 can live together as neighbours. The drafting of the Good Neighbour Agreement is a collaborative iterative process. Some elements of the Good Neighbour Agreement will depend upon the development permit application. The draft agreement will be presented to the broader Greenview community for their input.

In June 2012 and March 2013, The DI hosted information sessions at Centre 4800, inviting all members of the surrounding community to share their thoughts on how Centre 4800 can be an asset to Greenview, its surrounding communities and Calgary. Hundreds of people attended the sessions. Plans were shared. Concerns were documented and informed next steps in the project's process.

The standard circulation process for the development permit application allows access and adequate time for neighbours and the greater community to review and comment on the application before final decision is made by the Calgary Planning Commission.

The DI wants to be part of the rich diversity of Greenview and is committed to forming a lasting, trusting, collaborative relationship with the broader community.

**For capital projects, is the design compliant with The City of Calgary's Access Design Standards, including the use of universal symbols at known entry points?**

Centre 4800 is compliant with The City of Calgary's Access Design Standards, including the use of universal symbols at known entry points.

**Are the proposed policies, programs, services or facilities designed, distributed and accessible to ensure that all Calgarians can participate if they choose to do so?**

Centre 4800's design is wheelchair accessible.

**A Safe City**

**Have measures to ensure the safety of users been included in this proposal? In particular, has this proposal addressed the specific safety needs of vulnerable persons including women, persons with disabilities, seniors, visible minorities, Aboriginal persons, children and others?**

Cornell University Professors Freedman and Owens (2011) report that low income housing developments significantly reduce violent crimes and produce no detectable effects on property crimes.

A frequent and misguided charge against the U.S. Low Income Housing Tax Credit (LIHTC), which accounts for the majority – approximately 90 percent – of all affordable rental housing created in the U.S. today, is that it concentrates poverty and increases crime. Program research shows that, rather than concentrating poverty, it helps attract new business and jobs and increases neighbourhood policing and surveillance (Freedman and Owens, 2011).

**For capital projects, has a Crime Prevention Through Environmental Design (CPTED) evaluation been completed?**

A Crime Prevention Through Environmental Design (CPTED) evaluation of Centre 4800 was completed in 2012. As recommended by the evaluation, the creation of a new residential entrance and security desk will improve residential safety, as will enhanced exterior lighting, video surveillance inside and outside the building, a 24 hour security presence, and security screening for people entering the building.

### **An Active City**

**What effect does this proposal have on the ability of Calgarians to become and remain physically active? How does the proposal deal with the physical activity needs of Calgary's diverse population?**

Individuals residing in Centre 4800 are eligible to participate in The DI's recreation program, a partnership program with the Eau Claire YMCA that encourages low-income people of all abilities to become and remain physically active through affordable access to recreational and leisure programs and services.

**Does this proposal provide access to recreational or leisure programs, services, facilities and amenities?**

Centre 4800's renovation of the main floor creates an exercise room, recreation area, and multi-purpose area that supports recreational and leisure programs.

**For capital or physical projects, how does this proposal encourage physical activities through appropriate planning and design?**

The project's proximity to a City of Calgary off-street multi-use pathway and the project's improvements to bicycle parking promotes both cycling and walking as active means of transportation for residents, employees and consumers accessing the project's retail and conference space.

**A City of Strong Neighbourhoods**

**What is the impact of this proposal on the neighbours?**

The conversion of a former hotel and bar with its transient population to an affordable housing building with onsite support and a consistent population will result in a higher level of security and community engagement. In addition, Centre 4800 will be owned and operated by a Calgary community agency that is committed to being a good neighbour.

In 1996, Edward Goetz, a professor of housing at the University of Minnesota, and two graduate students studied the impact of subsidized housing on communities in Minneapolis. Their findings show that "Proximity to nonprofit-developed subsidized housing actually enhances property values" (Goetz, Lam and Heitlinger, 1996). They also show that affordable housing tenants are less transient than other renters. "This makes it more likely that tenants in subsidized housing will be more stable than other tenants in the neighbourhood." They conclude by explaining that affordable housing developments have a positive impact on the neighbourhood – affordable housing revitalizes communities (ibid.).

**How does this proposal support community-centred service and amenities, including public transit and special needs accommodation?**

Centre 4800 is conveniently locates housing and employment opportunities along transit corridors.

**For capital projects, how is this proposal physically integrated into the community, ensuring compatibility and physical access?**

Centre 4800 is physically integrated into the community through improvements to the landscape architecture at the west side of the building and along Edmonton Trail. On the south face of the building, entrances for retail units will be created. These improvements not only beautify the property, they promote privacy, safety and quiet for the residents and easy access to retail amenities for all.

**Does this proposal add to a desirable mix of residential, commercial, employment, public services and private services?**

Centre 4800's mix of unique retail and rental housing promotes a high quality of life and a strong neighbourhood.

## Centre 4800 Supports Calgary's Integrated Policies

### Encouraging Sustainable Communities

#### How does this initiative create walkable, bikeable, and physically accessible communities?

Centre 4800 proposes to repurpose a former hotel and conference and events centre to a mixed use building that includes a conference and events centre, retail and consumer service and assisted living units and independent dwelling units. For assisted living tenants, a common dining room, recreational opportunities next to retail, along with employment opportunities create a walkable and physically accessible community where residents may live, work, shop and play.

#### Does it provide intensified land use around transit nodes?

Centre 4800's introduction of housing and retail to a property that formerly did not have these uses intensifies land use on a transit corridor and provides residents and employees with mobility choice.

#### Does it improve the jobs/housing balance?

The conversion of hotel suites to housing and the introduction of retail to the property improves the neighbourhood's job/housing balance.

#### Does it encourage more efficient use of land?

Centre 4800 has a strong sense of place. The exterior re-cladding beautifies the building, and enhances the local community's vitality and character. As stated by Brad, a senior citizen living at The DI, "It would be an asset to the community. It's also important housing for me."

### Reducing Automobile Dependence

#### Does this initiative help provide convenient and frequent public transit?

Conveniently located on several transit routes, most Centre 4800 residents and some employees will use transit services.

#### How does it reduce the need to use an automobile by encouraging alternative?



The Centre's proximity to an off-street multiuse pathway encourages active modes of transportation, including walking and cycling. This transportation option supports the City of Calgary's goal of reducing dependence on private automobiles.

### **Engagement, Participation and Community Networks**

**Does this provide opportunities for involvement in the City's planning and decision-making process?**

**How was the public and stakeholders consulted in the development of this proposal?**

The DI provided opportunities for involvement in the planning through two public open houses, participation on a Good Neighbour Agreement Liaison Committee, and an open line of communication with the Alderman's Office and the community association. Residents were informed by hand-delivered invitations to thousands of households and businesses in Greenview, Thorncliffe, and Highland Park. The Province of Alberta, the City of Calgary, Calgary Police Services and numerous community partners and faith based groups have engaged and provided support and hundreds of residents have directly participated. Community and stakeholder input influenced the building's design and use and will be incorporated in the Good Neighbourhood Agreement.

Decisions about this project are made at several levels. First, the Board of the DI approved the concept and development, the Province of Alberta approved funding for the purchase of the former hotel and The City of Calgary, Development and Building Approvals is responsible for approving the relevant application for use and renovation. Throughout the year from June 2012 to application in June 2013 meetings have been held with the various decision-makers and their input has been considered and incorporated where feasible. The DI understands the Alderman's and City administration's desire for a longer-term plan for the entire site and will engage with all parties once the existing building is occupied.

**How are people affected by the proposal included in the decision making process?**

The primary user group for this project are those in need of appropriate housing and although not involved in the decision-making process for approval of the development, they are enthusiastic about

the potential offered by Centre 4800.. In 2002, CMHC explored the desirability of SRO's as a housing option for disadvantaged people. CMHC discovered that "Tenants report satisfaction with small units such as bachelorettes, finding them "livable... Tenant preference is for SRO units with a private washroom but without a kitchenette." People from disadvantaged groups were also directly consulted by The DI. Christine, for example, a young single woman was asked in May 2013 if she would like to live at Centre 4800. She said "That would be awesome! I was in foster care at 5 and never had my own place. I need to learn how to be on my own." Stephen, an employed tradesman until he became the victim of a violent assault and experienced a brain trauma said, "Everybody should have a home." When told the SRO's would not have a kitchenette and would instead have wholesome meals in the common dining room, Stephen said, "Sign me up! If I had my own room, bathroom, TV, and internet, I'd have died and gone to heaven."

The decision regarding this project will be made by The City of Calgary. The adjacent local residents in the Thorncliff-Greenview community were informed and consulted about the DI plans. The DI committed to collaborating with those residents and others affected by this proposal on the development of a Good Neighbour Agreement. The DI is actively participating with residents on a Liaison Committee comprised of four representatives from the Greenview community, two representatives from The DI and a facilitator contracted by the Society. The Ward 4 Office also sends a representative to attend the committee meetings.

### **Were people from disadvantaged social groups specifically consulted?**

People were consulted at The DI, as well as through an information session with faith leaders, and via a mail-out, inviting people to attend communitywide information sessions. The Liaison Committee reports to the community on a regular basis via the community's website, The DI's website, Alderman MacLeod's website, and via the monthly community newsletter. Greenview residents also share information via email.

### **Have communication and education strategies been designed to include persons with visual or hearing impairments?**

People whose first language is not English or persons with visual or hearing impairments are encouraged to connect to The DI to learn more about the project; DI staff offer services in dozens of languages.

### **Integrated Decision-Making and Working with Regional Partners**

**How does the decision integrate economic, social and environmental objectives?**

The DI is pleased to undertake the development of this project using a triple bottom line framework in partnership with the Government of Alberta and in collaboration with the City of Calgary, Calgary Police Services and community business, resident, nonprofit and faith based leaders.

**Does this initiative promote long-term urban sustainability in the region?**

Centre 4800's introduction of permanent affordable housing promotes long-term urban sustainability.

**Are community groups or other orders of government partnering to deliver services?**

The DI will deliver services and supports at Centre 4800 in partnership with all levels of government as partners.

**Accountability, Transparency, and Good Governance**

**How does this initiative facilitate effective and efficient governance?**

This initiative facilitates effective and efficient governance through direct collaboration with Alderman Gael MacLeod's Office. The Ward 4 office is represented at and records Centre 4800 Liaison Committee meetings to clarify specific short, medium and long term plans so that there is access to complete information for Greenview residents on the operation of Centre 4800. The Committee also works to identify specific uses at Centre 4800 that would offer mutually beneficial services for both Greenview neighbours and The DI. Through regular community updates, the Liaison Committee ensures transparency and accountability in decision-making. Calgary-Klein MLA Kayle Fawcett is also routinely updated and has met with constituents at information sessions attended by hundreds of people.

**How will this initiative ensure transparency and accountability in decision-making?**

A Good Neighbourhood Agreement will be drafted to ensure the broader community's needs are met through this project and that the community experiences positive levels of satisfaction.

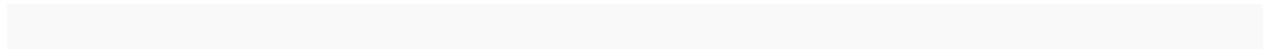
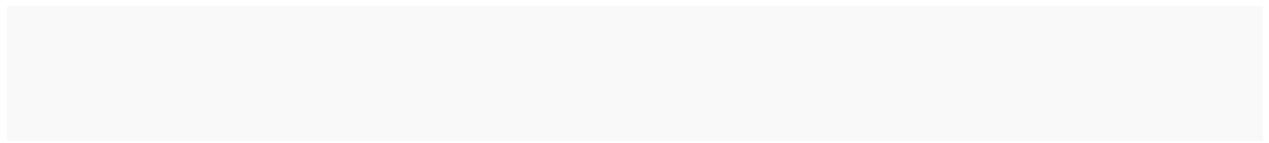
**Have performance measures and reporting been developed for this initiative? Do these measures include outcomes and levels of satisfaction experienced by Calgarians?**

Both Liaison Committee members and the DI Leadership Team are committed to accountability, ensuring that any negative community impact resulting from the development of Centre 4800 is addressed with transparency throughout the upgrading process and subsequent housing.

The DI wants to be part of this diverse community and is committed to forming a lasting collaborative relationship with the community of Greenview.

## Conclusion

This paper iterates that Centre 4800 will make significant positive economic, environmental and social impact in Greenview. It will be an asset to its residents, to the Greenview community and to the City. Thousands of people will directly and indirectly benefit.



## References

Atkinson, R. (2002). Does gentrification help or harm urban neighbourhoods? An assessment of the evidence-base in the context of the new urban agenda. Centre for Neighbourhood Research, 5.

Atkinson, R. (2002). Measuring gentrification and displacement in greater London. *Urban Studies*, 37 (1), 149-165.

Badcock, B.A., and Ulrich Cloher, D.U. (1980). The contribution of housing displacement to the decline of the boarding and lodging population in Adelaide, 1947-77. *Transactions of the Institute of British Geographers*, NS, 5(2), 151-169.

Barclay Street Real Estate. (2013). Market Research. Retrieved May 24, 2013 from <http://www.barclaystreet.com/research>.

BC Housing (March 2, 2012). Single Room Occupancy Initiative. Retrieved July 25, 2012 from <http://www.bchousing.org/Initiatives/Renovating/SRO>.

Brian, DI Client. (May 2013) Personal interview.

Burke, P. (1993). The poverty of homelessness, in Fincher (R.) & Nieuwenhuysen, J.P. (eds). *Australia Poverty: then and now*. Melbourne University Press, Carlton South, Victoria, 293-313.

Calgary Drop-In & Rehab Centre (2007). Homeless not jobless. Retrieved July 25, 2012 from <http://www.thedi.ca/wp-content/uploads/2011/06/homeless-not-jobless.pdf>.

Calgary Economic Development. (2013). Commercial Real Estate. Retrieved May 23, 2013 from <http://www.calgaryeconomicdevelopment.com/locate-calgary/real-estate-services/commercial-real-estate>

Canada Mortgage and Housing Corporation. (2002). Initiatives to maintain rooming house/single occupancy stock and stabilize tenancies. *Socio-economic Series*, 102.

Canada Mortgage and Housing Corporation. (2012). Rental Market Report: Calgary CMA. Retrieved May 27, 2013 from [http://publications.gc.ca/collections/collection\\_2012/schl-cmhc/NH12-63-2012-eng.pdf](http://publications.gc.ca/collections/collection_2012/schl-cmhc/NH12-63-2012-eng.pdf).

Carmody, D.W. (2008). Boarding houses, owners and tenants: The demise of an old form of working class housing. Retrieved July 25, 2012 from <http://dlibrary.acu.edu.au/digitaltheses/public/adt-acuvp246.21012011/02whole.pdf>.

Christine, DI Client. (May 2013) Personal interview.

City of Calgary. (2011). Triple Bottom Line Policy Framework: October 2011 Update. Retrieved May 23, 2013 from [http://www.calgary.ca/UEP/ESM/Documents/ESM-Documents/tbl\\_policy\\_framework.pdf](http://www.calgary.ca/UEP/ESM/Documents/ESM-Documents/tbl_policy_framework.pdf).

City of Calgary (2012). 2011 Survey of non-market rental housing in Calgary. Retrieved July 25, 2013 from <http://www.calgary.ca/layouts/cocis/DirectDownload.aspx?target=http%3A%2F%2Fwww.calgary.ca%2FCSPS%2FCNS%2FDocuments%2Fhomelessness%2FA-Non-Market%2520Housing.pdf&noredirect=1&sf=1>.

City of Calgary. (2012). Community Social Statistics: Greenview. Retrieved May 27, 2013 from [http://www.calgary.ca/CSPS/CNS/Documents/community\\_social\\_statistics/greenview.pdf](http://www.calgary.ca/CSPS/CNS/Documents/community_social_statistics/greenview.pdf).

City of Calgary. (2013). Waiting List for Housing. Retrieved May 27, 2013 from <http://www.calgary.ca/CS/OLSH/Pages/Calgary-Housing-Company/Applicant%20information/Waiting-list-for-housing.aspx>.

Freedman, M., & Owens, E. (2011). Low-income housing development and Crime. *Journal of Urban Economics*, 70(2-3), 115-131.

Goetz, E., Lam, H.K., & Heitlinger, A. (1996). There goes the neighbourhood? Subsidized housing in urban neighbourhoods. Centre for Urban and Regional Affairs, University of Minnesota, XXVI (1), 1-6.

Hooper, K., Susser, E., Conover, S. (1985). Economies of makeshift deindustrialization and homelessness in New York City. *Urban Anthropology*, 14 (1-3), 183-236.

Horn, M. (2002). Increasing homelessness: Evidence of housing market failure in Australia. *Just Policy*, 25, 26-31.

Kasinitz, P. (1984). Gentrification and homelessness: The single room occupant and the inner city revival. *Urban and Social Change Review*, 17 (1) 9-14.

Marcuse, P. (1986). Abandonment, gentrification and displacement: The linkages in New City in Smith, N. and Williams, P. *Gentrification of the city*. Unwin Hyman: London.

Minkler, M. (1983). Building supportive networks in a 'grey ghetto': The Tenderloin Senior Outreach Project. Paper presented at the Annual Scientific Meeting of the Gerontological Society, 8 p.

Papadopoulos, A.M., Karamanos, A. and Avgelis, A. (2001). Environmental Impact of Insulating Materials at the End of Their Useful Lifetime. *Fibran Energy Shield*. Retrieved on May 23, 2012 from [http://www.fibran.gr/sappek/docs/publications/article\\_4.pdf](http://www.fibran.gr/sappek/docs/publications/article_4.pdf).

Power, A. (1973). *David and Goliath*. London: Holloway Neighbourhood Law Centre. Barnsbury.

Shepard, M. (1997). Site-based services for residents of single-room occupancy hotels. *Social Work*, 42(6), 585-592.

Short, P., Minnery, J., Mead, E., O'Flaherty, M. & Peake, A. (2006). Tenancy databases, professional practices and housing access among low-income tenants in the private rental sector in Australia. *International Journal of Urban and Regional Research*, 30 (4), 930-43.

Slayton, R. (2005). Single Room Occupancy Hotels. *The Electronic Encyclopedia of Chicago*. Retrieved July 25, 2012 from <http://encyclopedia.chicagohistory.org/pages/613.html>.

Stilwell, F.J.B. (1993). *Economic inequality: Who gets what in Australia*. Pluto Press: Leichhardt, NSW.