Sunalta

51°02′33″N 114°05′58″W

So much closer, so much clearer

Often the prosperity of an individual is intimately linked to the economic and social welfare of the space that surrounds them. The residents of Sunalta, Calgary, much like those who live in the urban communities adjacent, live vastly different lives. They are divided along the lines of wealth, opportunity, age, origin, and experience. The spaces in which their conditions overlap exists a communal opportunity for collaboration, one that can bring down the lines that divide. Intimate spaces serve as a crux for prosperity, a step one. They conversely come with immense barriers for some. Understanding personal spaces, challenging binary conceptions and utilizing communal models of discussion may very well make prosperity for all so much closer, so much clearer.

Understanding Community Space, Community Needs, and a Communal Sense of Place

Research question: *What are the existing and surfacing motivations for residents to enter or leave the Sunalta Community?*

Full report compiled by Marc Tran through Mount Royal University's Catalyst Fellowship.

Community Partners
Jenn Balderston, Sunalta Community Association
Phil Lozano, Thrive

Faculty Mentor
Dr. AnneMarie Dorland, Mount Royal University

Institute for Community Prosperity
Barb Davies, Social Impact Lead
James Stauch, Director

"Cities have the capability of providing something for everybody, only because and only when, they are created for everybody." – Jane Jacobs

Is there a communal way to foster sustainable developments in neighbourhoods?

What is the most important thing you consider when choosing a new place of residence?

The answer to this question is typically one of three options: type of house, budget, and community.

What if your options were more limited and circumstances more specific?

Take for instance the types of individuals requiring both a support network and access to downtown. These could include new Canadians, elderly individuals, and young start-ups. How could inner-city housing be more accommodating to these types of people but also sensitive to the existing housing stock? In other words, is there a way to increase housing density in a sustainable way?

Sunalta Housing Stock

Apartments/Multi-Unit Homes

Aged/Historical Homes
Communal Sense of Place

Detached/Semi-Detached Homes

"I really like the quiet nature of the community and its proximity to downtown but real-estate is so expensive here. I don't really care about buying a house at the moment but I really like the old rustic charm of many of the homes here unlike what you would find in the condos and apartments in the Beltline."

Sunalta is an inner city community with a strong sense of place fostered in part by their aged/historical homes. While these homes are likely not to be considered for redevelopment they can still be leveraged as a means for sustainable density.
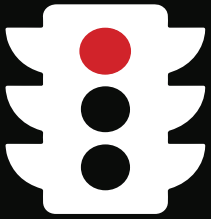
Historical communities in Vancouver, BC have utilized **invisible density** to serve their community density needs while still preserving the historic communal sense of place.

Invisible Density (Suited Homes)
Suited homes can add a great deal of rental housing stock while being financially beneficial to home owners.

CATALYST
A FELLOWSHIP FOR EMERGING CHANGEMAKERS

MOUNT ROYAL UNIVERSITY 1910 | Institute for Community Prosperity

SUNALTA
Community Association

Thrive

Streets are an unlikely asset of any community. The Sunalta Community Association's annual Stampede Breakfast proves this. Shared public spaces can be a strong tool.

This goes both ways however. One-way streets in particular, have proven to be an unsafe part of any community as research and community conversations have revealed.

Community associations are at a unique place when it comes to advocation. They come at an intersection of human values and organizational change. Here, they can leverage both engaged residents and city partners in advocating for the conversion of one-way streets.

Street Sustainability
Community-wide challenge

One-Way Streets
11th & 12th Ave SW

The local business scene in Sunalta is growing and the Sunalta Community Association has been facilitating relationships with many new and established businesses.

A large goal of the community association is to deliver community resident support through the community hubs initiative which has four main tenants:

1. **Welcoming and Inclusive Gathering Spaces**
2. **Engaging Residents in the Design and Activation**
3. **Provide access to Support and Services**
4. **Provide Platforms to Spark Community Economic Development**.

Local Sunalta businesses have an opportunity to assist in the facilitation of these goals but it will be imperative for the community association to establish and facilitate a strong relationship.

- Collaborative place-making initiatives
- Co-sponsored social projects

Community Hall
Community Hubs Initiative
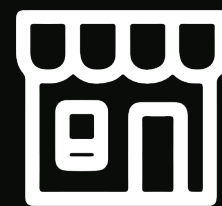
Community Businesses
Lever for social and economic change

Understanding Community Space, Community Needs, and a Communal Sense of Place

A Systems Review of Sunalta, Calgary

Lord some days earth explodes!
bursting green all over the place
and living is joy-full
the colour of it surrounding our human
branches
and we respond in yellow
orange
even an outrageous pink
and why not
abundance is abundance
I'll take fertility wherever
I find it now, pick up a pink plastic earring
from the sidewalk
at the corner of first south east and seventh
ave
an unsilenceable living
defying the inevitable blood horizon
and dreaming of life with green clouds

- David van Belle

- Reg Knelson
(Sunalta Resident)

Sunalta is located on traditional territories of the Blackfoot and the people of the Treaty 7 region in Southern Alberta, which includes the Siksika, the Piikuni, the Kainai, the Tsuut'ina and the Iyethka Nakoda First Nations, including Chiniki, Bearspaw, and Wesley First Nation. The City of Calgary is also home to Métis Nation of Alberta, Region III.

Acknowledgments

Mount Royal University
Dr. AnneMarie Dorland
Geoff Owens

Institute for Community Prosperity
Barb Davies
James Stauch
Catalyst Research Fellows
Trico Changemakers Studio members

Sunalta Community Association
Jenn Balderston
Sunalta community residents
Sunalta community partners

Thrive
Philip Lozano
Thrive community partners

Special thanks to Dr. Natalie Meisner for introducing me to the Catalyst Fellowship.

Contents

Communities a Visualization Exercise

Picture the community that you currently live in.

What do the houses, apartments, duplexes, or condos look like? Do people generally own their properties, or do they rent? What area of the city do you live in? Would you classify your community as "developing," or "well-off?" Perhaps you're somewhere in the middle, or perhaps you're unsure.

Consider the word "community": what exactly is a community and what are the motivations for a resident to choose one community over another?

These questions are framework of this paper. Calgary is a metropolis of diversity, opportunity, and as the official city slogan suggests, energy. Calgary's diversity is reflected upon the many different communities that nestle along several quadrants of the city.

Purpose and Methodology

This report focuses on Sunalta, an inner-city community located in the south-west quadrant of Calgary.

The report considers how social and economic sustainability – like a community's physical assets and social capital – influence a prospective resident's decision to move in, as well as an established resident's decision to move out. The Sunalta community will be examined through a systems lens to identify and benchmark the components of a sustainable community. A large focus of this report is placed on the insights gained from the Sunalta Community Association's Executive Director Jenn Balderston, Calgary city staff with a background in urban planning and development, and conversations with Sunalta residents, both current and prospective. Considering secondary resources, census data, assessment data, psychographic data, and general data regarding sustainable community development will also be analyzed.

The question that this report seeks to answer is, "What are the current and surfacing motivations for residents to enter or leave the Sunalta Community?" This report concludes with a list of actionable items and further points of research.
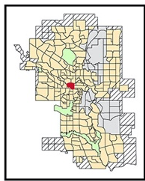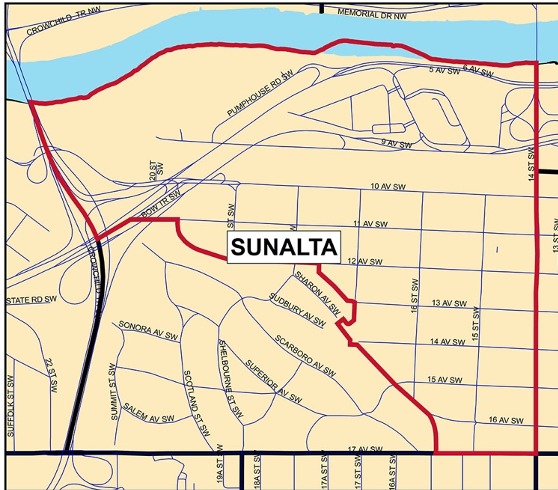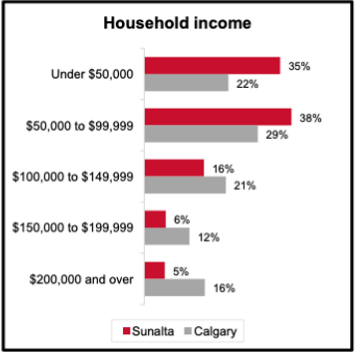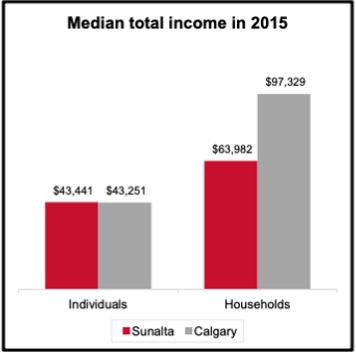
(Calgary, 2019)

Who Lives Here?

Calgary's profile of Sunalta (Calgary, 2019) based on demographic information obtained from the 2016 Census of Canada states that Sunalta is home to 3,215 residents in 1,870 private households. Of this, 27% are home to immigrant individuals and families, compared to the 31% city average. The largest age demographic for Sunalta is the 25-29-year-old age group (about 22% of the community), with the next largest age group being 30-34-year-olds (about 18%).

Of the total private households in the community, 50% house one person and 35% house two. The person to house ratio in Sunalta is 1.7, lower compared to the Calgary average of 2.6.

Sunalta	Number	Per cent
Private households	1,870	100%
Under $20,000	235	13%
$20,000 to $39,999	255	14%
$40,000 to $59,999	375	20%
$60,000 to $79,999	300	16%
$80,000 to $99,999	210	11%
$100,000 to $124,999	185	10%
$125,000 to $149,999	105	6%
$150,000 to $199,999	105	6%
$200,000 and over	100	5%

Calgary	Number	Per cent
Private households	466,730	100%
Under $20,000	26,015	6%
$20,000 to $39,999	49,120	11%
$40,000 to $59,999	54,920	12%
$60,000 to $79,999	56,565	12%
$80,000 to $99,999	53,040	11%
$100,000 to $124,999	56,105	12%
$125,000 to $149,999	42,765	9%
$150,000 to $199,999	54,725	12%
$200,000 and over	73,475	16%

(Calgary, 2019)

The most common household income levels for the community are the "Under $50,000" (at 35%) and the "$50,000 to $99,999" (at 39%) groups (Calgary, 2019).

Sunalta			
	Number	Number in low income	Per cent in low income
Population in private households to whom low-income concepts are applicable	3,215	545	17%
0 to 17 years	350	100	29%
18 to 64 years	2,755	415	15%
65 years and over	115	30	26%

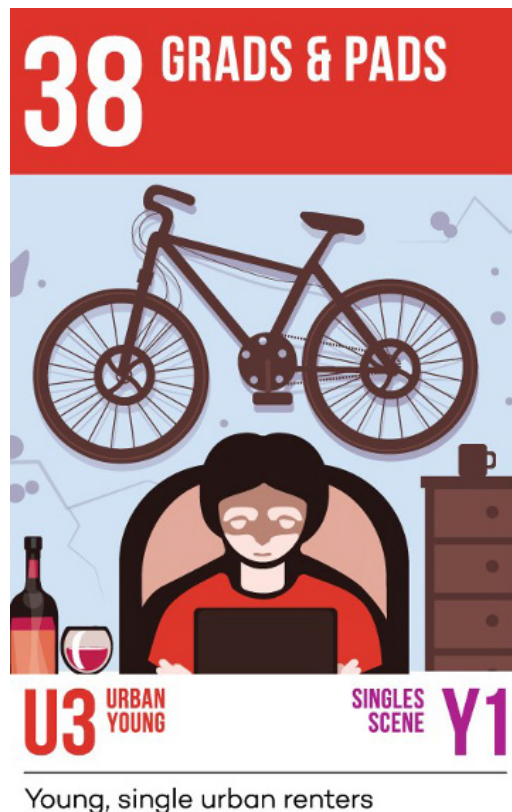| Calgary			
	Number	Number in low income	Per cent in low income
Population in private households to whom low-income concepts are applicable	1,222,390	113,185	9%
0 to 17 years	267,035	33,815	13%
18 to 64 years	827,470	68,025	8%
65 years and over	127,890	11,345	9%

(Calgary, 2019)

Low Income

Census data measures low income individuals using the low-income after-tax threshold (LIM-AT). As of 2015, 17% of the community's household population is classified as low income, compared to the city average of 9% (Calgary, 2019). The above table is a breakdown of this statistic for Sunalta and Calgary.

Considering this table, the low-income population of Sunalta appears to mostly affect the youth and elderly.

Understanding Community Psychographics

The Community Profile gives a broad overview of who lives in the community, however, as this paper seeks to under-stand the motivations of current and prospective residents, it might be valuable to further understand psychographic data, i.e. the values and lifestyles of residents. Here, Statistics Canada's Census tract (CT) assists in providing such information. Statistics Canada (2016) defines CTs as "small, relatively stable geographic areas that usually have a population of less than 10,000 persons, based on data from the previous Census of Population Program." As CTs are helpful in generating data based off a compact geo-graphic area, it is important to highlight that they may not necessarily respect exact subdivisions/municipalities. In this case, the CT that will be analyzed (CT 8250046.02) not only includes Sunalta but also includes parts of Scarboro and Shaganappi (Appendix – CT Map). Given this, Statistics Canada states that the CT aims to be as homogenous as possible regarding socioeconomic characteristics. For the following analysis, an assumption will be made that the top two psychographic cohorts in the CT will remain relatively consistent for Sunalta regardless of the external communi-ties.

Using CT 8250046.02 (2016), a psychographic analysis report was formulated and compiled with SimplyAnalytics (Owens, personal communication February 27, 2020) on the behaviours of Sunalta residents. The following are the top two most common psychographics:

38 GRADS & PADS

U3 URBAN YOUNG   SINGLES SCENE **Y1**

Young, single urban renters

(Environics Analytics, 2019)

"My finances in the coming years will improve"

Understanding Community Psychographics: Grads & Pads

The CT report highlights that almost 40% of total residents belong to the "Grads and Pads" cohort. Environics Analytics' Prizm Marketer's Handbook (2019) defines this psychographic broadly as "young, single, urban renters."

Key characteristics include:

- Broadly young and less affluent
- Mix of couples, singles
- Mix of white-collar professionals, service sector workers
- Well educated (University)
- Just entering the workforce
- Progressive values, focused on sustainability
- Interest in and respect for multiculturalism

Prizm Marketer's Handbook further states that this cohort's household of choice are apartments and low rises.

Single City Jazz

Understanding Community Psychographics: Single City Jazz

The next common psychographic highlighted is "Single City Jazz," making up about 23% of the CT. Environics Analytics' Prizm Marketer's Handbook (2019) defines this cohort as single, transient individuals, and single-parent families who often live in low-rise apartments. Like the Grads and Pads, these individuals opt to rent.

Key characteristics include:

- Culturally diverse – one third being foreign-born
- Primarily service sector workers
- Prefers alternative modes of transportation (walking and taking transit)
- Bargain hunters
- High School/University education
- Tech Savvy
- Diverse/Non-traditional families

These cohorts have notable similarities: both emphasize diversity and multiculturalism, and both are described as primarily renters.

(Environics Analytics, 2019)

"It is important to me to regularly get away from all responsibilities and burdens."

6

Based on the two most common age groups, the two most common income levels, as well as the two most common psychographics, Sunalta predominantly comprised of younger, educated urban dwellers. The majority of residents belong to the Millennial cohort, who are establishing themselves in a career, thus achieving a lower average income. The majority of residents either make less than $50,000/year, or between $50,000 and $99,999/year, thus providing insight into the low home ownership rate in the community. Of the private households in Sunalta, only 29% are owned compared to the 71% city average (Calgary, 2019).

What Makes Up a Community?

Now that you've seen a snapshot of residents in Sunalta, the following sections explore other elements of the system that contribute to a resident's quality of life. This includes an analysis of the community's physical assets and social capital, broken down below.

- Physical Assets
    - o Housing Affordability
    - o Housing Stock
        - Aged Housing Stock
    - o Walkability, and Access to Services
        - One-way Streets and Their Relationship to a
          Sustainable Community

- Social Capital
    - o Sunalta Community Association
        - Established & Developing Relationships
    - o Shared Community Values

It is arguable that the strength of both physical assets and social capital are requisite to a sustainable community. Urban critic and writer of The Death and Life of Great American Cities (1961) Jacobs believes that cities and communities should be designed with a strong element of human use. She writes, "cities have the capability of providing something for everybody, only because and only when, they are created for everybody."

In this report, Sunalta's physical assets are benchmarked with respect to their accessibility to current and prospective residents. In addition, Sunalta's social capital is benchmarked in how the community association's current capacity can deliver desired programs as surfaced in community engagements during the development of the Community Hub (Appendix – Imagine Sunalta).

Housing Affordability

A major element of social and economic sustainability for community residents is the idea of "affordability." It becomes tricky when discussing the nuances of affordability, primarily for the reason that many individuals have a pre-conceived idea of what affordability means. Considering this dynamic, the framework of this paper limits an analysis of affordability to that of housing, which includes affordability in the home rental market and affordability in the home ownership market.

Only 29% of households in Sunalta are owned, and 71% rented (Calgary, 2019). The Community Profile defines housing affordability as "the proportion of average total household income which is spent on shelter costs." The Community Profile uses a benchmark of 30% to divide the community. Here, Sunalta is compared with the city average.

As of 2016, 30% of residents spend 30% or more of household income on shelter costs, compared to a 22% city average (Calgary, 2019). The following is a break-down of this statistic:

Housing affordability for Sunalta homeowners

	Sunalta	Calgary
Percentage of households where 30% or more of total income is spent on shelter*.	22%	17%
Percent with mortgage	84%	67%

(Calgary, 2019)

Shelter costs include mortgage payments, property taxes and condominium fees, along with the costs of electricity, heat, water and other municipal services.

Housing affordability for Sunalta renters

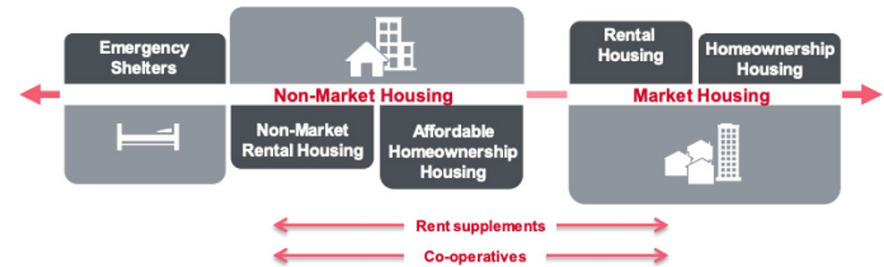|	Sunalta	Calgary
Percentage of households where 30% or more of total income is spent on shelter*.	35%	37%
Percent in subsidized housing	5%	10%

(Calgary, 2019)

Shelter costs include rent and the costs of electricity, heat, water and other municipal services.

Sunalta residents spend a significant portion of their income on shelter costs; 22% of homeowners as well as over a third of renters spend at least 30% of income on this one expense. This statistic is exacerbated with the higher percentage of Sunalta residents in low income (LIM-AT).

The focus of affordability in the framework of housing is deliberate. Affordable housing is a very prominent asset of any community, and directly impacts resident quality of life. Economist Khatoon, on a report of the housing affordability in Calgary (2018) states:

[t]he household sector has the power to influence the overall economy. While most benefits of housing affordability are obvious, the ripple effects of these benefits go beyond the scope of housing. Greater housing affordability increases buying power of households in terms of food, clothing, healthcare and transportation and local businesses also gain from it. Research has shown that the stability of an affordable mortgage or rent can have profound effects on not only economic security, but mental, physical and academic wellbeing for families and individuals.

What are the different types of affordable housing? For Calgary, housing with respect to affordability can be viewed on a spectrum (Calgary, 2015):

(Calgary, 2015)

There are no emergency shelters in the community. As stated in the "Housing affordability for Sunalta renters" table, only 5% of residents reside in subsidized housing or classified non-market housing compared to the 10% city average (Calgary, 2019). Market housing then serves the vast majority of Sunalta residents, including those in low-income.
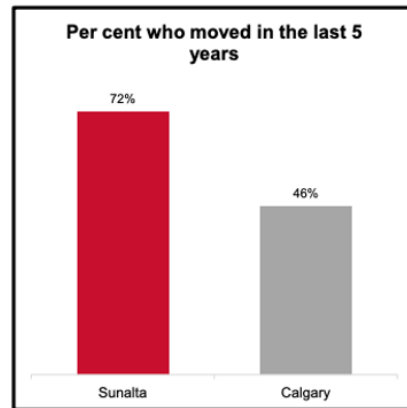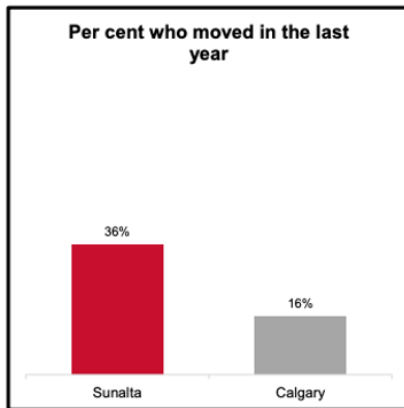
Housing Tenure

When compared to the city average, Sunalta has a high resident turnover rate as illustrated in the following table:

Sunalta		
	Number	Per cent
Population aged 1 year and over in private households	3,180	100%
Non-movers	2,045	64%
Movers	1,130	36%
Non-migrants	*820*	*26%*
Migrants	*310*	*10%*
Internal migrants	175	6%
External migrants	145	5%

Calgary		
	Number	Per cent
Population aged 1 year and over in private households	1,207,055	100%
Non-movers	1,015,135	84%
Movers	191,915	16%
Non-migrants	*143,215*	*12%*
Migrants	*48,700*	*4%*
Internal migrants	28,085	2%
External migrants	20,615	2%

Of particular note in this table is the "non-migrants" section, which the community profile defines as "a person who did move but remained in Calgary." The high percentage reinforces the high turnover nature of the community as surfaced by the community association (Balderston, personal communication 2019).
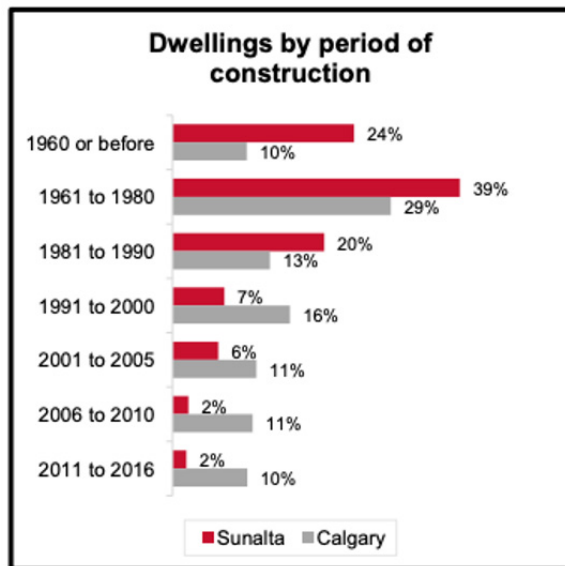
Community conversations with a select number of residents included a question inquiring if there was a motivation for them to choose one community over another. The lack of housing options surfaced as common answer.

Further community engagements with a higher number of residents on the topic of uncovering more motivations should be investigated.

Per cent who moved in the last year

Sunalta 36%
Calgary 16%

Per cent who moved in the last 5 years

Sunalta 72%
Calgary 46%

(Calgary, 2019)

11

Analyzing the Aged

Housing stock in Sunalta is broadly divided into three categories: single-detached houses, apartments (as well as row houses), and semi-detached houses (including duplexes) (Calgary, 2019).

A notable characteristic of the Sunalta community is the aged housing stock. According to Sunalta's Community profile, the percentage of older houses is significantly higher than the city average:

Dwellings by period of construction

| Period	Sunalta	Calgary
1960 or before	24%	10%
1961 to 1980	39%	29%
1981 to 1990	20%	13%
1991 to 2000	7%	16%
2001 to 2005	6%	11%
2006 to 2010	2%	11%
2011 to 2016	2%	10%

■ Sunalta ■ Calgary

(Calgary, 2019)

From this table, it is interesting to note Sunalta's residential construction in the 90's. In this period, construction fell by 65% compared to the previous decade. In contrast, the city average rose by 23% (Calgary, 2019). While the cause of this drop is unknown, possibilities may include

- High cost for developers
- Limited available for space for redevelopment
- Changing zoning laws
- Decrease in community population

Further research into the elements listed above should be explored.

Sunalta's website states that the community was established as residential in 1909 but was re-zoned in the 1950s to include apartments (Sunalta, n.d.a.). Visually speaking, walking through the Sunalta community and observing the housing stock nearest to the LRT station (11th Ave SW) (Appendix – Housing Map) reveals that there is little in terms of diversity, as the vast majority of housing takes the form of apartments. Conversely, observing the housing further south (13th and 14th Ave SW), yields an almost exclusive selection of detached houses and duplexes (Appendix – Housing Stock Area). Walking further south conveys a sense of walking through a residential time machine, as the housing stock changes from condos to older style homes.

Residential Assessment for Properties Built Between 1900 – 1950
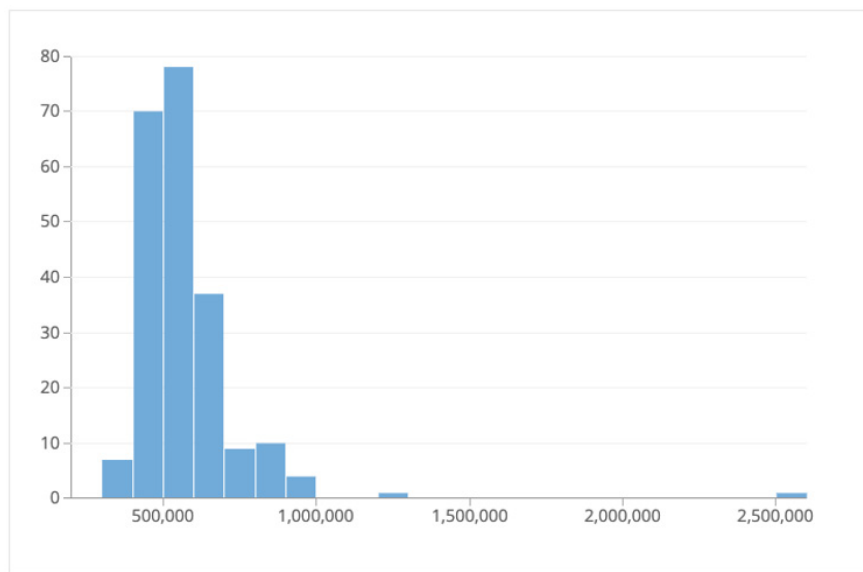
(Calgary, 2020)

X-Axis: Assessment Value; Y-Axis: # of Houses

Based on current city land assessments, the value of single detached and semi-detached homes built from 1900 - 1950 in Sunalta is between $500,000 - $1,000,000. Such a high assessment is due to a number of factors, but does provide an objective reason against redeveloping these homes into more dense models of housing.

Surfacing an Aged Asset

The idea of a communal sense of place emerged as an asset which not only protects the aged homes from redevelopment, but appreciates their value. Considering that single detached homes and duplexes make up only 14% of the total housing stock (Calgary, 2019) and 50% of Sunalta's total residential area (Appendix – Housing Stock Area), it could make objective sense to simply redevelop the area for the construction of more dense housing to accommodate more people. Grads & Pads and Single City Jazz are more prone to rent anyways. The sense of place that the aged housing stock provides, however, must be considered as an asset.

What is a "sense of place," and how does Sunalta's historical nature convey one? Adams, 2013 states that "sense of place is the lens through which people experience and make meaning of their experiences in and with place" (as cited in Adams, Greenwood, Thomashow, & Russ (2016)). Adams et al. further states that the value one places on a city's sense of place is found in the materializations of culture, environment, history, politics, aesthetics, and more. In this respect, a major element in Sunalta's sense of place is the presence of the historical homes in the community as community conversations pointed to placing this element in high regard.

Further engagements with community residents living in aged housing stock will be needed to better understand the value of the aged housing stock, how it relates to the community's sense of place, and how it could fulfill a the housing demographic of the area that primarily attracts renters.

Developing an Established Asset

While these homes are likely not to be considered for redevelopment, they still point to a potential lever for change in the community. Interviews with community residents living in a detached historical home have surfaced a potential for "invisible density." Lister and Irwin (2013) define "invisible density" as a secondary suite added to an existing home with no real visible change to the exterior. They are additionally 'mortgage helpers' for owners and further provide more affordable rental options for renters. Like Sunalta, many communities in Vancouver have an established 'heritage' housing stock, where typical density is faced with resistance. Lister and Irwin further go on in highlighting that invisible density here, has proven to be an acceptable, environmental option.

As stated previously, Sunalta homeowners spend more on shelter costs than city average (Calgary, 2019). The option of invisible density is especially attractive to the community, as this form of development preserves the community's historical sense of place in addition to increasing the supply of diverse, affordable housing.

Consider the visualization exercise at the beginning of this report. Instead of housing, visualize the public spaces that surround them.

It is perhaps an element that often goes unnoticed when contemplating a place of residence, but the walkability of streets can prove to be a major element in the sustainability of communities. Jacobs' 1961 book The Death and Life of Great American Cities states how good cities should encourage pedestrian friendly streets and favour walking, biking and public transit over cars. Jacobs elaborates how

"The more successfully a city mingles everyday diversity of uses and users in its everyday streets, the more successfully, casually (and economically) its people thereby enliven and support well-located parks that can thus give back grace and delight to their neighborhoods instead of vacuity."

Roads

Sunalta currently has a high walkability score of 82 and ranks as the seventh most walkable community in Calgary (Walk Score, n.d.). The community's transit score similarly ranks high and Walk Score additionally describes Sunalta as a "biker's paradise" because of the bike friendly infrastructure of the community. Further praise has been given to the presence of trendy local businesses, gyms, and an arts hub that appear to appeal mostly to millennials (White, 2019).

The community association uses streets and their walkable nature as an asset in hosting a significant annual outdoor event – the Sunalta Stampede Breakfast (Stampede Breakfast, 2019), where 13th Ave is entirely closed off in the community. However, conversations with several community partners surfaced opposition towards the presence of the two one-way streets in the community (Appendix – Sunalta Map 11th & 12th Ave), with "unsafe" being an overarching theme. This opposition does have an empirical base. Here, Jaffe (2013) states that four major American cities are moving away from one-way streets: Dallas, Denver, Sacramento, and Tampa. Major points towards this shift highlight the one-way street's negative impact on livability, navigation, and safety. A study on one and two-way streets by Gayah & Daganzo (2012) concluded that two-way streets have a greater trip capacity than their one-way counter parts given a shorter travel distance. Furthermore, two-way streets with banned left turns will always have a greater trip capacity, regardless of travel distance. The researchers definitively conclude that the conversion of one-way streets not only improves travel capacity, but would further improve livability.

15

Social Capital

Regarding the many cultural elements encompassed in a city/community's sense of place (Adams, et al., 2016), Sunalta's sense of place comes at an intersection between the community's physical assets and social capital. Much of the driving force for the community's social capital stems from the outreach and community programing work through the Sunalta Community Association, facilitated in the historical Sunalta Community Hall, by staff and/or volunteers (Sunalta, n.d.b) the following list are programs provided by the community association as part of their mandate to provide services, outreach, and advocacy for residents:

- Hosting special events like the Sunalta Pancake Breakfast, Neighbour Day, Movie in the Park, Kids Winter Festival, and more
- Offering free programs to the community, like the Toy Lending Library, Game Night, Yoga, Kirtan Lounge, Martial Arts classes, and Smudge and Pipe Ceremonies and more
- Working with the City to address traffic and development issues
- Community beautification projects
- Maintaining two community gardens
- Free Lending Libraries
- Workshops that build resident skills and capacity
- On-site advocates that can help connect residents with supports and services
- Support for local businesses
- (As of March 2020) Covid-19 information and support

The community association is committed to the Community Hubs Initiative, a collaborative project with a vision of constructing a large shared community space with a focus on community culture, communal entrepreneurship and environmental sustainability (Sunalta, n.d.c).

(Sunalta, n.d.c.)

The community association has previously engaged with community residents in surfacing programs that people most want to see (Appendix – Imagine Sunalta) through the development of the Community Hub.

(Sunalta, n.d.c.)

While the community association currently possesses a well established relationship with numerous non-profits in the city, as well as the city of Calgary itself, external elements such as funding has made the construction timeline of the community hub unclear (Balderston, personal communication 2020). Moreover, limited human capacity of the community association has been outlined as a major barrier to prototyping new models of programing as outlined in Appendix - Imagine Sunalta. This bottleneck in capacity could serve as a surfacing motivation for a resident to choose to exit the community as they find that their needs are not being targeted.

With the growing presence of local businesses, there are methods the community association can explore in fulfilling the Community Hub's Initiative's four objectives, as well as in-demand programs with the leveraging of local Sunalta businesses.

Business Outreach

Sunalta's two most common psychographics, Grads & Pads and Single City Jazz, are described as diverse consumers that shop in alignment with their values (Environics Analytics, 2019). This provides an opportunity for the community association to connect with the many businesses that are present in the community. As of late 2018, twenty-seven new business licenses have been issued (Calgary, n.d.b.) that fall in Sunalta's boundaries with a total of 196 registered business licences in the community. The community association has fostered a strong relationship with a handful of businesses i.e. One Way Foods and Two House Brewing (Balderston, personal communication, 2020), however a more institutional approach should be considered.

Such approach is currently seen in Calgary's Business Improvement Areas (BIA). BIAs are a collection of businesses in a specified area that work to enhance local economic, environmental, and social improvements: there are currently fifteen BIAs in Calgary (Calgary, n.d.c.). While a BIA's mandate is to primarily support the local economic activities in a specified region, area revitalization is also a large focus. Here the city's page on BIAs outline

- [BIAs] [h]elped create some of Calgary's best known and most loved neighbourhoods.
- People living in and visiting Calgary identify with and value these areas as special and unique - each BIA gives Calgary a distinctive, appealing character.
- BIAs collaborate with The City regarding operational issues in the community (parks, land use, urban design, redevelopment, physical improvements, public safety, maintenance, traffic, parking, etc.).
- After the initial capital investment, BIA's invest annually in promotion, special events, street maintenance and improvements.

(Calgary, n.d.c.)

Many of these initiatives support the fostering of a communal sense of place. The social initiatives of BIAs further overlap with some of the Hubs' initiatives, the Hubs being more resident and community centric. Rather than establishing a BIA, there is an opportunity for the community association to take on a more collaborative approach to businesses for the promotion and facilitation of community events and place making activities. This has proven to work in past major events such as the annual stampede breakfast where numerous Sunalta businesses donated food and time (Balderston, personal communication, 2020). Perhaps a collaborative model of programming that involves local businesses could yield mutually beneficial projects.

Community in Context

It appears that current Sunalta residents have an appetite for more communal models of space. A community conversation staged during the community association's 2020 AGM involved a collaborative drawing exercise in which partners were asked to draw models/blueprints of houses for four different resident profiles based on informal interviews of current and prospective Sunalta residents (Appendix – Community Personas). A constant comparison analysis (Dye, Schatz, Rosenberg, & Coleman, 2000) surfaced a common interest and appreciation for common spaces and detached/semi-detached home models, as well as an engaged and interconnected community (Appendix – Community Conversation Drawings). As this particular conversation dealt with a limited sample size, in future a larger conversation on the exploration of communal spaces should be considered.
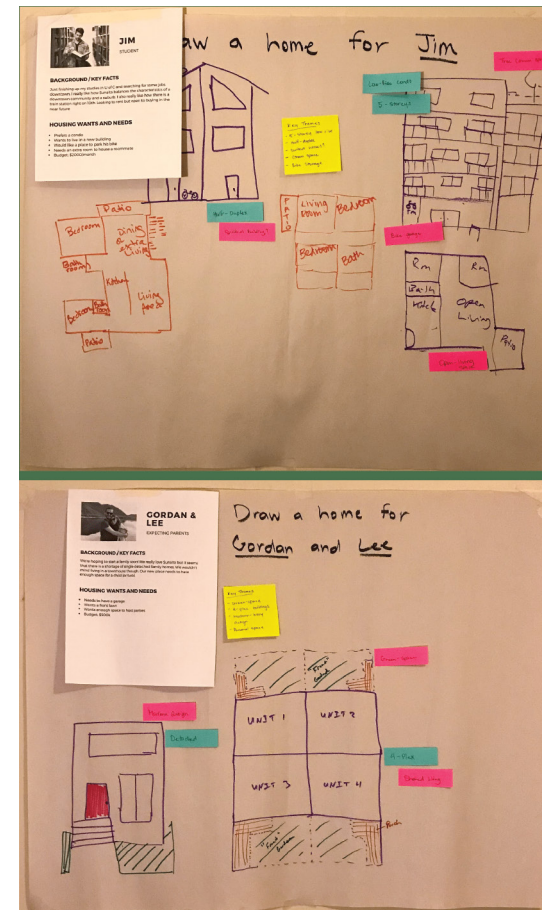
Conclusion

To understand the existing and surfacing motivations for a resident to enter or leave the Sunalta community is to understand many different elements in an interconnected system. This paper only investigates a few such elements, and while the analysis presented may seem broad, they point to a structural look of the community's assets and social capital. There is no doubt that housing is a driving force in influencing a prospective resident's decision to choose one community over another, intra-housing mobility is a further factor in an established resident's decision to choose another community over their current. Upon investigating the many nuances of Sunalta's housing stock, it appears that the community's status-quo is insufficient in facilitating long-term residents.

Further work needs to be looked at regarding Sunalta's other physical assets. Streets are one major factor in community sustainability. The presence of one-way streets in the community has been flagged as detrimental in conversations with community residents and in academic reviews.

Finally, it appears that the scope of the Sunalta Community Association is one that is much broader than what is typical. The community association's facilitation of numerous specialized programs along with frequent engagement and collaborations with local businesses highlight their broad scope.

However, the capacity for the community association is limited and restricts the community association in creating and maintaining new programs that target new people.

Taking inspiration form BIAs in Calgary, there are potential ways in which local businesses can assist in facilitating goals of the Hubs Initiative and the community association's programming in such a way that is beneficial to businesses and sensitive to the community association's capacity.

The analysis has flagged points of further research that needs to be done in understanding the values of the community and the underlying values of the aged housing stock, these include **housing developer motivations**, **zoning laws with respect to invisible density** and **resident turnover motivations**.

Recommendations & Levers for Change

The essence of the following recommendations stems from an intersection of Sunalta's physical assets, as well as from the community's social capital. In addition, the recommendations account for conversations and engagements, both from and with current and prospective residents.

These recommendations point towards the development of a communal sense of place, an asset which very much echoes throughout the identity of the community.

Secondary Suites

In order for a homeowner of a detached aged house to establish a secondary suite, their property must fulfill a list of criteria and the owner must pay a permit fee. Requirements for a secondary suite includes separated sleeping, kitchen, living and bathroom areas (Melanson, 2020). Fees to register a new secondary suite total $418.08 (Calgary, n.d.a.). On the surface, these requirements are straightforward. However, as Melanson (2020) further states, "Calgary's current registry of legal suites has only about 1,500 units registered, while the estimate of the city's illegal secondary suites stands at 16,000." In other words, external factors prevent residents from registering secondary suites. Melanson suggests that "[o]ne reason for this is because until recently the process for legalizing secondary suites was quite complicated." Moreover, there is a greater percentage of houses needing major repairs in Sunalta (major plumbing, electrical and structural repairs), than the city average (Calgary, 2019) potentially due to the prevalence of the aged homes.

Another barrier for entry for secondary suites are the qualifications that a home must fulfill. These are outlined in the Calgary (2008) Land Use Bylaw:

"**Secondary Suite**"

(a) means a use that:
    (i) contains **two or more rooms used or designed to be used as a residence by one or more persons**;
    (ii) contains a **kitchen, living, sleeping and sanitary facilities**;
    (iii) is **self-contained** and located within a Dwelling Unit;
    (iv) is considered part of and **secondary to a Dwelling Unit**;
    (v) except as otherwise indicated in subsection (vi) and (vii) must be contained in a **Contextual Semidetached Dwelling**, **Contextual Single Detached Dwelling**, **Semi-detached Dwelling**, or a **Single Detached Dwelling**;
(b) is a use within the Residential Group in Schedule A to this Bylaw;
(c) requires a minimum of **1.0 motor vehicle parking stalls**; and
(d) does not require bicycle parking stalls – class 1 or class 2

Due to these factors, the first step that the Sunalta Community Association can take is to engage with community residents specifically residing in aged housing stock on the topic of **barriers to establishing a secondary suite** as well as to understand the true **value of the presence of the aged housing stock**.

This research process has established a strong connection with Calgary city planners. The community association can leverage this connection in **seeking additional information on land use, zoning laws, and housing developer motivations**.

Broadly speaking, the aged housing stock appears to provide a deep value for the inner-city community. If there is a motivation to preserve this, the community association should take upon themselves in **advocating for the presence of suited homes as a sustainable form of densification**.

Reclaiming Streets

With respect to the nature of one-way streets as highlighted earlier in this report, the Sunalta Community Association should **advocate for 11th and 12th Ave SW to be converted into two-way streets**. As with the previous recommendation, city planners can strongly assist in uncovering further information on the logistics that such advocacy would entail.

Incorporating Business in Community

Regarding the social capital of the community, local businesses are an asset. They not only provide, residents an immediate product or service, but are a co-collaborating actor in community engagement as in the case of the Sunalta Community Association. Further work can be done in connecting and maintaining business relationships as demonstrated with the presence of BIAs in the city. These partnerships have the potential to advance Sunalta's sense of place through collaborative programming. Considering this, the Sunalta Community Association should consider the goals and potential programs of the future community hub (Appendix – Imagine Sunalta) and seek out opportunities in which local businesses can serve as a partner. **This may allow the community association to prototype certain programs in a friendly, entrepreneurial and communal fashion.**

Further Areas for Research

Many informational gaps have been identified in this process of uncovering the answer to the research question. Much of the actionable recommendations that this paper points to are areas for further research for the community association. What is important to recognize is that this research process has surfaced connections and resources that the community association can draw upon to assist in the development of more concrete future steps.

Further Reading

Adams, J.D. (2013). Theorizing a sense of place in transnational
        community. Children, youth and environments, 23(3), 43-65.

Gayah, V. V., & Daganzo, C. F. (2012). Analytical Capacity Comparison
        of One-Way and Two-Way Signalized Street Networks.
        Transportation Research Record, 2301(1), 76–85.

Jacobs, J. (1961). The Death and Life of Great American Cities. Random
        House. New York.

Lister, G., & Irwin, D. (2013). Learning from Vancouver: Gentle Density.
        Isthmuth Research. Retrieved from https://blogisthmus.files.
        wordpress.com/2013/04/isthmus_gentledensity_sm.pdf

Personal Note

The Catalyst Fellowship has taught me how systems do not simplify when bound in a relatively small physical parameter. I've learned that the challenges that I've faced in this paper are the challenges that I think many people in the social innovation world face or perhaps *should* face. Understanding a system shouldn't be easy, it should in many ways be enigmatic. We in social innovation work with the intricate lives of humans and the many spheres that connect them, because of this we are predisposed to biases, endless uncertainties and can perhaps crave convenient conclusions as a result. If there's one thing I've learned, systems are continuously changing and evolving and will require a communal effort to understand. Furthermore, to understand community is to understand humans at a grassroots level, to reach out to people in their most intimate spaces and most importantly, to make personal connections.

One such connection that I've made was with an older resident, a man living in a small rooming house in the heart of Sunalta. His life led him through the country, through countless jobs and countless lives. He's experienced the height of material wealth and the lows of poverty. He told me that through it all, through all the hardships, the uncertainties, the tribulations, he found his values in life and stayed true to them. One manifestation of his values is that of painting, which you can find at the beginning of this report. Another is a mantra of his, a saying that has rung throughout his life and journey, one that marks his presence and practice. I think this mantra too echoes throughout the fellowship, and throughout the change we strive to foster in our communities

carry on bravely.

Adams, J., Greenwood, D., Thomashow, M., & Russ, A. (2016). Sense of Place. The Nature of Cities. Retrieved from https://www.the natureofcities.com/2016/05/26/sense-of-place/

Cornett, B. (n.d.). House Values 101: Appraised, Assessed and Fair Market Value Explained. Home Buying Institute. Retrieved from http://www.homebuyinginstitute.com/house-values-101.php

Calgary. (2008). Land Use Bylaw 1P2007. Retrieved from https://www.calgary.ca/PDA/pd/Documents/Calgary-Land-Use-bylaw-1P2007/land-use-bylaw-1p2007.pdf

Calgary. (2015). HOUSING IN CALGARY: AN INVENTORY OF HOUSING SUPPLY, 2015/2016. Retrieved from https://www.calgary.ca/_layouts/cocis/DirectDownload.as px?target=http%3a%2f%2fwww.calgary.ca%2fCS%2fOLSH%2f Documents%2fAffordable-housing%2fHousing-in-Calgary-in ventory-housing-supply.pdf&noredirect=1&sf=1

Calgary. (2019). The City of Calgary Community Profiles. Retrieved from https://www.calgary.ca/CSPS/CNS/Documents/community_so cial_statistics/community-profiles/sunalta.pdf

Calgary. (2020). Property Assessments. Retrieved from https://data.calgary.ca/dataset/Property-Assessments/6zp6-px ei

Calgary. (n.d.a.). Adding a secondary suite. Retrieved from https://www.calgary.ca/PDA/pd/Pages/Home-building-and-ren ovations/new-secondary-suite.aspx

Calgary. (n.d.b.). Business Licences Data Lens. Retrieved from https://data.calgary.ca/Business-and-Economic-Activity/Cal gary-Business-Licenses-Data-Lens/6zmz-cx7g

Calgary. (n.d.c.). Business Improvement Areas. Retrieved from https://www.calgary.ca/CSPS/ABS/Pages/Partnership-programs/BRZs.aspx?redirect=/bia

Dye, J. F., Schatz, I. M., Rosenberg, B. A., & Coleman, S. T. (2000). Constant comparison method: A kaleidoscope of data. The qualitative report, 4(1/2), 1-9.

Environics Analytics. (2019). Prizm Marketer's Handbook.

Gayah, V. V., & Daganzo, C. F. (2012). Analytical Capacity Comparison of One-Way and Two-Way Signalized Street Networks. Trans portation Research Record, 2301(1), 76–85.

Jacobs, J. (1961). The Death and Life of Great American Cities. Random House. New York.

Jaffe, E. (2013). The Case Against One-Way Streets. CityLab. Retrieved from https://www.citylab.com/transportation/2013/01/case-against-one-way-streets/4549/

Khatoon, H. (2018) Housing Affordability in Calgary. Calgary Economic Development. Retrieved from calgaryeconomicdevelopment. com

Lister, G., & Irwin, D. (2013). Learning from Vancouver: Gentle Density. Isthmuth Research. Retrieved from https://blogisthmus.files. wordpress.com/2013/04/isthmus_gentledensity_sm.pdf

Melanson, J. (2020). Calgary Basement Suites: Legal vs. Illegal. Re trieved from https://melansonhomes.com/calgary-base ment-suites-legal-illegal/

Stampede Breakfast. (2019). 37th annual Sunalta stampede breakfast. Retrieved from https://stampedebreakfast.ca/event/37th-annu al-sunalta-stampede-breakfast/

Statistics Canada. (2016). Census tract (CT). Retrieved from https://www12.statcan.gc.ca/census-recensement/2016/ref/ dict/geo013-eng.cfm

Sunalta. (n.d.a.). Our Past. Retrieved from https://www.sunalta.net/past

Sunalta. (n.d.b.). Events & Programs. Retrieved from https://www.sunal ta.net/programs

Sunalta. (n.d.c.). Imagine Sunalta. Retrieved from https://www.sunalta. net/imagine

Walk Score. (n.d.). Living in Sunalta Calgary. Retrieved from
https://www.walkscore.com/CA-AB/Calgary/Sunalta
White, R. (2019). White: Sunalta is ripe for redevelopment. *Calgary Herald*. Retrieved from https://calgaryherald.com/life/homes/condos/white-sunalta-is-ripe-for-redevelopment/
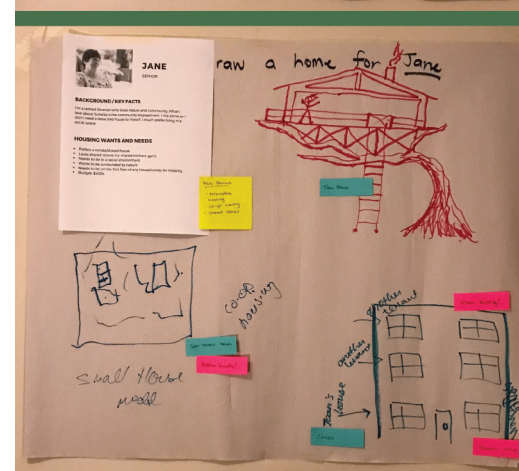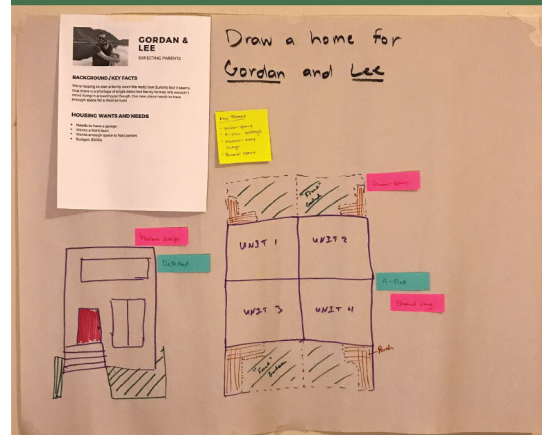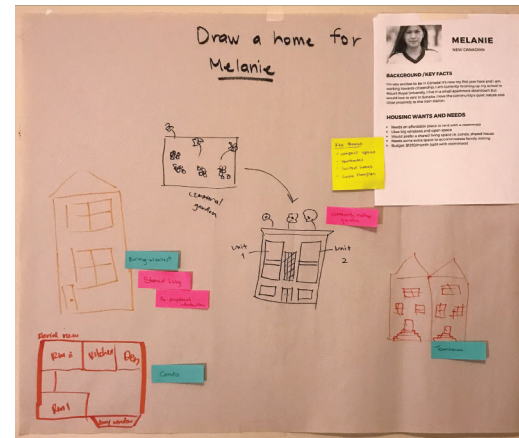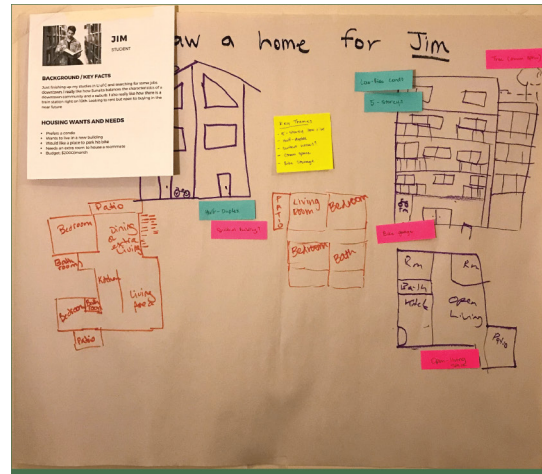
Appendix – Community Conversation Drawings

JANE

SENIOR

BACKGROUND / KEY FACTS

I'm a retired librarian who loves nature and community. What I love about Sunalta is the community engagement. I live alone so I don't need a detached house to myself. I much prefer living in a social space.

HOUSING WANTS AND NEEDS

- Prefers a condo/shared house
- Loves shared spaces (i.e. shared kitchen, gym)
- Needs to be in a social environment
- Wants to be surrounded by nature
- Needs to be on the first floor of any house/condo for mobility
- Budget: $400k

MELANIE

NEW CANADIAN

BACKGROUND / KEY FACTS

I'm very excited to be in Canada! It's now my first year here and I am working towards citizenship. I am currently finishing up my school in Mount Royal University. I live in a small apartment downtown but would love to rent in Sunalta. I love the community's quiet nature and close proximity to the train station.

HOUSING WANTS AND NEEDS

- Needs an affordable place to rent with a roommate
- Likes big windows and open space
- Would prefer a shared living space i.e. condo, shared house
- Needs some extra space to accommodate family visiting
- Budget: $1250/month (split with roommate)

JIM

STUDENT

BACKGROUND / KEY FACTS

Just finishing up my studies in U of C and searching for some jobs downtown. I really like how Sunalta balances the characteristics of a downtown community and a suburb. I also really like how there is a train station right on 10th. Looking to rent but open to buying in the near future

HOUSING WANTS AND NEEDS

- Prefers a condo
- Wants to live in a new building
- Would like a place to park his bike
- Needs an extra room to house a roommate
- Budget: $2000/month

GORDAN & LEE

EXPECTING PARENTS

BACKGROUND / KEY FACTS

We're hoping to start a family soon! We really love Sunalta but it seems that there is a shortage of single detached family homes. We wouldn't mind living in a townhouse though. Our new place needs to have enough space for a child (or two).

HOUSING WANTS AND NEEDS

- Needs to have a garage
- Wants a front lawn
- Wants enough space to host parties
- Budget: $500k

30

Appendix – CT Map
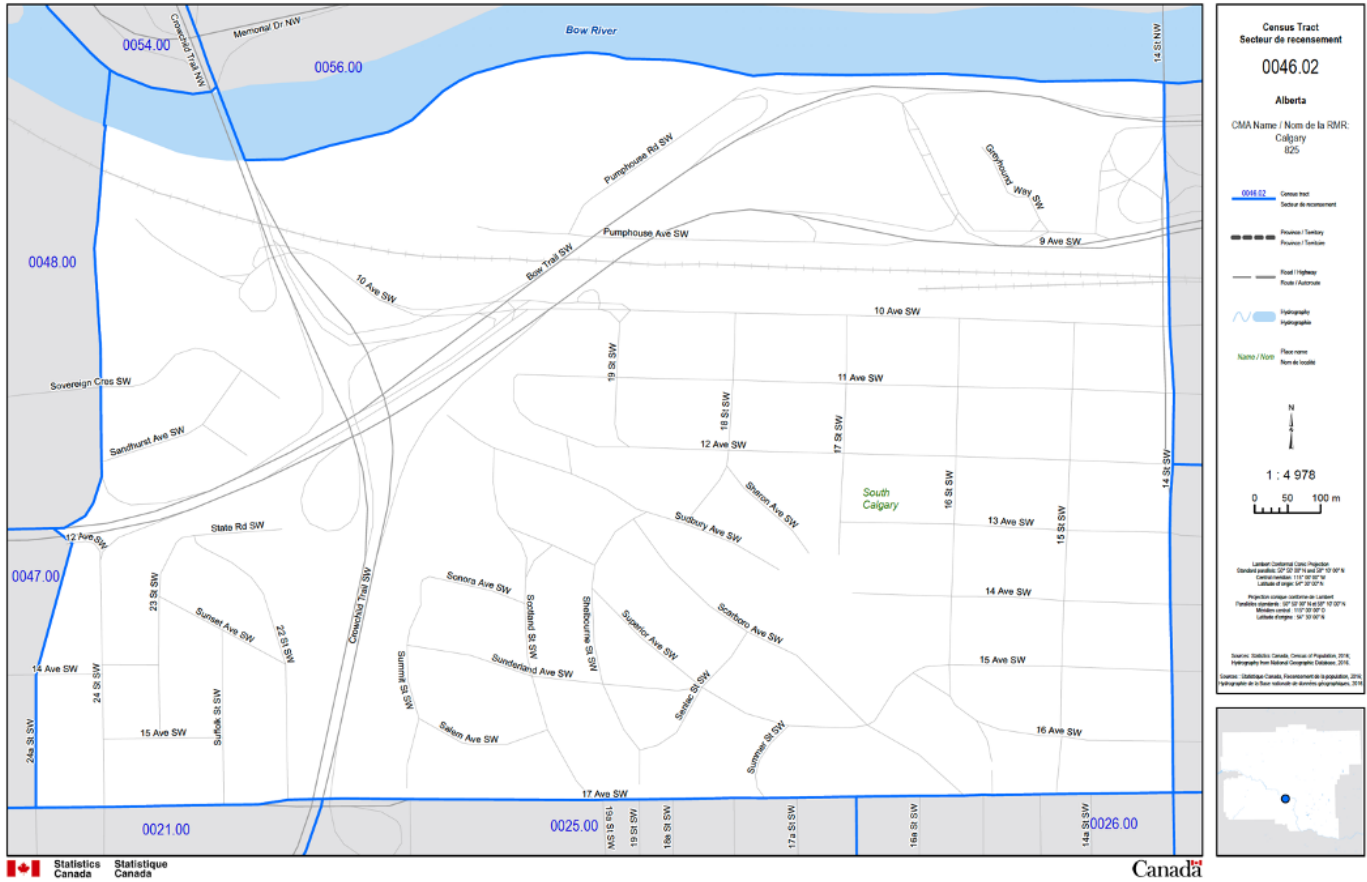
imagine

SUNALTA

The Sunalta Communty Hub
PROJECT UPDATE

Thanks to all who participated in the 2017 community engagement process that took place over the summer months! Following the close of the last engagement session and online survey, the Project Team has been busy integrating the feedback received by the community into an 'Engagement Report'. This report documents the entire engagement process, each response received, and describes the outcomes. With your help, we were able to reach over 1150 community members (and neighbours!) and receive 851 responses.

The community's input received over the last few months is consistent with the input received in 2014, suggesting there is a broad spectrum of activities, programs, and services desired by those living in and around Sunalta. At the foreground of the 2017 engagement responses, we have heard that the Sunalta Community Hub is to be a place where:

» social agency is fostered through spaces and programs that bring people together,

» recreation, leisure and play is promoted within the site, and

» Sunalta's unique community culture is supported through spaces and programs that celebrate creative expression.

In addition, the Hub is to be a place that promotes community safety and accessibility aligned with Sunalta's diversity, and an inclusive environment for overall community awareness and support.

To the right is a list of the types of services and programs that we've heard will support the community's desires and needs.

» Programs that support new skills for securing employment and developing new abilities

» Programs that support leadership experiences and opportunities including leadership skills for youth and networking for business.

» Ted Talks and Intellectual Talks

» After school programs that support a safe place for children (with homework support).

» Affordable childcare if possible.

» Language programs (both ESL and learn to speak programs)

» More parent and child programs like Sun Tots

» Fitness programs like yoga, personal training, dance class, boot camps, martial arts, Pilates, and running clubs

» Fitness and social programs for seniors

» Recreation programs and camps for children and youth like martial arts, soccer camps, and basketball camps

» Programs that support cooking, baking, ethnic cooking and nutrition classes

» Gardening programs

» Larger events within the community like farmers markets, movie nights, fall festivals, Door Open Sunalta, and live theatre

As the project moves forward into its next phase the Project Team will be testing the feasibility of the desired activities, programs, and services, the spaces needed to support them, and how the current Community Hall can be expanded to facilitate them - stay tuned!

1150+
PEOPLE ENGAGED

851
RESPONSES RECEIVED

'NEW IDEAS' RECEIVED

2017 ENGAGEMENT EVENT DATES

Family Games Night	**JUNE 23**	Sun Tots	**JUNE 27**
Stampede Breakfast	**JULY 15**	Community Interviews	**JUNE TO JULY**
		Online Survey	**JULY TO AUG**

"I appreciate the events focused on kids"

"[I] like the cafe/ gathering space idea..."

"we should consider more art in the community..."

Housing stock nearest to Sunalta LRT

Areas with visibly more apartments

Areas with visibly more aged houses

11 Ave SW

12 Ave SW