WORK IN PROGR

West Broadway Housing Plan



West Broadway Development Corp.

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Homelessness I

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Work in Progress
West Broadway Housing Plan: 2008 - 2012

November, 2007

Prepared by

West Broadway Development Corporation

with guidance from the

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Thank you to the City of Winnipeg, Housing Development Division, Planning Property and Development for support and funding of the Housing Plan.

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Urban Neighbourhood Revitalization

"One of the really difficult problems in revitalizing a poor area is that programs that make the area more attractive for investors make it less affordable for residents. This paradox is at the heart of the policy problem in dealing with urban decline and disinvestments. Policies that alter the risk profile of a neighbourhood need to be complimented with the provision of housing options for all incomes. Perhaps the most important lesson from this research is the ineffectiveness of single sector approaches to revitalization. Instead, comprehensive approaches comprised of a selection of policies tailored to suit the specific circumstances of individual cities are required. All orders of government as well as the private and non-governmental sectors must cooperate in the recovery plan. Furthermore, fostering the capacity of local organizations and residents to act on behalf of their communities can help revitalization become self-sustaining."

From "Disinvestment and the Decline of Urban Neighborhoods"

Research Highlights: Socio-Economic Series 90 (November 2001)
Canada Mortgage and Housing Corporation

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Executive Summary

Quality, affordable, safe housing is the cornerstone of neighbourhood revitalization and healthy communities. West Broadway has been a leader in Winnipeg, working to improve our aging housing stock and building energy efficient new housing. While successes can be measured, much more work remains to turn West Broadway around as a safe, stable neighbourhood that meets the housing needs of our residents.

The West Broadway Housing Plan maps out the housing priorities for our neighbourhood using an evidence-based approach grounded in the most recent data and research on demographics, information on the housing stock, resident's priorities, focus groups and a review of recent literature. This plan was guided by the Housing Plan Advisory Committee, comprised of housing stakeholders and residents, and was coordinated by the West Broadway Development Corporation. Thank you to all of the residents and stakeholders who contributed to this report.

The Housing Plan is funded by the City of Winnipeg's Housing Reinvestment Reserve which supports community-driven housing plans. West Broadway was designated a Housing Improvement Zone in 2000 due to the aging housing stock and housing needs of the area. The City of Winnipeg's Housing Policy (1999), encourages collaborations between communities, industry, private and non-profit housing sectors and government to maximize housing and neighbourhood renewal.

"By empowering those who live and function in declining communities, solutions will be grounded in neighbourhoods and will reflect the social, economic and cultural realities of the local populations"

(City of Winnipeg Housing Policy, 1999: 2).

This is the second housing plan for West Broadway and it is a working document to be updated regularly. The first Housing Plan 2001-2003 was updated annually since 2003, and however housing stakeholders and funders recommended a new plan be developed to reflect changes that have occurred in the neighbourhood.

During the past decade, a small yet strong dedicated group of housing stakeholders has emerged and has been working diligently to renovate and build new units to meet the needs of residents. Indeed since 2000, 422 units in our neighbourhood have been renovated or built thanks to over $8.6 million dollars of public investment. Additionally, West Broadway community-based organizations have been supporting residents to find and retain housing that meets their needs. However West Broadway remains a fragile neighbourhood with continuing evidence of decline and poverty.

The housing crisis facing Canadian urban inner-city neighbourhoods is well demonstrated in West Broadway. The neighbourhood is home to a high proportion of populations vulnerable to poverty, such as Aboriginal people, recent immigrants, lone parents, youth-at-risk, people with mental illnesses and/or addictions, people with disabilities, and seniors. Indeed over half of all residents live in core housing need (Census, 2001), defined by unsuitable accommodations, inadequate conditions and unaffordable costs. Addressing the needs of these residents, to reduce transience and improve the stability of the neighbourhood remains a priority.

Participants in the housing plan recognize that housing providers must have adequate capital to make improvements, often done through exemptions to rent control at the Residential Tenancy Branch. Over 55% of all exemptions from in the inner-city from 2000 – 2005 were allowed in West Broadway. This has resulted in displacement of residents who could not afford the new rental rates. Low income residents on fixed incomes, Employment and Income Assistance, Disability or Employment Insurance cannot afford rising median market rents. Residents are then forced to move, which has negative effects. For example children move schools, which set back their education. In order to address the affordability of housing, the provincial government must address the affordability gap. This can be done through rent supplements or raising the shelter allowance for those receiving government transfers to help residents remain where they want to live and not be required to move in search of less expensive accommodations.

West Broadway has one of the oldest and highest densities of housing in Winnipeg. Initial revitalization efforts were focused on home-renovations and ownership, which served an important role initially stabilizing the neighbourhood.

During the information-gathering and research process for this housing plan, it emerged that the highest need rests in Single Room Occupancy (SRO) dwellings, or Rooming Houses. While some licensed SROs are well kept and maintained, there is a significant number of unlicensed SRO's that are unsafe and derelict in need of repair.

At the same time, the need to address West Broadway's remaining vacant lots with infill housing continues to be a priority, along with maintaining the architectural heritage of the neighbourhood and renovating existing housing stock. Pockets of decline must be improved to salvage the housing stock and meet the need for housing. Incentives for property improvements, such as exterior fix-up grants for dilapidated and

aging apartments and houses are one means to this end.

Environmental sustainability is a priority in West Broadway since most of our houses and apartments require retrofitting to improve energy and water efficiency. West Broadway is an environmentally aware neighbourhood, for example many residents enjoy living here because of close proximity to transit routes, and ease of travel by bicycle or foot. This interest in environmentalism offers a potential to work with residents to learn what the priorities are, and what information and resources are needed to be more environmentally sustainable. Residents are also interested in improving access to green spaces and gardens, and require more information on where to find existing green spaces.

In order for the above priorities to have the greatest impact, research and residents point to the implementation of the principles of Community Economic Development (CED). This means hiring and sourcing locally where possible, for example.

Research shows that housing development can and will meet our needs when it is done through a comprehensive approach that improves the housing stock, creates employment opportunities, supports the local population and is environmentally sustainable. This can only be accomplished through collaborative partnerships between stakeholders to leaver the most resources toward the common goal of neighbourhood revitalization that is financially and socially sustainable. Social sustainability builds the skills and knowledge of residents and local organizations to act on our own behalf. Housing models such as cooperatives exemplify these values. Participation of residents in housing development is key to meeting the needs of residents. The West Broadway Development Corporation is tasked with coordinating and facilitating housing development in West Broadway in order to maximize our resources towards sustainable neighbourhood revitalization.

The following principles emerged from the research and discussions, and are intended to guide housing development work and coordination in West Broadway:

Guiding Principles

1. Social inclusion – safe, affordable and suitable
2. Environmentally sustainable
3. Community Economic Development
4. Collaborative partnerships
5. Financial and socially sustainable

The following five challenges, goals and objectives of the West Broadway Housing Plan will guide the housing development and coordination work in the neighbourhood from 2008 – 2012, and

will be updated annually and as required.

Challenge #1:

Rising rents and utility costs are displacing low income residents, especially those proven to be vulnerable to poverty and homelessness.

Goal #1:

To address core housing needs, especially for historically marginalized peoples, single parents, aboriginal peoples, persons with physical disabilities and/or mental health challenges and addictions, students, youth-at-risk and seniors that have been subject to rising median market rents and utility costs.

Objectives

1.1: Support the development of new and rehabilitated housing that meets the needs of residents in terms of adequacy, suitability, accessibility and affordability, which is energy efficient and environmental.

1.2: Develop strategic partnerships to develop supported housing units, especially for those vulnerable to core housing need.

1.3: Encourage the provincial government to provide more rent supplements in West Broadway to respond to the increased rents due to exemptions from rent controls from the Residential Tenancy's Branch.

Challenge #2:

Rooming houses are the lowest cost of housing on the market, and are more likely to be unsafe, inadequate, unsuitable and unaffordable

Goal #2:

To improve rooming house tenants' living conditions and quality of life by facilitating housing improvements and awareness programming and resources for landlords, tenants and caretakers.

Objectives

2.1: Develop a Rooming House Improvements Program for tenants and landlords (safety, living space, amenities, common areas, etc.).

2.2: Develop an education and training programs and workshops for landlords, caretakers and tenants.

2.3: Implement landlord Property Management Program in cooperation with the Tenant Landlord Cooperation Program.

2.4: Provide an education program for the implementation of the Green Indicators for energy efficiency and environmental sustainability in Rooming Houses

Challenge #3:

Protecting and preserving the quality and

character of the many apartment blocks and homes constructed at the turn of the 20th century while ensuring the integrity of the building structure is maintained and that it conforms to existing building codes and zoning regulations.

Goal #3:

To promote and maintain the historical integrity and architectural character of the neighbourhood housing stock and ensure that development and property improvement conforms to neighbourhood zoning regulations and land use patterns.

Objectives:

3.1: Encourage exterior house and apartment building improvements and promote property investment through the continuance of a small fix-up grants program: Property Improvement Program (PIP).

3.2: Develop a local endorsement policy and criteria for property redevelopment which reflects community tolerances (scale, mass and density of new and existing buildings), and encourages exterior finishes which reflect the historical nature of existing buildings.

3.3: Develop a local endorsement policy and criteria for major upgrades of apartment buildings and houses under the federal Residential Rehabilitation Assistance Program (RRAP).

3.4: Support landlord membership in the Tenant Landlord Cooperation Program.

3.5: Encourage CED principles in housing development.

3.6: Collaborate with housing stakeholders to develop and promote a housing heritage educational campaign.

3.7: Provide an education program for the implementation of the Green Indicators program for energy efficiency and environmental sustainability.

3.8: Develop a proposal for an energy efficiency and water conservation program for apartment buildings and houses Property Improvement Program for Efficiency (PIPE).

Challenge #4:

Demolitions (voluntary and involuntary), increased surface parking lot, and commercial operations abandonment over the last seven years have resulted in an increasing number of privately held vacant lands. Many vacant lots are a dumping ground for litter, debris, refuge and are unutilized for alternative neighbourhood development

Goal #4a:

To promote alternative development through new infill housing projects and

opportunities for non-profit housing providers, tenants and homeowners.

Goal #4b:

To address resident and community concerns about available green space.

Objectives

4.1: Facilitate housing design charettes with West Broadway housing providers, green-building experts and housing development professionals.
4.2: Develop alternative housing forms and tenures that match household income, family size, housing need and choice (i.e. rental, rent-to-own, co-operative, co-housing and homeownership).
4.3: Construct a variety of infill housing projects on available vacant land in balance with greening priorities.
4.4: Develop a prioritized plan to improve access to green spaces in West Broadway
4.4: Support CED principles in objectives listed above.

Challenge #5:

The many different housing stakeholders and residents have diverse needs and priorities which need to be coordinated in a collaborative manner that addresses gaps and avoids duplication of activities and services.

Goal #5:

Provide a Housing Development Coordinator for the West Broadway neighbourhood to ensure the long term and sustainable support to all aspects of housing: development and co-ordination with local housing providers and stakeholders; brokering funding; partner with housing providers and community agencies to address core housing need and environmental initiatives and provide support and advise on housing.

Objectives

5.1: Facilitate, co-ordinate and update the neighbourhood housing plan and facilitate housing stakeholder group meetings and oversee committees.
5.2: Work with housing providers, developers and building professionals to revitalize and sustain the housing stock.
5.3: Work with tenants, homeowners, apartment owners and businesses to research, design and develop long term sustainable infill and rehabilitation programs to improve investment properties and land use.
5.4: Design and develop funding proposals and co-ordinate the implementation of housing projects.

PLEASE NOTE THIS IS A SUMMARY VERSION OF THE HOUSING PLAN. PLEASE REFER TO THE FULL REPORT OF THE WEST BROADWAY HOUSING PLAN 2008- 2012 FOR A DETAILED DESCRIPTION.

1 Introduction

Housing is the cornerstone of neighbourhood revitalization and a healthy, vibrant community. Supporting good quality housing begins by understanding the housing needs of residents, and then addressing these needs through partnerships with government, not-for-profit organizations, cooperatives and the private sector. Since it's inception in 1997, the West Broadway Development Corporation has been a community leader working together with these stakeholders to revitalize our neighbourhood.

The goal of housing revitalization is to give new life to the housing stock in need of repair and to create new housing options to address the gaps and needs salient to the community. Doing this work starts with the people it is developed to serve.

Neighbourhood revitalization is comprehensive and assesses both the needs and available resources to tackle some of our biggest challenges, in a way that is sustainable, and builds community pride and self-reliance.

West Broadway is a community that is slowly transforming and we celebrate our successes through newly renovated buildings and energy efficient pilot projects. West Broadway residents and housing providers are very concerned about safety and crime, dilapidated housing, vacant lots, and housing that do not meet the needs of residents. A strong community of committed housing stakeholders has worked tirelessly to improve the housing situation since 2000.

However significant challenges still remain. New challenges have emerged during this revitalization period such as rent increases and out migration. The most vulnerable residents have felt this impact. Our community seems revitalized but a significant portion of the populations' housing need has gone unaddressed. Indeed the state of housing in West Broadway is fragile, and the task of revitalization is far from complete.

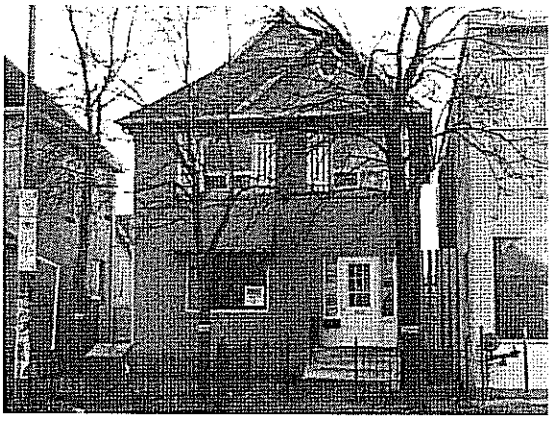
Neighbourhood Housing Plans, Inner-City Revitalizations and Neighbourhood Renewal Corporations

This Housing Plan document was created thanks to the support of the City of Winnipeg's Housing Reinvestment Reserve, which supports community-driven housing plans. West Broadway was designated a Housing Improvement Zone in 2000. The City of Winnipeg's Housing Policy (1999), encourages collaborations between communities, industry, private and non-profit housing sectors and government to maximize housing and neighbourhood renewal.

"By empowering those who live and function in declining communities, solutions will be grounded in neighbourhoods and will reflect the social, economic and cultural realities of the local populations"

(City of Winnipeg Housing Policy,1999:2)

This is the second housing plan for West Broadway, the first Housing Plan 2001-2003 was updated annually, and



West Broadway Development Corp. Office
608 Broadway

however housing stakeholders and funders recommended a new plan be developed to reflect changes that have occurred in West Broadway.

The West Broadway Housing Plan 2008-2012 (The Plan) was guided by an advisory committee of stakeholders and residents. The Plan provides an overview of the history of West Broadway, and a look back at what has been accomplished. A demographic profile of residents offers a snapshot of our diverse community. Focus groups to gain access to specific information were undertaken with housing providers, community organizations and youth-at-risk. The current state of housing is described using recent research, including a survey undertaken especially for this project. In order to ascertain the current resources available for housing renewal, a brief description is provided. The final section synthesizes the challenges and opportunities of housing in West Broadway, and outlines goals, objectives, and strategies for implementation.

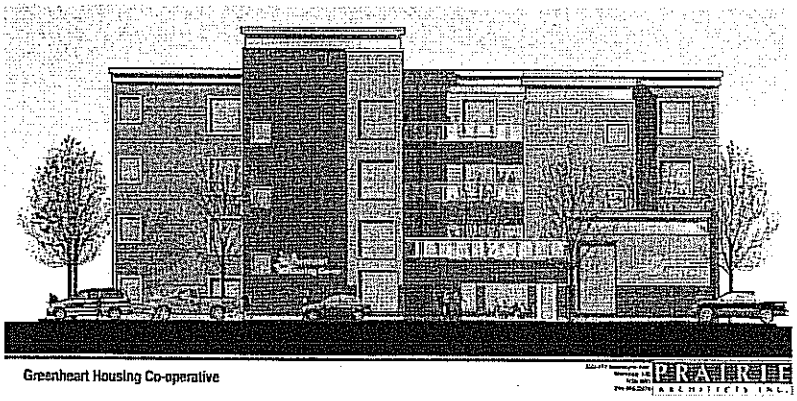
This document is intended to be evidenced-based, bringing together recent research, demographic information, and data on housing stock, housing provision and services, and government programs to address housing needs. A draft of the Plan was presented at a Neighbourhood Council meeting, arranged in conjunction with the West Broadway Neighbourhood Housing Resource Centre at an open public meeting on October 16th. The Plan was also circulated as a draft to community-based organizations, who were invited to give comments and feedback. The feedback received was incorporated into this document. The Plan is a working document, which will be revisited regularly in order to refine community efforts to renew and revitalize West Broadway.

West Broadway Development Corporation

The Plan is a five-year working document that is intended to guide and focus housing development in West Broadway, supported by the efforts of the West Broadway Development Corporation (WBDC). WBDC is a not-for-profit organization governed by a Board of Directors comprised of community residents, organizations and stakeholders in West Broadway. The mandate of the Development Corporation is to plan and coordinate neighbourhood renewal efforts through Community Economic Development (CED). WBDC endeavors to work together with residents and stakeholders toward the social, economic and environmental revitalization of the West Broadway neighbourhood. WBDC defines its development goals through regular consultations, ongoing networking with residents and stakeholders and operates by CED principles (see Appendix E). WBDC is a registered charity, and receives core funding from Neighbourhoods Alive!, an initiative of the Province of Manitoba, and from the City of Winnipeg.

Currently WBDC has one full time

Greenheart Not-for-Profit Housing Co-operative Ltd.
To be located at 279 Sherbrook Street



Greenheart is currently under development, it is an example of a housing initiative supported by WBDC, which will be independently managed by the new Greenheart Cooperative.

staff person dedicated to delivering the housing development program, there is also a Housing Management Committee of the Board. WBDC supports housing development by convening the housing stakeholders development, administering the Property Improvement Program, supporting housing developers to renovate and build housing in West Broadway, and facilitating the implementation of the Plan. The Plan identifies needs, as we shall see, which requires mobilizing more staff resources to be implemented either by WBDC, or other stakeholders in the community. The Plan acts as a guide for housing program activities and it has been developed in consultation with the community of West Broadway and government funders.

2. Literature Review

Housing is a multi-faceted issue, and a number of themes emerged on housing in West Broadway. Below is a brief overview of literature on housing issues: health, demand and supply, changes in housing policy and provision, homelessness, Single Room Occupancy (SRO) units, rental rates in West Broadway and Environmental issues.

Importance of housing: health

Housing has a significant effect on population health. The Public Health Agency of Canada names housing as a determinant of health, and finds people who spend more than 30% of their income on housing, have less money available for food and other basic needs, which can negatively affect their health (WHO, 1986). A recent study by the Canadian Institute of Health Information found that the best medicine for mental illness is housing, because people who suffer from mental illnesses need stable living conditions where they can receive support (or supported housing), which they cannot receive if they living in shelters (Globe and Mail, 2007). Another example of the role housing plays is with the education of children in low-income families. Families who are inadequately housed move more often, which requires moving schools and disrupting children's education. Research finds that thirty percent of children in poverty moved schools three times before age 11, in contrast to ten percent of better off children (McCracken and Watson, 2004).

Demand and supply

The vacancy rate is a general measure of supply and demand for housing. Canada Mortgage and Housing Corporation measure the vacancy rate for dwellings with four units or more. Winnipeg has an overall vacancy rate of 1.3 percent; the rate has been below 1.5 percent in Winnipeg for the past six years except for 2005 when it was 1.7 percent (CMHC, 2006:3). West Broadway has had a slightly higher vacancy rate at 1.8% (CMHC, 2006: 1). However this measurement does not

include rooming houses with less than four units, of which there is a larger proportion in West Broadway 23% of all units) than in Winnipeg as a whole (0.4%) (City of Winniepg: 2004). The vacancy rate is only an approximate measure and gives a general estimation.

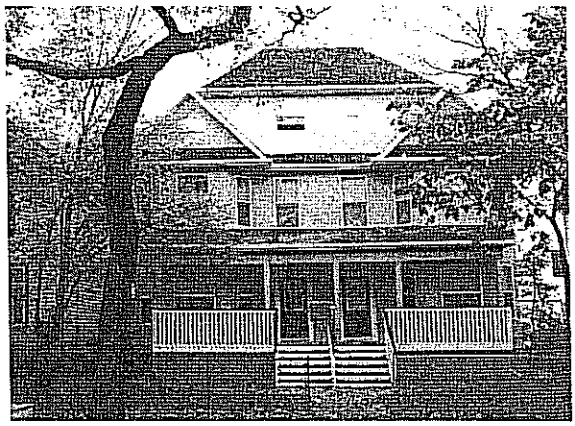
Finding housing can be especially difficult for those with low incomes. For example, wait lists for public housing (ie Manitoba Housing, rent geared to income) increased 93 percent from 2000 to 2003 with over 3,000 qualified households on the waiting list province-wide (McCracken and Watson, 2004). The demand is also high for public housing in West Broadway. Housing demand is driven by many factors including population shifts, for example Aboriginal families moving to Winnipeg from northern and rural communities. Additionally the Manitoba government commitment to welcoming 20,000 new immigrants per year creates a demand for housing, this is double the 10,000 target achieved in 2006. While All of these population changes enrich our community, and put pressure on the demand for housing.

Changes in housing policy and provision

Canadian housing programs have shifted away from public housing, that is, government-run rent geared to income housing. Indeed there has been none constructed in Winnipeg or across the country since the 1980s, resulting in long public housing wait lists in most cities in Canada (Carter, 2000; Hulchanski, 2002). In it's place, creative not-for-profit, cooperative and private housing providers are working to access resources to meet the significant demand for housing. West Broadway has some excellent examples of small, yet innovative housing projects, which will be discussed in subsequent sections.

Homelessness

Canada has an increasing number of people in poverty and vulnerable to homelessness (Raising the Roof). There are several types of homeless people: those who are chronically homeless (those who access shelters regularly); the discharged homeless (those released from public institutions such as mental health care facilities, foster care, or prisons); the transitionally homeless, and those who experience sporadic homelessness due to job loss, illness or family crisis (SPCW, 2004: 2). Homelessness is difficult to measure, and most measures undercount the number of homeless people (SPCW, 2004: 6). Homelessness takes different shapes depending on the population. For example, men are the majority of individuals accessing emergency shelters, while women are more likely to be invisibly homeless. Aboriginal people also comprise the largest number of people accessing emergency shelters (SPCW, 2004:5).



Westminster Housing Society
Furby (Rooming House)
An example of a well-run, renovated rooming house.

Single Room Occupancy (SRO) / Rooming houses

Historically rooming houses were commonly accepted and respectable form of housing, however in recent decades they have become a neglected final housing option for the very poor (Distasio et al., 2002: iv). The Institute of Urban Studies at the University of Winnipeg conducted a study of rooming houses in inner city Winnipeg and found that rooming houses are an important form of housing; however they are often run-down, neglected and unsafe for tenants (Distasio et al., 2002). Some rooming house rents are set at the Province of Manitoba's Employment and Income Assistance (EIA) Shelter Assistance program rate of for a single person, however many residents are being asked to supplement this with an additional $20 - $30 / month, depending on the amenities offered (IUS, 2005: 1). Rooming houses can range from a self-contained suite with its own bathroom and cooking facilities to a room with shared kitchen and bathroom.

The IUS study makes several recommendations to government in order to improve rooming house accommodations, including

- Increasing the EIA Shelter Allowance rate,
- A government subsidy program for employed tenants,
- Social service and outreach supports for tenants with special needs
- Ensure rooming houses have adequate "in-house" support in the form of live-in caretakers
- Supports, financing, information and guidance provided to encourage the formulation and running of associations for rooming house tenants and rooming house owners
- Encourage communication between owners and community
- Government should review occupancy standards to ensure a reasonable minimum space allowance is enforced
- Owners ensure a reasonable tenant-to-bathroom ration be set at 4:1
- Improve safety/crime prevention measures
- A targeted government-funded program to assist owners in improving their properties

After this study was completed, the Institute of Urban Studies worked with the Spence Neighbourhood Association on a study to implement community-based initiatives to address safety and core housing need in rooming houses. This study created guidelines that are intended to be applicable in other similar neighbourhoods such as West Broadway (IUS, 2005: 32). The study suggests the creation of a program and Coordinator to bridge the gap between tenants and landlords, to improve the conditions of rooming houses and address the needs of tenants in core housing need. Currently there is no such program operating in rooming houses in West Broadway. This could help address the needs of rooming houses, while also

What is Core Housing Need?

Those in need of housing are assessed in terms of core housing need, defined by Canada Mortgage and Housing Corporation as:

a.) Adequate condition not requiring major repairs
b.) Suitable in terms of size as accordant to National Occupancy Standards
c.) Affordable, not more than 30% of before tax income

helping to maintain the stock of dwellings being used as rooming houses.

Rental rates and changes in West Broadway

The changes in West Broadway can be evidenced in the market rents paid by the vast majority of residents. From 1996 to 2001 the increase of average gross rent went from $382 to $493, an increase of almost 30%. This is above the 6% city average increase from $463 to $490. An analysis of the Winnipeg Renter's Guide found that between 2001 and 2005 rents for bachelor suits grew by $87 per month or 27.4%, rents for one-bedroom apartments grew by $104 per month, or 29% and rents for two bedroom apartments grew by $218 per month, or 51% (Logan in Silver, 2005: 20).

In Manitoba, rents are controlled and landlords are permitted to increase rents by 3% per year. However, housing providers can apply to the Residential Tenancies Branch (RTB) of the Department of Finance at the Government of Manitoba for a rent increase above 3% on the grounds of required major renovations. For housing providers these increases may be the only way they can finance major renovations to their housing units. The exemptions granted were studied by Jim Silver of the University of Winnipeg to determine if these rent increases were resulting in gentrification and the displacement of low-income residents.

Silver examined the Province of Manitoba's Residential Tenancies Branch to determine whether there were more requests for exemptions from the rent control guidelines for renovations in West Broadway than other inner-city neighbourhoods. Silver found that 40 applications for above guideline rent increases were approved in West Broadway from 1999 to September 2005 – the highest number of any inner –city neighbourhood. Spence was second at 13 applications approved (Silver, 2005:21). In total 27 buildings comprising of 513 units had rent increases above the guideline, with a total capital investment of $1,234,879 and an average increase in rent of 10.3% (Silver, 2006:21). The above rent increases in West Broadway comprise 55% of all rent increases in the inner-city original Neighbourhoods Alive neighbourhoods. This interest points to a high interest in investment in our neighbourhood over other neighbourhoods. However many residents have told WBDC that they are being displaced because of RTB increases, and need to move to neighbourhoods with lower rents.

The West Broadway Housing Survey queried respondents on the number of times they had moved within the neighbourhood, to gauge mobility and resident's commitment to living in our community. 52% had not moved within the neighbourhood, 18% had moved once, 11% twice and 20% three or more times. The rate of movement was higher for single mothers, 21% of whom had moved once within the neighbourhood. However there is no data available however on the numbers of residents who have moved

because of RTB increases, or out of West Broadway. Tracking mobility is a challenge and difficult to measure (Silver, 2006:18).

Several recent studies by Anderson et al (2005) and Silver (2006) have considered whether West Broadway is undergoing gentrification, which is:

- Displacement or replacement of a marginalized resident group
- Renovation of previously downgraded buildings for residential use;
- Uneven occurrence, found in some areas but not others; and
- Staged development (Anderson et al., 2005).

The studies both find that while some property improvements have taken place, West Broadway is not being gentrified. Anderson et al finds that strategies to address the physical side of revitalization without looking at the social inclusion of residents will increase the marginalization of residents (2005:21). Anderson et al concludes, "while tendencies toward gentrification can be identified, it is clearly not the case that the neighbourhood has already been gentrified" (2005:22). Silver concedes, concluding that "any process of gentrification is in flux, continued poverty and marginalization point to gentrification not occurring" (2006:32). Silver explains that:

> *The very real gains made to date in the neighbourhood are fragile, and can – in the absence of strong community-based organizations and committed government support – unravel."* (2006:32).

Indeed West Broadway is still in a process of neighbourhood revitalization, requiring supports for housing and residents to sustain the gains made thus far.

Having a healthy mix of income types and residents adds strength through diversity. If too many residents who experience rent increases cannot afford to live in West Broadway, then they will move to neighbourhoods with lower rents, thereby further concentrating poverty in certain areas of the City. Research has found that an appropriate mix of incomes in a neighbourhood can help children and families at risk of poverty improve their circumstances. Hertzman finds children in Vancouver whose family backgrounds might put them at risk, but who live in mixed-income neighbourhoods, tend to do better than their counterparts in low-income neighbourhoods (2004). Mixed neighbourhoods lead to lower levels of developmental vulnerability than economically segregated poor neighbourhoods (Hertzman, 2004). Therefore, we should be working prevent lower income residents from being displaced from rising rents, while at the same time using other strategies such as employment and education programs to support families out of poverty.

Environmental issues

Currently there are no national standards for environmentally sustainable residential construction. Green indicators

Enviromental Issues
Examples of being green in housing

- Low flow toilets
- Energy efficient windows
- Energy Star appliances
- Energy efficient furnaces
- Heating systems on timers
- Alternative heating: solar, geothermal etc...
- Composting
- Grey water / storm water recycling
- Natural landscaping
- And many more!

can minimize tenant and property owner costs for utilities, building maintenance, and provide healthier environments for individuals and families to live in. The West Broadway Development Corporation worked with stakeholders to support information and incentives for new and renovated housing that is energy efficient and has high health standards. These include:

- Energy and water efficiency
- Quality of the indoor environment (air quality, thermal comfort, lighting)
- Waste management and air emissions
- Reduced greenhouse gas emissions
- Site disturbance and storm water management
- Transportation options for occupants
- Life cycle costs of building

These were adapted in several projects including three residential new home constructions, and the Kikinaw Housing project apartment renovations

Green indicators for Residential rehabilitation and construction

Currently there are no national standards for environmentally sustainable residential construction. Green building can minimize tenant and property owner costs for utilities, building maintenance, and provide healthier environments for individuals and families to live in. The West Broadway Development Corporation worked with stakeholders to support information and incentives for new and renovated housing that is energy efficient and has high health standards.

3. Demographic Profile: Who lives in West Broadway?

It is important when developing housing to understand who the housing is for, and to work together with residents to meet their needs. Indeed it is through the diligence and hard work of West Broadway community residents and housing providers that many improvements have been made. However, evidence demonstrates that different sectors of the population experience differential challenges

The population of West Broadway has experienced a significant flux over the past thirty years, as described in the chart below. The rise and fall of the population can be traced to factors such as single-family homes being used as Single Room Occupancy (SRO) / Rooming Houses, greater reliance on the automobile spurning suburban growth, and smaller household size. Since 1996, the population has somewhat stabilized at roughly 5,000 residents.

The following data is taken from the 2001 Census neighbourhood profile, the latest set of data available for our neighbourhood. While the population has changed from 2001 – 2007, this is the most thorough and reliable set of data available on West Broadway population characteristics.

The age distribution of the population demonstrates that West Broadway has a

Total Population 1971 to 2001							
Year	1971	1976	1981	1986	1991	1996	2001
West Broadway Neighbourhood	6745	5200	4765	6545	5455	5145	5040
City of Winnipeg Total	517,730	544,055	549,440	528,855	606,750	603,425	606,870

Source: Statistics Canada Census data, City of Winnipeg Neighbourhood Profiles

large number of young people - 32 percent of West Broadway residents are between the ages of 15 – 29, as compared to 21 percent for the City overall. A high proportion of the total population, 27.5 percent, identified as Aboriginal. Another 15 percent identify as immigrants or refugees, a large proportion of which (23.5 percent) had immigrated to Canada recently in the previous five years. The diversity of West Broadway is one of our strengths and assets, people from many heritages and cultural backgrounds form part of the strong fabric of our community.

The same Census reports that West Broadway has a higher proportion of citizens living in poverty. Poverty in inner city neighbourhoods is characterized along lines of race, class, ability and gender (CCPA, 2006). Residents of diverse backgrounds and at risk of poverty because of lack of education or single parenthood are more likely to find themselves in core housing need. Indeed Census found that 53% of West Broadway residents in core housing need and spending more than 30 percent of their before tax income on housing (Census, 2001).

West Broadway has a high proportion of residents who receive income from government transfer payments (such as Employment and Income Assistance, Employment Insurance or Social Security). In West Broadway 27% of residents receive government transfers, compared with 12% of the City overall. Core housing need is especially an issue for those on fixed income who do not have their rental rates geared to their income. The Employment and Income Assistance shelter allowance for a single person is set at $271 per month; however average market rents in Winnipeg are $575 for a one-bedroom suite (SPCM, 2007). The Social Planning Council explains, "Shelter assistance rates have been frozen since 1993, yet the cost of housing has increased annually since that time" (SPCM, 2007).

West Broadway also has a high proportion of lone parent families: 43 percent of all families in the neighbourhood are lone parents, and vulnerable to poverty. Women are more likely to be lone parents - 34 percent are lone mothers and 9 percent are lone fathers, compared with 15 percent and 3 percent respectfully for the City.

West Broadway has a high incidence of low income, as evidenced by the number of people living below the Low Income Cut Off Rate (LICO). 55 percent of economic families and 70 percent of unattached individuals live under the poverty line. This rate is almost double that of the rest of the inner city and triple the rest of the City (WIRA, 2004: 10). In 2001, men in West Broadway earned an average of $18,018 annually, and women $14,632, a wage gap of 80%. These low wages are likely due to a large number of working poor driving down average incomes. Low wages affect the ability to afford a housing, for example in Winnipeg a worker would have to earn $10.71 per hour to afford a one bedroom apartment, however this is out of reach for those earning the minimum wage, set at

$8 per hour (CMHC: 2007).

West Broadway has a higher proportion of single people than the rest of Winnipeg – 67 percent of households are one person, compared with 31 percent for the City (Census, 2001). Two person households are 21 percent, 6 percent are 3 persons, 4 percent are 4 or more (Census, 2001). The household distribution corresponds the type of housing by bedroom available, the high concentration of apartment buildings means that there are a lower number of bedrooms per unit in our neighbourhood. For example there is an average of 1.3 bedrooms per unit in West Broadway, as compared to 2.5 bedrooms per unit in Winnipeg overall. Some West Broadway residents have indicated that their accommodations are not adequate in terms of number of rooms to meet the needs of their family size.

West Broadway has more than double the unemployment rate of the rest of Winnipeg – 13 percent as compared to 5 percent for Winnipeg (Census, 2001). Youth unemployment is significantly higher than the rest of Winnipeg at almost 20 percent, compared to 11 percent for the City (Census, 2001) Opportunities for local employment have are a priority in the Community Plan (please see Section 4).

Developing Housing to meet the needs of diverse residents.

West Broadway is home to a diversity of residents as described previously, and there are specific groups of people living in our community that are more likely to be vulnerable to poverty for historical reasons such as colonization and residential schools in the case of Aboriginal people. For other groups, structural barriers such as a lack of social and economic supports results in poverty for recent immigrants, lone parents, people with disabilities and youth-at-risk. Since West Broadway is home to a higher level of vulnerable populations, more resources and supports are needed to support residents to improve their circumstances and reduce poverty.

Housing development and services must start with the people it is intended to serve if it is to meet needs of suitability, adequacy and affordability. A number of tools are available to do this, such as a Disability Lens used by governments to assess if projects meet specifications and can support people with disabilities. Gender-based analysis is another tool to assess if planning meets women's and men's needs equally. Participatory planning practices and other means are available to guide housing developers to meet the needs of the people who will be living in the units. Active participation by residents in housing through organizational structures such as housing cooperatives and resident's association builds in accountability to the people the housing is intended to serve. This helps to build skills, knowledge and a sense of ownership that can ripple out to other neighbourhood revitalization efforts.

4. The "Who" and "What" of Housing in West Broadway: recent research

West Broadway is home to a committed group of residents, organizations and housing providers who work tirelessly to improve the neighbourhood. It is through these efforts, with the support of funding from the City, Provincial and Federal governments, along with private investments, that have driven the improvements in the neighbourhood. As will be discussed in this section, there are still challenges ahead and work to be done to stabilize and sustain the progress that has been made, or West Broadway could easily take "two steps back" to the situation of the mid 1990s.

West Broadway Residents' Housing Survey

WBDC commissioned a special survey of community residents to gauge their perceptions of the neighbourhood and their housing circumstances. The Survey finds a number of results that can help to inform our understanding of the housing needs and opinions of West Broadway residents. As described in the corresponding Methodology Appendix C, these results are from a small yet respectable sample of the population and serve as an indication of the general situation for those individuals who took the time to respond to the survey, or who were interviewed through community-based organizations.

The survey results were cross-tabulated with population characteristics of those groups of residents that are known to have unique and specific needs. The results for residents who identify as single mothers (n = 73), single females (n =85), single males (n=69) and Aboriginal (n=30) were extracted from the 264 total respondents.

West Broadway is a diverse community with many advantages. Residents are drawn to it for many reasons. It is home to architecturally interesting housing, located close to downtown and has access to good mass transportation. Respondents to the Housing survey cited proximity to downtown as important: 17% cited it as the most important factor and 32% as the second most attractive factor to living in West Broadway. Access to public transportation is available on most of the major streets, and 7% cited transportation as the most important factor, with 33% citing it as the second most important factor to living in West Broadway.

Notably West Broadway has a high number of residents who use forms of active transportation such as walking or cycling. Census data found that only 30% of West Broadway residents use vehicles as their main modes of transportation (compared with 77% of Winnipeg overall). Many residents use public transportation (34%), walk (27%) or cycle (6%) (Census, 2001).

Single mothers and Aboriginal people are slightly less likely to live in West Broadway because it is affordable (54% and 46% respectfully). Aboriginal people are slightly more likely than the overall survey sample to live here because of family ties

What most attracted you to the neighbourhood (West Broadway)?	
Affordable housing choices	57%
Close to downtown	16%
Good transit routes	7%
Ties to family and friends	11%
Good community activities	1%
Safe neighbourhood	0.4%
Other	6%

(21%) and because of close proximity to transit (18%). Single mothers are slightly more likely to live in West Broadway because of family ties as well (14%). This is not to say that affordability is not important to either Aboriginal residents or single mothers, but that they value family supports.

Most respondents expected to remain in West Broadway – 65%; 12% were not expecting to remain and 22% were undecided. Aboriginal people were more likely to expect to remain in the neighbourhood (69%), 14% were not expecting to remain and 17% were undecided.

Most residents would leave the neighbourhood because of a change in personal circumstances (28%) or would leave because of a lack of affordable housing (19%). Single mothers were most likely to leave because of a lack of affordable housing (26%), and then a change in personal circumstances (26%).

Respondents generally lived in private apartment buildings (42%), then single-family homes (27%), duplexes (9%), housing cooperatives (5%) and public housing operated by Manitoba Housing Authority (4.2%). Single mothers and single females were more likely to live in private apartment buildings and Manitoba Housing. Single males were more likely to live in private apartment buildings, single-family homes, and rooming houses.

Most respondents rented – 72%. This is lower than the 2001 Census of the population which found 94% of the residents are renters, pointing to a potential bias in this sample, and / or changes in the numbers of renters and owners in the community. Single mothers, single women and single men were more likely to be renters at 87%. Aboriginal people were also more likely to be renters at 83%. All of these sub-populations were more likely to say their rent was not affordable.

Generally respondents said that their current accommodation meets their needs – 79%. This was much lower however for Aboriginal respondents', only 68% said their accommodation met their needs. When the unit did not meet their needs, it was generally because it was too small or in need or repair.

Perceptions of green space

West Broadway Housing Survey respondents were asked to rate the green space in our community. The survey found that current green spaces need improvements. When asked to rate the green space "good", "fair" or "poor", 20% rated it good, 48% rated it fair and 23% rated it poor. 9% did not respond.

When asked where green space development should take place, 25% said vacant lots, 21% said anywhere possible, 15% said at private residences and on residential streets and 11% said on the riverbank and river trail. 21% wanted greenspace anywhere possible.

Respondents were asked if there should be more investment in green spaces in West Broadway – 77% agreed yes, 5% said no and

What factors would contribute to leaving the neighbourhood?	
Unsafe	36%
Lack of affordable housing	22%
Lack of affordable housing and unsafe	13%
Lack of affordable housing and lack of essential services	5%
Lack of essential services	3%
Lack of services and unsafe	3%
All of the above	4%
No response	14%
Total	**100%**

18% did not respond. Respondents were also asked to rate the existing greenspace in the neighbourhood (i.e. Spirit Park, Klinic gardens, Broadway Neighbourhood Centre etc...); interestingly almost half of respondents did not know the green spaces by name. Respondents pointed out that they needed more education and information about where to find existing green spaces.

Residents at the housing plan group discussions discussed the need for green spaces for well-being, and the benefits this could also yield to increased value of surrounding land and neighbourhood. Participants thought that the private marketplace undervalues green spaces. Options such as rooftop gardens were suggested to improve access to garden spaces in high-density areas.

The above results signal that residents are very much interested in improving greenspace and access to greenspace. A planning process developed with residents' and community member's input could aid West Broadway in identifying the priorities for greening in our community.

Perceptions of the neighbourhood

Most residents found that the neighbourhood was stable, not in decline and not improving (44%). 26% said it was slightly revitalizing and 14% said it was revitalizing. 12% of respondents said it was in decline. Aboriginal residents were more likely to say the neighbourhood was stable (57%) or in decline (25%). Single mothers and single females were also more likely to say West Broadway was in decline (23%) and (20%) respectfully, or stable (52%) and (51%). Less single mothers and single females than the overall population found the neighbourhood to be slightly revitalizing (21%) for both groups.

When respondents were asked for their top three reasons they would consider leaving the neighbourhood, after personal circumstances, crime was the most important reason they would leave. Crime and personal safety are a high priority of residents in West Broadway.

Generally respondents were cautiously optimistic about their neighbourhood's prospects. When asked if they thought it would be a better place to live in five years, most agreed. Aboriginal residents were less likely to think it would be better – 35% thought so, compared to 21% who thought it would be worse, and 45% who thought it would be about the same.

These results are consistent with the Winnipeg Inner City Research Alliance study on resident's perception of change and revitalization in West Broadway. This study concluded that while residents had observed housing improvements in the neighbourhood, more needed to be done to address community and organizational development, housing improvements and safety (WIRA, 2004:37). Safety was a significant source of dissatisfaction for residents (WIRA, 2004:38). Census data supports found a high degree of resident turn over, and residents saw that residential upgrading could set off further action such

as resident turnover (WIRA, 2004:38). However residents do not want to leave the community and the family ties and social supports they have established.

Focus group with youth-at-risk

While there is no specific research on homelessness in the West Broadway area, homelessness exists. Resource Assistance for Youth (RaY) works with homeless youth to support them to find housing, and maintains a housing registry for youth looking for housing. Please see Appendix D for the full summary of the focus group.

For the purposes of this housing plan, youth who access RaY's services participated in a focus group to better understand homelessness and their housing needs (see Appendix D). Ten youth participated, and they had lived in West Broadway for on average four to five years, however many had moved multiple times, some as many as fifty times. Youth lived in rooming houses, bachelor apartments or "couch surfed" with friends. One youth was homeless and slept on the street or wherever he could.

Their primary concern was safety, both inside their homes, and in the neighbourhood. Youth felt particularly vulnerable in rooming houses and wanted fixtures such as locks, lighting systems and cameras in hallways. They cited the rooming house safety program in Spence as something they wished to see in West Broadway.

Youth had a difficult time affording rent, most were in core housing need. They explained they needed help, advocacy and support securing housing, and RaY's housing registry helped. Youth wished there was a shelter for them in West Broadway, since many find the adult shelters intimidating and unsafe. Youth found West Broadway a good neighbourhood because of the people and the close proximity to transit, they wished for more supports to help them afford to live and stay in the neighbourhood.

Housing Provider's Focus Group

In the spring of 2007, the Institute of Urban Studies, in conjunction with City of Winnipeg staff conducted a focus group with housing providers (property developers, managers and community-based housing practitioners) in West Broadway. Nine individual participants attended representing not-for-profits, cooperatives and private housing providers.

Participants were asked to discuss the following questions:

1. What is the single most important issue in housing in West Broadway?
2. Where do you see West Broadway in five years?
3. What do you want to see in the West Broadway housing plan?

The discussion points were recorded on flip chart paper. The following is a summary of the discussion.

The housing providers agreed that crime and safety are the most pressing issues for

well being and the image of West Broadway. They agreed that community policing and police that are accessible and visible are important some voiced concerned that police are difficult to reach. The persistence of graffiti and "tagging" was of concern because it reflected negatively on the image of West Broadway.

Housing providers agreed that the neighbourhood is in transition. Significant improvements have been made in renovating housing in the recent past, resulting in higher property values and a better return on investments. This had detrimental effects however on the displacement of lower income residents who could not afford to reside in West Broadway.

The affordability of housing units in West Broadway was a great concern to the housing providers, who wished to see a good mix of middle and low-income residents. Without new investment in government rent subsidy programs, the housing providers predicted rents would continue to increase. The intensified interest in West Broadway would put pressure on housing stock such as rooming houses, the lowest price point of multi family accommodation. Participants predicted that more rooming houses would be converted into single-family dwellings, thereby decreasing the numbers and types of units available. They discussed the need for a balance between multi family accommodations and rooming houses and single-family dwellings.

Housing providers predicted future pressures would also come from large institutions in the surrounding area requiring more housing units, for example the University of Winnipeg's continued expansions. Other groups such as Great West Life and Manitoba Hydro were also cited as potential opportunities for housing demand and market influence. Pressures for market rents could influence the affordable housing mix without interventions.

Housing providers spoke positively about the Property Improvement Program Grants for improving the image and conditions of the housing stock. They also approved of innovative approaches of different housing providers, such as the Westminster Housing Society, Kikinaw and Greenheart Cooperative to increase the numbers of low-income housing units available. The Residential Rehabilitation Assistance (RRAP) Program was cited as a worthwhile program for providers wishing to make improvements to their properties, and places a cap on rents for fifteen years. However RRAP was difficult to access as there are many demands on a limited amount of funds. Providers wished to see more providers in West Broadway access RRAP dollars, and an increased investment by governments to support renovations of the housing stock constructed in the early 20th century.

Constraints to housing development included a lack of ongoing sustained investment in not-for-profit and private housing initiatives. Project-based funding is a challenge for groups working with low income people. Participants are interested

in looking at new ways to leaver more private funding to low income housing, because current mechanisms are not capturing private investment.

Housing providers support a participatory approach with residents, and want to support residents to be active in their community and any resident's groups or the Neighbourhood Council (a resident's group).

In the future, providers wanted to see more supports and investments from government and Manitoba Hydro in order to help them become energy efficient and environmentally sustainable. Additionally they wished to see a focus on improving the image of West Broadway through graffiti removal and prompt garbage pick up.

Housing providers indicated they wish to work in a coordinated manner to support a mixed income neighbourhood, with the support of Housing Coordination through WBDC. Some indicated they wanted to develop more multi-family dwellings, or acquire more dwellings in the area. This will require sustained investment in all sectors- not-for-profit, cooperative and private. Access to capital to acquire properties quickly when they are available on the private market is a challenge for non-profit developers. Providers agreed that programs such as Rental RRAP and the Affordable Housing Initiative must continue and expand.

Overall, providers felt that slow progress is being made in some areas, however many more improvements are required to address the older housing stock and the diverse housing needs of residents.

Housing plan group draft discussions

A draft of the Plan was presented to over 35 community residents and stakeholders at two separate community events for feedback and discussion. Overall the feedback was supportive and encouraging. The priorities in the Plan have emerged from a broad range of discussions and sources. The needs of rental tenants became a high priority in discussions.

In order to respond to the issues of tenants, groups suggested the need for advocates that work on behalf of tenants. More social supports were needed; some people such as youth moving out for the first time, or people with mental illnesses or addictions require social supports to remain stable and live independently.

Residents also identified that they want to help identify dilapidated buildings because of the safety concerns these buildings present. These could be reported to the City or health inspectors.

The need for a housing inventory was cited several times, to keep track of the housing stock, conditions of units, and track records of landlords. Residents understand that landlords require capital to renovate their units, and wanted landlords to access programs such as Residential Rental Assistance Program (RRAP) to enable them to upgrade their units without raising

rents. Residents and stakeholders recognize that the type of housing is important, and want to see more infill housing on vacant lots. The type of housing built is important, the needs of people with disabilities must be taken into consideration, for example, along with environmental aspects such as energy efficiency. Construction and renovation of units offers opportunities for local employment as well. More information is required for landlords and residents alike on environmental practices and improvements. This should be available centrally.

Residents and stakeholders are interested in piloting alternative housing models, such as building partnerships between housing providers, social service agencies and property management companies to develop housing for vulnerable populations such as youth-at-risk.

Housing Stock in West Broadway

The housing stock in West Broadway is a diverse mix of unit types. The latest data from 2001 indicates West Broadway is home to 225 single detached houses, 65 semi-detached or row houses and 195 duplexes (Census 2001). The remaining 2,575 units are found in apartments or Single Room Occupancy (SRO) dwellings. There are 3,060 private dwellings in the neighbourhood. Statistics Canada's definition of dwelling is the same as housing unit.

The overwhelming majority of housing units in West Broadway are rental units – 94 percent - compared to 36 percent for Winnipeg overall. This large proportion of renters in our neighbourhood is testament to the types of housing (majority apartments, rental duplexes and rooming houses) found in West Broadway. The Census definition of rental includes cooperatives, non-profit housing groups and private market landlords.

Historical buildings

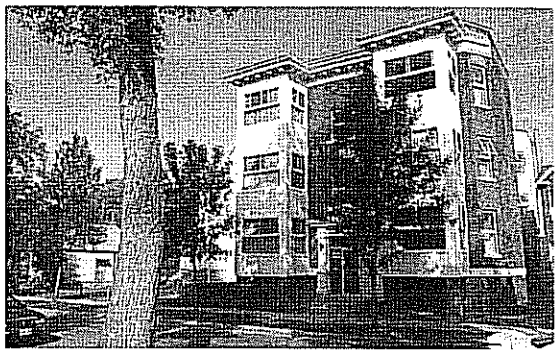
West Broadway is fortunate to be home to a number of beautiful and architecturally significant buildings. Many of these are highlighted by the City of Winnipeg's Buildings Conservation list and the Historical Buildings inventory. Although there is not a complete inventory by neighbourhood of the numbers of buildings on this list, a number of the buildings are cited in "the West Broadway Walking Tour" brochure (Boning et al.)

West Broadway is both blessed and challenged by an aging housing stock. The average age of construction of buildings in the neighbourhood is 1913, almost 100 years ago. Many buildings have not been retrofitted for energy efficiency, and older heating systems and windows cause high-energy bills. Moreover other aspects of the stock such as roofs and porches require upgrading and attention, both on the interior and exterior of the buildings.

The age of the housing stock in West Broadway means that most dwellings are energy inefficient. This results in high-energy costs for gas and electrical heat.



Balmoral Historical houses



Historical Apartment Young St

Median Selling Price of Residential Properties					
Year	2000	2001	2002	2003	2004
West Broadway Neighbourhood	39,000	35,000	40,286	65,000	70,000
City of Winnipeg Median	88,250	93,275	98,392	109,500	123,400

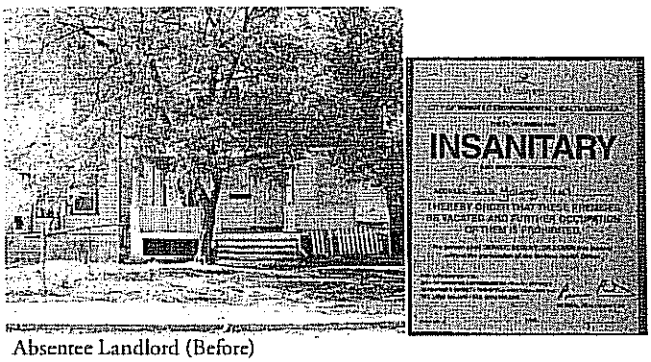
Depending on the rental arrangement, tenants may pay for heat or not: hot rent means the heating cost is included, cold rent means it is not. There is no information available on which proportion of tenants pay for their heat or not. Increasing energy costs passed down from housing providers to tenants constitute a type of "energy poverty", which can also be a reason for tenants to be in core housing need.

Single family and duplexes

West Broadway has a low proportion of houses relative to apartments and rooming houses. The national housing market upswing from 2002 has also impacted West Broadway. The chart above indicates the median selling price of residential properties. We can see that in 2000 the price has risen from $39,000 to $70,000 or 80%, the last year data was available for this report. This corresponds to the increase for the city overall from $98,392 to $123,400 or 40%. The value of houses in West Broadway has increased at a higher rate than Winnipeg overall, likely due to deflated prices of West Broadway houses before housing prices increased. However, West Broadway houses remain at a lower market value than the city overall.

Owner occupation rose from 1.3% in 1996 to 6.2% in 2001 (WIRA, 2004:10). While promising, this increase is small compared to the overall Winnipeg rate of owner occupancy of 68%. While most of the housing in West Broadway is multi-family and not single family homes, the question of homeownership can apply to residents in multi family dwellings, or possibly through other models such as cooperatives or condominiums.

Addressing the homeownership gap is a challenge. Housing providers have found that interventions emphasizing home ownership are only one component of meeting core-housing need because very poor families on EIA and those living on minimum wage do not have the means to sustain mortgage payments without supports with additional costs such as utility and maintenance costs. North End Housing Project in the north of Winnipeg has a program where families qualify for rent to own programs. However families have not been able to purchase their homes due to insufficient income and an inability to obtain a mortgage (CCPA, 2005). Efforts in West Broadway such as the Community Land Trust were created to encourage homeownership. However the Community Land Trust pilot faced challenges when low-income people lacked the resources and supports to move to home



Absentee Landlord (Before)


Housing Renewal (After)

ownership. Moreover the "hot" housing market, with housing increases of more than 44 percent, can put home ownership out of reach for low and moderate-income households and even not-for-profit housing groups looking to acquire properties.

Single Room Occupancy (SRO)/ Rooming houses

West Broadway is home to 81 Single Room Occupancy (SRO) or rooming houses, comprising 359 units with an average of 4 units average per dwelling (City of Winnipeg, 2004 data). West Broadway has a very high proportion of rooming houses 23% of dwellings are rooming houses, compared to 1.4% of dwellings in the City overall (City of Winnipeg, 2004). Rooming houses are licensed by the City of Winnipeg. While some rooming houses are operated well, this often low cost form of housing also can have many documented challenges as the IUS study previously discussed. The above data on the number of rooming houses in West Broadway is conservative. A more recent count of the number of licensed SROs using City of Winnipeg data places the number at 91 SROs.

Not-for-profit housing

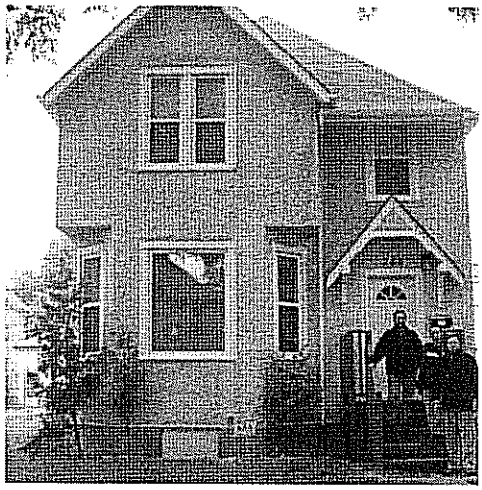
There are a number of not-for-profit housing developers in West Broadway, such as:

Westminster Housing Society is one of the oldest not-for-profit housing groups in our community, currently they own and rent out 72 housing units to lower income tenants (WHS, 2007). These are located in 21 buildings consisting of a townhouse, multiplex housing units and a small apartment building. 18% of WHS units are allocated to support housing with the Winnipeg Regional Health Authority or New Directions for Children, Youth and Families. WMS is a charitable organization that functions with government and foundational funding. WMS works with Sam Management for the property management of its units. WMS wants to continue its work in the West Broadway community, rehabilitate, and acquire new properties, including apartment buildings.

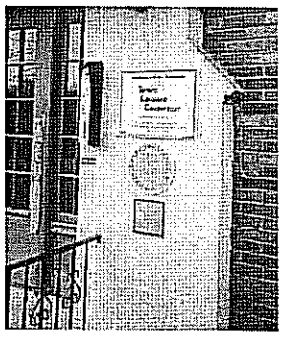
Kikinaw Housing Incorporated is a non-profit charitable housing organization and was formed by a public-private-community partnership between by Young United Church, West Broadway Development Corporation, and West Broadway Land Trust. It currently owns 2 buildings with 27 units. Kikinaw plans to develop 2 multiplex units of 8 units total in 2008. Kikinaw is a unique model in that it is geared to people in core housing need and persons at risk of homelessness.

Public housing

Manitoba Housing and Renewal Corporation (MHRC) is the provincial crown corporation responsible for social housing in our province. Manitoba Housing Association is an agency of MHRC and



New residents
Renewed hope



Tenant Landlord
Cooperation Program

manages the social housing units. Rents are set at a rent geared to income rate of 27%. People on Employment and Income Assistance, or with low incomes, can apply to live in MHA units, however there are waiting lists. In West Broadway there are three MHA operated apartments of 40 – 70 units each, one row housing with 10 units, one multi unit residence with 4 units, for a total of 167 social housing units. Head leases

Head leases are provided through partnerships with government services to provide housing to people with mental health challenges or disabilities. For example, some clients of the Winnipeg Regional Health Authority receive rent supplements units of housing.

Housing programs and resources in West Broadway

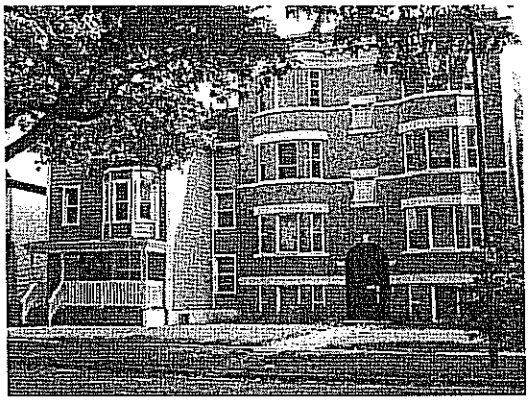
The Tenant Landlord Cooperation (TLC) program is operated by the West Broadway Neighbourhood Housing Resource Centre. This program employs one full time Coordinator and meets with tenants to assess if their building meets suitable living standards, and connects Landlords with available resources and avenues to improve the conditions of their housing stock. Once the building has been upgraded to the standards, it is publicly recognized "TLC" building through signage. The TLC model has become a template for other neighbourhoods in the city to emulate, and other municipalities have connected with the TLC program principles to create their own unique TLC models.

West Broadway Development Corporation provides coordination and support to housing providers in West Broadway, and supports them to access programs and funding to improve and develop housing in our community.

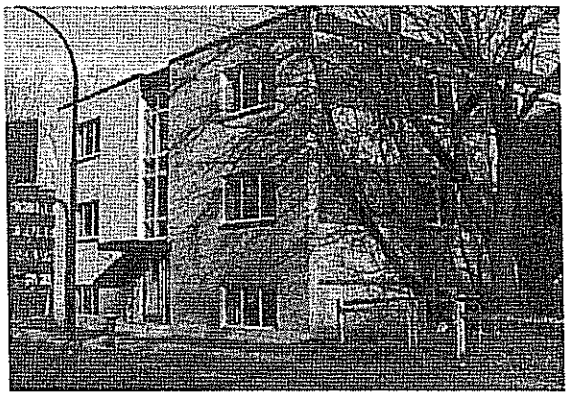
Resource Assistance for Youth (RaY) is a community and street level organization committed to helping street youth and young adults find their way back from the street. RaY is non–judgmental, non-partisan and takes a harm reduction approach to all interactions with youth in need. RaY provides youth with what they need, on their terms, to better their lives. RaY operates a range of programs from emergency services to prevention, each designed for the needs of participants. RaY operates a drop in center for youth who are homeless and on the street in West Broadway. RaY provides housing support for youth requiring shelter and housing, and helps youth locate housing to meet their needs. RaY maintains an up-to-date housing registry of units available for rent across the City, including West Broadway. This list was shared with community partners and agencies across Winnipeg.

Wolesley Family Place is a family resource centre in our neighbourhood, works with clients to find appropriate housing, or to support clients to address inadequate housing. Also offer supports several other non-profit groups to specific populations.

Kinkora Development



Kikinaw housing
Langside Street



The organizations mentioned above are just some of the rich diversity of community-based organizations who support vulnerable populations to find housing and offer supports such as health and wellness, recreation and job training.

Land Use in West Broadway

There are approximately 40 lots of various sizes and types in West Broadway. Some are vacant, some are vegetated and some have surface parking. In 2007 a small number are used as community gardens. Spirit Park is a community garden operated in conjunction with the West Broadway Development Corporation and the City of Winnipeg. Others have been gardening at 198 Sherbrook, property owned by the West Broadway Development Corporation. Other gardens are operated on an ad-hoc basis on the initiative of community residents. Unless these properties are zoned for park use, property taxes are paid regardless by these property owners.

Community recreation takes place at the Broadway Neighbourhood Centre, with the largest section of open public green space in our community. The Broadway Neighbourhood Centre is a unique facility governed by a Board of Directors made up of local residents with funding from the City of Winnipeg and federal and provincial sources. This is different than community centres, which are operated entirely by the City of Winnipeg. One of Winnipeg's most recognized Head Start programs Little Red Spirit is located on site as well as many innovative community-based youth programs and services.

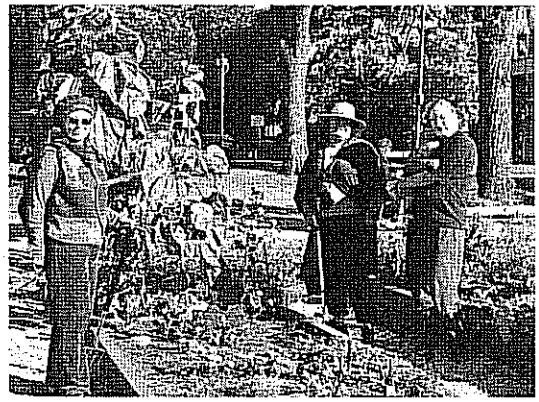
5. Resources available for housing revitalization: Government Programs and the West Broadway Community Plan

After discussing the needs of residents and housing providers in the previous sections of this report, the following is a high-level inventory of the resources available to providers and residents who wish to improve the housing stock and the circumstances of residents in West Broadway.

The West Broadway Development Corporation has been working in conjunction with a broad range of stakeholders and residents to mobilize public and private investment in our community. This effort has been constrained by available resources and capacity to support housing which meets core-housing need, and is environmentally sustainable.

One of the main sources of government funding to housing providers has been the Affordable Housing Initiative, which expired in March 2007. The provincial government announced the Low Income Housing Strategy in spring 2007, to replace the former AHI. It is comprised of four pillars:

1. Homeworks: capital financing for new housing



Locally designed community garden



2. Foundations: renovations and supported housing
3. A Roof over Each Bed: emergency and transitional shelter for homeless people
4. Home Renovation Programs: residential rehabilitation, emergency repair and shelter enhancement programs.

Funds are earmarked for each subset of the Low Income Housing Strategy; however the details of how the program will be administered, including the criteria and notional allocations by inner-city neighbourhood have not been announced at the time of this report. Initial discussions with provincial representatives have identified that the program will notionally allocate funds to each inner-city neighbourhood, including West Broadway.

Ongoing programs include:

Residential Rehabilitation Assistance Program (RRAP), helps low-income households and landlords make necessary repairs to bring their properties up to acceptable health and safety standards. RRAP is cost-shared 75/25 per cent respectively by the federal government through Canada Mortgage and Housing Corporation (CMHC), and by the provincial government through Manitoba Family Services and Housing. Manitoba is administering the program while the City of Winnipeg acts as the delivery agent (WHHI)

Neighbourhood Housing Assistance –provides $10,000 per unit for new construction or renovations.

Housing coordination – the work done by the WBDC to coordinate housing is partially funded by the provincial government through Neighbourhood's Alive.

Manitoba Shelter Benefit

The province also administers several programs to bridge the gap for low-income renters who cannot afford market rents, and are in core housing need. If participants are eligible and can access these programs, they pay 25% of their income, and the province pays the remainder of their rents. There is no data available on the numbers of West Broadway residents receiving a type of Rent Supplement program.

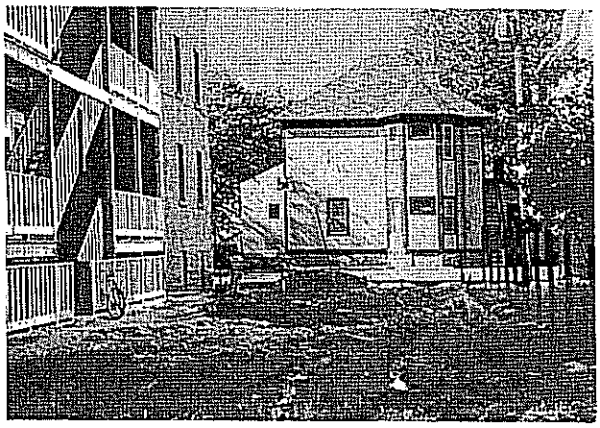
City of Winnipeg

Winnipeg Neighbourhood Housing Program – financial assistance of up to $150,000 for development of housing plans housing development and implementation in designated Housing Improvement Zones.

Winnipeg Aboriginal Housing Program

- financial assistance for housing for Aboriginal people

Winnipeg Development Cost Offset Program - financial assistance up to $5,000 to assist neighbourhood organizations and



Vacant lot development

proponents to plan and implement quality, affordable housing projects by providing financial assistance for pre-development costs and the reimbursement of City fees.

Jointly funded programs

The West Broadway Development Corporation (WBDC) is funded by the City and Province to coordinate housing development WBDC does this through a Housing Stakeholders group comprised of housing developers, which are not-for-profit, cooperatives or private housing providers, resident housing experts, and intergovernmental representatives and other stakeholders. The stakeholders' group meets on a regular basis to share information, prioritize and endorse housing projects in the area.

Property Improvement Program

West Broadway Development Corporation has improved the aging privately owned housing stock: apartment buildings, homes and other rental houses by providing a small fix up grant program (Property Improvement Program – PIP) since 2002. Partnering with the local Tenant Landlord Cooperation Program on apartment buildings improvements, PIP funding support has come from a 50/50 matched contribution by the City of Winnipeg and Province of Manitoba for a total contribution by two levels of government of $60,000 per year.

One of the main goals of the Program is to upgrade the aging housing stock of homes and apartment buildings with aesthetic exterior improvements that will enhance the overall streetscape beautification of any given block. Over the years, this Program has stimulated pride of ownership, generated re-investment in properties, and has contributed to a greater tax base for the City as a whole for long-term neighbourhood stability.

Between 2002 and 2007, 227 properties have received a grant from West Broadway Development Corporation by finishing an exterior renovation project: porch replacements, eavestroughing, house painting, landscaping, and energy star windows, just to name a few improvements. Since 2002, the Program has allocated $321,204 in grants to homeowners and landlords, and $713,342 value-added projects were completed with a contribution of $392,138 by all participants.

Participant contributions to a project have risen from a 50/50 contribution split between resident's investment and granted amounts in the early years. Residents have started to contribute more of their financing, to $3 for every $1 contributed by the PIP program in 2006. The Program continues to show record re-investment by homeowners, property owners with rental houses and apartment building landlords. Notably, there has been an equal distribution of applicants from all streets in West Broadway proving the increased popularity of the program since its inception in 2002.

Community Plan

The West Broadway Community Plan is a general plan for neighbourhood revitalization and development, including housing development. This plan is guided by the West Broadway community and undertaken by the West Broadway Development Corporation (WBDC). The 2007 –2011 plan was released in June 2007. It is intended to guide the work of the WBDC as the main catalyst for such development, and was prepared in accordance with the guidelines of the provincial initiative Neighbourhoods Alive!, a primary funder of WBDC. The Housing Plan prepared in accordance with the city's designation of West Broadway as a Housing Improvement Zone, was under development at the same time as the Community Plan, and WBDC has been working to ensure these two plans complement each other.

The CP was guided by several consultations from community residents and organizations in the winter of 2006. The WBDC Board of Directors, with strategic planning assistance from Garry Loewen Consulting, met in early 2007 to do visioning work for WBDC and describe the role of WBDC as a coordinating force in neighbourhood development. Emphasis was placed on what can reasonably be achieved given the limited capacity of the WBDC.

Seven main program areas were identified and are listed A through H, and the goals are listed by number and the initiatives are subsets of the numbers (i.e. 1.1). These will be rolled out over the next five years in a strategic and staged fashion.

Housing issues are of prime importance for the West Broadway community, and feature prominently in the CP. The Housing Plan is featured as one of the initiatives in the housing development coordination activities at WBDC (3.2). A complete summary of the Community Plan can be found in Appendix E. The housing objectives are as follows:

A. Environment, Image and Beautification

1. To provide leadership and expertise in the development of "green" and environmentally friendly practices and standards in the neighbourhood.

1.1 Green indicators tool

1.2 Property Improvement Program

1.3 Greenheart Housing Cooperative

B. Housing and Accommodation

2. To support the establishment of local planning and networking capacity on the issue of housing.

2.1 West Broadway Stakeholder Housing Group

2.2 Second Housing Plan for Housing and Neighbourhood Development

3. To encourage the development of innovative and diverse housing options within the West Broadway neighbourhood. (tenure, type and

quality).

3.1 Administrative support in winding down the Community Land Trust

3.2 Greenheart Housing Co-operative

4. To plan and implement initiatives that seeks to minimize vacant, abandoned, or poor quality housing in the neighbourhood.

4.1 Property Improvement Program for Energy Efficiency and Water Conservation (PIPE)

6. Challenges and Opportunities: West Broadway Housing Plan 2008-2012

Research shows that housing development can and will meet our needs when it is done through a comprehensive approach that improves the housing stock, creates employment opportunities, supports the local population and is environmentally sustainable. This can only be accomplished through collaborative partnerships between stakeholders to leaver the most resources toward the common goal of neighbourhood revitalization that is financially and socially sustainable. Social sustainability builds the skills and knowledge of residents and local organizations to act on our own behalf. Housing models such as cooperatives exemplify these values, and participation of residents in housing development is key to meeting the needs of residents. The West Broadway Development Corporation is tasked with coordinating and facilitating housing development in West Broadway in order to maximize our resources towards sustainable neighbourhood revitalization.

The following principles emerged from the research and discussions, and are intended to guide housing development work and coordination in West Broadway:

Guiding Principles

1. Social inclusion – safe, affordable and suitable
2. Environmentally sustainable
3. Community Economic Development
4. Collaborative partnerships
5. Financial and socially sustainable

These principles will inform the Housing Plan 2008- 2012, described in the following tables

WORK IN PROGRESS: WEST BROADWAY HOUSING PLAN 2008 - 2012

CHALLENGE #1: Rising rents and utility costs are displacing low income residents, especially those proven to be vulnerable to poverty and homelessness

Goal #1: To address core housing needs, especially for historically marginalized peoples, single parents, aboriginal peoples, persons with physical disabilities and/or mental health students, youth-at-risk and seniors that have been subject to rising median market rents and utility costs (i.e., energy poverty)[1]

Objective 1.1: Support the development of new and rehabilitated housing that meets the needs of residents in terms of adequacy, suitability, accessibility and affordability, which is energy efficient and environmental

Objective 1.2: Develop strategic partnerships to develop supported housing units, especially for those vulnerable to core housing need.

Objective 1.3: Encourage the provincial government to provide more rent supplements and head leases in West Broadway to respond to the increased rents due to exemptions from rent controls from the Residential Tenancy's Branch

Output (Target)	Partnerships (potential)	Key Strategies	Implementation Tasks	Outcome Indicators (Success Measures)	Measurement Tools	Completion Date
Housing providers acquire and/or rehabilitate 200 units of existing housing stock, i.e., apartment buildings and houses Develop new construction and multi-residential infill housing projects on vacant land, i.e., duplex, triplex, multi-plex and cooperatives housing models Work with government to explore 200 rent supplements and/or head leases (head leases are a special lease between health or community agency and a housing provider)	1) Community and Health Agencies 2) Non-Profit Housing Providers and Cooperatives 3) For-Profit Housing Providers	Set up meetings, brainstorm sessions with institutions, community and health agencies and non-profit housing providers Conduct housing needs assessment; identify populations in greatest need Identify supportive housing strategies for tenants Conduct household income and housing tenure "gap analysis" for rent supplements and head leases Examine opportunities to Implement the 'Green Indicators' strategy for energy efficiency and environmental standards[2]	Submit funding applications, housing proposals, and business plans Collaborate with partners on detailed work plan Create a map and information of housing and vacant land locations	Decreased residents in core housing need Increased wellness Increased housing options, range of choice, desirable and stable opportunities Decreased personal financial burden (affordability) Increased quality of life, personal health and environmental outcomes Decreased number of unsafe housing situations Decreased crime and improved neighbourhood perception Increased wealth creation and life-equity i.e., personal assets, neighbourhood physical assets (depending on housing tenure and type)	1) Wellness rating scale (conduct tenant focus groups) 2) Intake application (documents base-line information: adequacy, suitability, quality, affordability, environmental living space ratios 3) City of Winnipeg and Census information, resident perception survey 4) Performance evaluation (collaborate with housing providers to evaluate housing strategy, develop internal performance tools) 5) Green Indicators score card – green building performance evaluation of rehabilitation and/or infill housing scheme	On-going (2008-2012)

WORK IN PROGRESS: WEST BROADWAY HOUSING PLAN 2008 - 2012

CHALLENGE #2: Rooming houses are the lowest cost of housing on the market, and are more likelly to be unsafe, inadequate, unsuitable and unaffordable

Goal #2: To improve rooming house tenants' living conditions and quality of life by facilitating housing improvements and advocacy awareness programming for landlords, tenants and caretakers

Objective 2.1: Develop a Rooming House Improvements Program for tenants and landlords (safety, living space, amenities, common areas, etc.)

Objective 2.2: Develop a education and training programs and workshops for landlords, caretakers and tenants

Objective 2.3: Implement landlord Property Management Program in cooperation with the Tenant Landlord Cooperation Program

Objective 2.4: Provide an education program for the implementation of the Green Indicators for energy efficiency and environmental sustainability

Output (Target)	Partnerships (potential)	Key Strategies	Implementation Tasks	Outcome Indicators (Success Measures)	Measurement Tools	Completion Date
Pilot Project (1 to 3 rooming houses) 15 rooming houses per year (total 81 rooming houses)	Private Rooming House landlords Tenant Landlord Cooperation Institute of Urban Studies Professional Property Managers Association Province of Manitoba Residential Tenancies Branch City of Winnipeg Inspection Branch Residential Rehabilitation Assistance Program (RRAP)	Identify Rooming House Landlords and collaborate with City of Winnipeg Inspections Branch (gathering information on licensing, inspections, condition reports, enforcement, orders) Implement the Rooming House study recommendations (IUS) Encourage responsible SRO ownership and stable tenancy Conduct a pilot project to set up a Rooming House Improvement Program and Property Management Program 1) Conduct training and education workshops; Tenant and landlord RTB rights and obligations 2) Conduct a tenant safety audit 3) Establish a rooming house tenants and landlord advisory group 4) Develop basic building maintenance repair program in conjunction with the City's RRAP 6) Examine opportunities to implement 'Green Indicators' strategy to improve energy efficiency and environmental standards	Submit funding applications, housing proposals, and business plans Collaborate with private landlords on detailed work-action plans, training and education workshops Create a map of rooming housing locations	Increased wellness Increased desirable and stable housing opportunities Decreased personal financial burden (affordability) Increased quality of life, personal health and environmental outcomes Decreased number of unsafe housing situations Decreased crime and improved neighbourhood perception of rooming houses Increased wealth creation and life-equity i.e., personal assets, neighbourhood physical assets	1) Wellness rating scale(conduct tenant focus groups) 2) Intake application (documents base-line information: adequacy, suitability, quality, affordability, environmental living space ratios, 3) City of Winnipeg Inspection Branch statistics; fire, health, building, health and crime indicators(safety audit) 4) Social and family mobility scale Performance evaluation (collaborate with housing providers to evaluate housing strategy, develop internal performance tools) 5) Green Indicators score card – green building performance	Pilot Project (1 to 3 Rooming Houses –2008/ 2009) 15 Rooming Houses per year 2009 – 2012

CHALLENGE #3: Protecting and preserving the quality and character of the many apartment blocks and homes constructed at the turn of the 20th century while ensuring the integrity of the building structure is maintained, and that it conforms to existing building codes and zoning regulations is critical to the success of West Broadway's housing renewal efforts.

Goal #3: To promote and maintain the historical integrity and architectural character of the neighbourhood housing stock and ensure that development and property improvement conforms to neighbourhood zoning regulations and land use patterns.

Objective 3.1: Encourage exterior house and apartment building improvements and promote property investment through the continuance of a small fix-up grants program; Property Improvement Program (PIP)

Objective 3.2: Develop a local endorsement policy and criteria for property redevelopment which reflects community tolerances (scale, mass and density of new and existing buildings), and encourages exterior finishes which reflect the historical nature of existing buildings.

Objective 3.3: Develop a local endorsement policy and criteria for major upgrades of apartment buildings and houses under the federal Residential Rehabilitation Assistance Program (RRAP).

Objective 3.4: Support landlord membership in the Tenant Landlord Cooperation Program.

Objective 3.5 Encourage CED principles in housing development

Objective 3.6: Collaborate with housing stakeholders to develop and promote a housing heritage educational campaign.

Objective 3.7: Provide an education program for the implementation of the Green Indicators program for energy efficiency and environmental sustainability.

Objective 3.8: Develop a proposal for a energy efficiency and water conservation program for apartment buildings and houses (Property Improvement Program for Efficiency - PIPE).

Output (Target)	Partnerships (potential)	Key Strategies	Implementation Tasks	Outcome Indicators (Success Measures)	Measurement Tools	Completion Date
45 small grant fix-up improvement (PIP) projects per year 1 Pilot project; West Broadway Energy and Water Efficiency Pilot Program (PIPE) 5+ PIPE projects per year Public hearings and presentations (City) Community consultations between tenants, home-owners, non-profit housing providers, for-profit housing providers, private housing developers and Manitoba's building industry	Private Sector Landlords, Homeowners, Non-profit housing providers Tenant Landlord Cooperation Program City of Winnipeg, Development, Property and Zoning Department Manitoba Hydro Programs: Power Smart and Affordable Energy Fund Provincial, Energy, Science and Technology Department, Energy Development Initiatives Natural Resources Canada; Eco-Action Program and Environment Canada, Energy Initiatives Retail Building Materials outlets: Home Depot, Rona Canada, Windsor, etc.) Manitoba Building Industry and Contractor Association	Identify housing units in key areas of neighbourhood for major exterior improvements (cluster block approach/ target streets) Identify percentage of low income homeowners through 'income means-test' Work with landlords with mixed income rent regimes (no RTB rent increases above the guidelines and/or rent exemptions) Work with City's Neighbourhood Planner to facilitate development that conforms to the Housing Plan Target historical and heritage houses and apartment buildings Examine opportunities to implement the 'Green Indicators' strategy for energy efficiency and environmental standards Collaborate and develop an energy efficiency and water conservation retrofit program for apartment buildings and houses (PIPE)	Create a map of housing stock Develop a brochure of criteria for the Property Improvement Program (PIP) Canvass target residential streets and TLC designated apartment buildings Develop a local policy and funding endorsement criteria for RRAP Disseminate the Green Indicators score card and information guide booklet Conduct energy efficiency and water conservation audits and project manage a retrofit program Promote green-building technologies, applications	Increased number of improvements and building upgrades Increased affordability and units of "hot rent'" (utilities included in total rent) Increased private re-investment , property tax base and real estate value and leveraged opportunities Increased environmental awareness, sustainability and reduced green house emissions Decreased long term building operational and maintenance costs Greater promotion of local CED Initiatives Increased local knowledge-building, training, education, employment , wealth creation Increased preservation and restoration projects	1) Homeowner, landlord and tenant neighbourhood satisfaction index 2) Real estate statistics 3) City of Winnipeg Property Assessment, Board of Adjustment hearing, community consultation and housing developer meetings 4) Crime statistics (safety audit) 5) City of Winnipeg and Census information; housing indicators, buildings with major/minor repairs 6) Green Indicators score card – green building performance	45 projects per year between 2008 – 2012 (PIP) 1 Pilot project in 2008 (PIPE) 5 projects per year - West Broadway Energy and Water Efficiency Program (PIPE) 2009 - 2012

WORK IN PROGRESS: WEST BROADWAY HOUSING PLAN 2008 - 2012

CHALLENGE #4: Demolitions (voluntary and involuntary), increased surface parking lot, and commercial operations abandonment over the last 7 years have resulted in an increasing number of privately held vacant lands. Many vacant lots are a dumping ground for litter, debris, refuge and are unutilized for alternative neighbourhood development

Goal #4a: To promote alternative development through new infill housing projects and opportunities for non-profit housing providers, tenants and homeowners.

Goal #4b: To address resident and community concerns about available green space

Objective 4.1: Facilitate housing design charettes with West Broadway housing providers, green-building experts and housing development professionals

Objective 4.2: Develop alternative housing forms and tenures that match household income, family size, housing need and choice (i.e. rental, rent-to-own, co-operative, co-housing and homeownership)

Objective 4.3: Construct a variety of infill housing projects on available vacant land in balance with greening priorities.

Objective 4.4: Support CED principles in objectives listed above

Output (Target)	Partnerships (potential)	Key Strategies	Implementation Tasks	Outcome Indicators (Success Measures)	Measurement Tools	Completion Date
Develop 6 multi-residential Infill Housing Initiatives from existing land inventory Explore a creating a vacant lot inventory Create a Greening Plan for the neighbourhood	A) Infill Housing Initiatives Partners: West Broadway Housing Stakeholders Group Community Development Organizations and Residents Province of Manitoba, Energy Science & Technology, Energy Development Initiatives	Consult with the housing industry and set up a housing design charettes with partners Conduct housing needs assessment; identify the 'target' populations and appropriate housing tenure Prepare a funding request to prepare and develop a business case from the design charettes recommendations. Conduct a peer review by utilizing existing West Broadway green-housing demonstration projects, Green Indicators research and other housing research Prepare a request for proposal (RFP) for the building industry from the peer review and business case analysis Undertake a Greening Plan for West Broadway	Submit funding applications, housing proposals, and business plans Engage architectural services for green-building designs and pro forma Collaborate with partners on detailed work - action plan for pre-development, construction, marketing and post property management Create a map of vacant land	Increased number of units and infill housings and buildings, and vacant lands Increased population and appropriate density (families, persons with disabilities, etc.) Increased property tax base and real estate value Increased private sector re-investment and leveraged opportunities Increased environmental awareness, sustainability and reduced green house emissions Decreased long term building operational and maintenance costs Greater promotion of local CED Initiatives Increased in local knowledge; training, education, employment , wealth creation Increased housing preservation and restoration projects	1) Intake application (documents base-line information: adequacy, suitability, quality, affordability, environmental living space ratios. Etc. 2) Resident perception survey (housing satisfaction index, in-door environmental health indicators survey) 3) Crime statistics (safety audit) 4) Assets appraisal (personal and physical) 5) Green Indicators score card – green building performance	1 pilot infill housing project 2008 5 infill housing project 2009 - 2012 vacant lot acquired as required

WORK IN PROGRESS: WEST BROADWAY DEVELOPMENT CORPORATION
A Second Plan for Housing and Neighbourhood Development 2008-2012

CHALLENGE #5: West Broadway neighbourhood needs a Housing Development Coordinator to ensure long term and sustainable support to all aspects of housing; development and co-ordination of housing activities with the local housing providers and stakeholders; broker funding from government, sponsorships and private sector agencies; facilitate existing housing rehabilitation and new housing developments; partner with housing providers, professionals and community agencies to design core housing, special needs development and tenure; and provide administrative support and advisory role to various housing providers, developers, community organizations and committees.

Goal #5: To sustain housing development and co-ordination activities in West Broadway

Objective 5.1: Facilitate, co-ordinate, develop and update the neighbourhood housing plan and facilitate housing stakeholder group meetings and oversee committees.

Objective 5.2: Work with housing providers, developers and building professionals to revitalize and sustain the housing stock.

Objective 5.3: Work with tenants, homeowners, apartment owners and businesses to research, design and develop long term sustainable infill and rehabilitation programs to improve investment properties and land use.

Objective 5.4: Design and develop funding proposals and co-ordinate the implementation of housing projects

Output (Target)	Partnerships (potential)	Key Strategies	Implementation Tasks	Outcome Indicators (Success Measures)	Measurement Tools	Completion Date
Housing Stakeholder Group and committee meetings Housing Forums On-going community consultation meetings	West Broadway Housing Stakeholders Group Tenants, homeowners, apartment owners, property management companies and businesses Housing development and technical support professionals Research agencies	Facilitate Housing Stakeholder Group monthly meetings and committees Set up community consultation meetings and brainstorm sessions to review housing plan initiatives Work with housing providers and development professionals to design housing initiatives and develop funding proposals (mulit-plexes, cooperatives, co-housing) Work with builders, developers, technical support professionals to facilitate housing pro forma; best designs for cost efficiency, building technologies, heritage and conservation guidelines and examine opportunities to implement the 'Green Indicators' strategy for energy efficiency and environmental standards[3] Conduct housing research, and develop assessment-evaluation tools Coordinate existing and new grant programs apartment buildings and houses	Set housing principles, priorities and policy in collaboration with all stakeholders groups in the community Coordinate government funding allocations and set funding and project endorsement criteria Support the develop of funding applications, housing proposals, and business plans Collaborate with non-profit housing providers and private sector landlords detailed work plans, training and education workshops	Increased Housing Stakeholder and resident participation in the housing plan development and implementation Increased knowledge on housing development and neighbourhood revitalization ; 'best practices' and 'lessons learnt'; environmental awareness and green-building, business cases; project viability, sustainability, property management, etc. Greater promotion of local based conceived initiatives Increased number of newly established housing providers and stakeholders	1) Stakeholder meeting Minutes and Committees' Reports 2) Performance evaluation of Housing Stakeholder - survey 3) Number of housing proposals, business plans, research and case studies submissions	Housing Stakeholders – on going Housing Forums – as required Community consultation meetings – on going

Appendices

Appendix A

A History of West Broadway: from the 2001-2003 Housing Plan

Built at the turn of the 20th century, West Broadway is one of the City's oldest neighbourhoods. The central location close to downtown helped to establish the neighbourhood by middle and upper class families, resulting in a wealth of architecturally significant houses and apartment buildings in the Queen Anne, Neo-Georgian and Modern styles.

The Granite Curling Club and the Osborne Stadium and Amphitheatre offered residents recreational, social and cultural entertainment within walking distance of both work and home. Stately homes and spacious three story apartment buildings, many of which were designed by prominent local architects, were constructed between 1905 and 1930. Quality construction and a variety of architectural styles drove the price of new housing anywhere from $3,000 to $5,000 compared to neighbourhoods north of Portage Avenue where homes were built for between $150 and $3,000 (Basham, 2000).

Closure of the Shea's Brewery and the relocation of both the University of Manitoba and the Osborne Stadium, plus reductions in family size, greater influence of the automobile and resulting improvements to the City's transportation systems all helped to encourage an exodus of established families from the neighbourhood to newly developed subdivisions in the late 1940s / 1950s.

Demolition of turn of the century homes to make way for corporate expansion, the extension of Broadway to Portage Avenue and the conversion of Sherbrook and Maryland to one-way street systems isolated parts of the residential neighbourhood from its centre.

In the 1960s homeowners began to move to newer suburban developments and there was an out-migration of high and medium income residents. Loss of local owner-occupied buildings, and costs associated with repairs to aging structures led to a decline in property conditions and market values. Larger homes were sold and converted to rooming houses and by the late 1980s West Broadway had a level of unemployment four times that of the rest of the city.

The situation escalated with arsons, accidental house fires and worsening crime statistics. In the mid 1990s much of the housing stock was in a poor state by the City's minimum inspection standards. For the over 100 rooming houses in West Broadway, the high density of residents per house and buildings themselves became a concern, but these buildings offered one of the most affordable options for the poor. The issue of rooming houses was further exacerbated by poor property maintenance and management, high resident turnover, safety, and security issues.

For the apartment buildings, the situation was no better. The City reported that the number of minor and major repairs needed to increase accommodations to acceptable

standards was significant (City of Winnipeg). Some buildings had deteriorated so badly that many of them were facing multi-building repair orders in the courts. The City was overwhelmed by the sheer number of repair orders; a shortage of staff could not keep up with inspections. Landlords who could not afford to meet repair orders ignored court orders and the City could not collect court awarded fees for non-compliance (City of Winnipeg). As a result, these landlords fell into tax arrears and the City began establishing an extensive property inventory.

Absentee landlords as far away as Vancouver had become the norm and investment in the housing stock and real estate prices were at an all time low (City of Winnipeg).1 In the case of smaller family-owned older apartment buildings, the years of neglect showed on every building on every street. Landlords would rather accept a number of suite closures or even building closure, and worse yet a boarded up situation rather than reinvest in a losing proposition (City of Winnipeg).

Social and economic circumstances of the economic recession in the late 1980s and early 1990s led to an increase in poverty rates. Reports across the country and (in West Broadway) by a variety of social and housing agencies showed that a greater number of families and individuals were falling through the social safety net, resulting in an increasing number of people living in costly housing accommodations that were substandard and unhealthy (CHRA). The situation worsened with deteriorating housing stock combined with high levels of people experiencing poverty, and lacking resources and supports to address their situation.

Locally residents and community groups began to organize themselves through the West Broadway Alliance, which formed the West Broadway Development Corporation (WBDC). WBDC has served to coordinate and support neighbourhood revitalization in our neighbourhood (such as education and training, a job resource centre, art city, recreation programming, etc). WBDC supported housing revitalization, which was started groups such as the Lion's Club and Westminster Housing Society's work acquiring, renovating and in some cases, building new housing.

On the government side, the Winnipeg Housing and Homelessness Initiative were formed as a "single window" for the three levels of government to deliver housing programs. The Province launched the Neighbourhoods Alive! Program and provided inner-city neighbourhoods with funding to support community based solutions to a whole host of local challenges such as: housing, greening, safety, food security, training & employment. The City of Winnipeg designated West Broadway a Housing Improvement Zone in 2000.

West Broadway's first Housing Plan 2001 – 2003 was endorsed by the City of Winnipeg Housing Steering Committee and Council for implementation. The plan continued to be updated after 2003. In 2006/2007 a process was begun to develop the second housing plan to guide us to working together to help Winnipeg's most beautiful neighbourhood thrive again and improve community hope and pride.

Appendix B

Measures of Success – looking back
Housing Plan 2001 - 2003

From its inception the West Broadway Development Corporation's role has been to provide local leadership and coordination of all aspects of housing development, fostering collaborative partnerships to renew the aging housing stock into many tenure types and to provide an array of housing choice and options. Throughout this work, the WBDC has worked to improve neighbourhood safety and stability, while providing an array of affordable housing options.

The West Broadway Neighbourhood Housing Plan 2001-2003

The WBDC has been guided in this work by the West Broadway Neighbourhood Housing Plan 2001-2003.

Over the of life the Neighbourhood Housing Plan, these guiding principles changed to incorporate the needs of a diverse population and those socio-economic factors inherent in the nature of the people of West Broadway and in the neighbourhood as a whole. For example, the WBDC has added complementary principles of environmental sustainability, conservation awareness and green-building outcomes.

Goals

1. Promote and facilitate improvement to existing privately owned housing stock to ensure an adequate supply of safe, clean, well-maintained living units
2. Initiate a Community Land Trust to enable the neighbourhood to exercise control over its housing and land assets and to develop options to assist residents in achieving their housing aspirations
3. Support and facilitate existing neighbourhood non-profit housing providers to continue to supply safe, clean, affordable housing options within a supportive environment
4. Link housing activity to local training and employment, support to local businesses and incubation of new business enterprises
5. To support special populations within our community through housing develop projects
6. To sustain housing development and coordination activities in West Broadway

Accomplishments

From 2000/2001 – 2006/2007 investments have been made by the three levels of government into housing development and programs resulting in renovations to 422 units and 48 bedrooms in West Broadway, an average of 70 units and eight beds per year (WHHI, 2007)

The following project-based allocations were made by the federal government to address issues facing homelessness and Youth at Risk. The Supporting Communities

2000/2001 - 2006/2007 Funding Source	Average / year	Total allocation
Residential Rehabilitation Assistance Program (Federal – Provincial);(75% Federal funding)	$345,000	$2,069,000
Affordable Housing Initiative (Federal – Provincial);	$258,000	$258,000
Neighbourhood Housing Assistance (Provincial);	$258,000	$1,545,000
Housing Rehabilitation Investment Reserve (City of Winnipeg);	$200,000	$1,157,000
Neighbourhoods Alive! (Provincial);	$30,000	$190,000

Source WHHI, 2007

Partnership Initiative (SCPI) and Youth at Risk programs contributed to community groups for housing and resource programs located in West Broadway.

- $2.4 million National Homelessness Initiative Supporting Communities Partnership Initiative (SCPI) Phase 1 (Federal);
- $1.3 million National Homelessness Initiative (SCPI) Phase 2 (Federal);
- $876,000 Youth-at-Risk (Federal).

The WBDC has used this money to address issues in the following areas:

- Rental accommodation: renovating rental units and add to the quality and affordability amongst rental accommodations (apartment buildings, duplexes, triplex and rooming houses)
- Homeownership: encouraging homeownership opportunities through the Community Land Trust model.
- Property improvements: fostering re-investment in the private housing stock through property improvements: small fix-up grants (Property Improvement Program, (PIP) and endorsing apartments and multiplexes renovations schemes delivered by the three levels of government (RRAP).

KIKINAW Housing Project

The WBDC facilitated the KIKINAW Housing Project, which opened in 2005 providing 27 newly rehabilitated units (capital rehabilitation cost equally $1.2-million) to low-income individuals and families (17 units are subsidized to a base rent of $270/month).[1] KIKINAW (meaning "home" in Cree) address the issues of tenant displacement and dramatically increased rents, both as a result of previous rehabilitation schemes completed on older multi-family rental properties. This housing project targets the most vulnerable 'low-income individuals and households' which are prone to homelessness in the community and are now living in substandard housing. Kikinaw is a model that is succeeding in assisting the "hard to house" individuals transition into mainstream housing.

Homeownership through Community Land Trust

In partnership with the Winnipeg Housing Rehabilitation Corporation (WHRC), Assiniboine Credit Union, West Broadway Youth Builders Program, CORE Construction, Winnipeg Housing & Homelessness Initiative and Bronfman Foundation, the WBDC created the first Community Land Trust (CLT) for Rent-to-Own Homeownership in Manitoba.

Over four years the Community Land Trust acquired 17 rooming houses and rental properties on Furby, Langside and Young Streets and WHRC rehabilitated them into 22 units of mixed family housing (12 single-family dwellings and 5 duplexes).[2]

- Nineteen families were approved for the rent-to-own homeownership model in the same period. The last remaining 3 renovated houses were never slated for CLT model, thereby were sold on the open market in 2006.
- Two WBDC initiatives played an important role in the rehabilitation of the first 7 houses were the Youth Builders Program and the emergence of CORE Construction. The Youth Builders went to be a full partner in the WBDC's Eco-Housing Project in 2004. For CORE Construction, the initiative proved valuable because locally skilled adults learned about all aspect of a full renovation scheme.

Unfortunately, the CLT was not able to address a variety of affordability and maintenance issues. It was dissolved in 2006. At the time seven of the original families purchased home that had belonged to the Land Trust. One of the challenges to this model was the manner in which funding for the rehabilitation was structured. The province allocated Rental RRAP dollars to the project, which tied the individuals, and families to a five-year rental agreement with the option to purchase after the five-year period lapsed, but at a reduced market value. For participants transitioning from renter to owner, the five-year period, coupled with the realities of the additional costs of homeownership was a challenge because they were paying rents equivalent to mortgage costs and utility costs.

The original intent of the Land Trust was to shift ownership of properties away from absentee landlords to local ownership through the trust model, however this innovative model did not fit with the resources and funding mechanisms available.

Property Improvements

Property Improvement Program

The Property Improvement Program was developed to provide a small fix-up grant to homeowners and housing providers. It is offered in partnership with the Tenant Landlord Cooperation program. In 6 Program years, 227 properties received a grant from West Broadway Development Corporation for finishing an exterior renovation project. The Project received funding from the Winnipeg Housing & Homelessness Initiative (WHHI) with matching contributions of $30,000 per year from the City of Winnipeg's Housing Rehabilitation Investment Reserve (HRIR) and the Province of Manitoba's Community Housing Investment Initiative (CHII).

The WBDC has encouraged the use of local contractors; however, as projects have become increasingly complex and costly, they are often beyond the scope of smaller contractors.

Twenty- one apartment buildings have taken part in the Program resulting in some landlords pursuing larger retrofit upgrades through various government retrofit programs (i.e. RRAP, Manitoba Hydro Power Smart, etc).

PIP is succeeding in leveraging more resident investment in their properties. In 2002

residents contributed half of the project costs. This is increasing steadily every year as residents see PIP as an incentive to invest in their properties.

The Residential Rehabilitation Assistance Program

The Residential Rehabilitation Assistance Program (RRAP) is an example of the work done with government funding.[5] Since 2000, $3,316,014 in RRAP funding has gone into 8 privately owned apartment buildings and one rooming house, and into over 50 non-profit housing projects affecting an estimated 180 units of rental housing in West Broadway. The RRAP program stipulates that rent must be fixed at below market rents for 15 years. RRAP will cover repairs required to bring a building up to code requirements. Any additional work is done at the housing provider's cost.

Partnerships

The WBDC has successfully partnered with the University of Winnipeg (Student Housing), Westminster Housing Society, Kinkora Development, Winnipeg Housing Rehabilitation Corporation, Assiniboine Credit Union, CHAM Holdings Group, Advanced Design Build, Architectural & Community Planning, KIKINAW Housing, Greenheart Not-for-Profit Housing Cooperative, Tenant-Landlord Cooperation Program, Kinkora and many other local for-profit housing providers and professional services.

In West Broadway, groups such as the Lion's Club were catalysts for development in specific clusters of need in the neighbourhood. Westminster Housing Society's (WHS), another founding member of the West Broadway Alliance and then West Broadway Development Corporation, played a leadership role in developing a mutual housing model or the Spence Street Village Initiative. This model is now being applied on Furby Street North.

Green Development

WBDC has participated in two housing partnership with experts in the field of environmentally friendly green building: the Healthy House Project in 2003 and with the Eco-House Project in 2004.6 The Healthy House is one of the best infill houses in Canada with its innovative 10 point building design, energy efficiency and conservation measures.[2 4] In the case of the Eco-House Project, West Broadway Development Corporation, Architectural & Community Planning and with capital funding support from CHAM Holding Group and Assiniboine Credit Union, partnered to develop one the best quality renovations in a 100+ old house through a conservation and building materials declamation approach.[4]

WBDC's direct collaborative housing development partnerships with green-building experts provided a base line of information for renovation and infill housing projects through the West Broadway Green Indicators research.[5]

Appendix C

Methodology

In preparation for the development of the housing plan, the West Broadway Development Corporation conducted a survey to gain information on the characteristics of neighbourhood residents, as well as their housing circumstances. A survey was formulated to garner information concerning:

- neighbourhood factors that either attract or detract residents to/from the area
- type of accommodations and number of bedrooms
- monthly rent, and increases in rent
- monthly mortgage payments, and property value
- housing renovations and sources of funding
- prioritization for future housing development
- ratings of green space
- ratings of the neighbourhood
- socio-demographic characteristics

This survey was distributed to neighbourhood residents in April 2007. The survey was included in an information package that was mailed to residents by the constituency office of the elected provincial government representative for the area. This distribution method provided the West Broadway Development Corporation with a cost-effective approach that ensured a comprehensive distribution of surveys throughout the neighbourhood. The surveys for the West Broadway Housing Plan were mailed to 2,100 households in the West Broadway neighbourhood.

Mail-out surveys are more cost-effective than surveys that are conducted face-to-face by interviewers; however, response rates are generally lower for mail-out surveys (Hager et al., 2003). 153 households in the West Broadway neighbourhood filled out and mailed in the survey.

Two interviewers also conducted face-to-face interviews in the spring of 2007 with a range of neighbourhood residents using a snowballing sampling methodology. As there was concern that lower income residents would be less likely to self-administer the survey, interviews were conducted with neighbourhood residents at three community-

based organizations. In addition, interviewers went door-to-door to request assistance in completing the survey. Face-to-face interviews were completed by 111 households. All told, 58% of all completed surveys were mailed in, while 42% were completed by face-to-face interviews.

Overall, 264 surveys for the West Broadway Housing Plan were completed representing a response rate of 12.6%. This falls into the range of response rates for this type of survey surveys. Readers should be aware that this is not an unbiased survey sample. For example, it is likely that the self-administered surveys were completed by those residents with a greater interest in the neighbourhood would have completed the survey.

The survey results were tabulated and analyzed by the Institute of Urban Studies, and were compared with the Census 2001 information on the overall population to compare the differences between the sampled population and the overall population. While it is generally agreed that the population of West Broadway has changed since 2001, this was the only benchmark available. Comparing the sample to the 2006 census data (when it becomes available in 2009) will potentially demonstrate greater similarity between the sample and the neighbourhood population than the tables presently portray.

The survey sample is made up of a greater proportion of females, older and married residents, as well as residents with a higher level of education and income. In addition, the sample is comprised of a greater proportion of homeowners and households with more than one person. These results are not unexpected because: (1) individuals with a higher level of education are generally more likely to participate in surveys, and (2) homeowners have more vested interests in the community because of their collateral investment.

Despite the limitations of the sample, the overall a range of residents, representing both homeowners and renters, participated in the survey. In addition, the housing characteristics of the sample are similar to that of the total population in relation to rent and mortgage payments. Therefore, this sample of residents portrays important housing characteristics and experiences that must be taken into consideration when developing a new housing plan for the neighbourhood.

Appendix D

Focus group with youth

As part of the research for the West Broadway Housing Plan 2008 – 2012 a focus group was conducted with Resource Assistance for Youth. RaY operates a drop in center for youth who are homeless and on the street in West Broadway. RaY provides housing support for youth requiring shelter and housing, and helps youth locate housing to meet their needs.

The purpose of the focus group was to learn about the housing experiences amongst youth at risk in West Broadway such as what their needs are, and what supports they would like to address their housing needs. The focus group questions were developed jointly between RaY and West Broadway Development Corporation. RaY staff facilitated the focus group and WBDC staff took notes. Ten youth participated in the focus group and received a small honorarium for sharing their experiences.

The youth like the neighbourhood, especially the people. They had lived in West Broadway on average 4 to 5 years, an extensive period considering many are in core housing need and homeless, or at risk of being homeless. This time in West Broadway had not been spent in one place – most youth had moved multiple times between rooming houses and apartment blocks, either living on their own, or sharing a place with friends. Some estimated they had lived in almost 50 different rooming houses or apartment blocks. One youth had not had a home in several years, and stayed with friends or slept outside.

They had many concerns about the places they lived. Most could only afford to live in rooming houses, bachelor suits in apartments, or basement suits. One youth described the house he lived in as a "crack house". Safety was the number one on-going concern. Some youth kept weapons by the door in case of break-ins. Several youth said their doors did not lock property and were not secure. Many did not have peepholes to see who was at the door or buzz systems to let people into the building. The building itself was not secure, the many people coming in and out during the day was unsafe and noisy. When there is a disturbance, the youth said help is hard to get, the police do not respond to calls in a timely way. Many youth were afraid to walk at night because of gang activity; they often get targeted by gangs because of their age. Youth cited the beer vendor (Sherbrook) as an unsafe place in the neighbourhood.

Youth wanted safety features in their rooming house and apartment units such as peepholes, better locks on their doors, doorbells and cameras in the hallways. They cited the Safety Program in Spence as something that has been done in that area to make rooming houses and apartments safer for tenants, and wished for a similar program in West Broadway.

Several of the youth lived in buildings requiring major repairs, such as holes in the ceiling or mould.

The youth found housing expensive, especially if they're receiving Employment and Income Assistance (EIA). For example EIA provides a shelter allowance of $236 for a rooming house; however landlords are charging $300 or more. One youth who had recently found a job thanks to RaY said it was easier to afford rent now that he was working.

Some youth had accommodations that were suitable to meet their needs. Those who lived in rooming houses wanted to have a bedroom and their own bathroom, because they told us it is important for sanitation and health. Adequate and secure storage is important; one youth had had their storage broken into in the basement of the building. Proximity to transit and other amenities was also very important to them.

To help them find housing, youth had used the Housing registry and support services at RaY and the help of friends and family. Some had found housing through Manitoba Housing. Some youth who were in the care of Child and Family Services said that they did not get enough supports when they turned eighteen and it was very difficult being on their own suddenly. They wanted more help to make the transition to living independently.

Youth were asked about what kind of housing they would like to have. Several youth wanted to live in a house with roommates because it would be safer with people they knew living together. Other youth did not want to take care of a house and said an affordable apartment with bedrooms would be their ideal. Amenities like free laundry were also mentioned as important.

We explained to the youth about different types of housing models that exist depending on people's needs. There is a continuum of supports to address different challenges such as homelessness, addictions, discharge from institutions or incarceration, and moving to independent living. For example, shelters provide short-term services for homeless people. Transitional housing has 24-hour supports for people dealing with addictions or mental health issues. Supported housing offers youth living on their own with social support such as help budgeting, shopping, and help learning how to operate interpedently.

Youth agreed that services such as those described above would help address their concerns. They said a youth shelter in West Broadway is needed, and would best meet their needs if it were open 24 hours and covered basic needs like food, showers and laundry.

Youth reported that they need greater help advocating for their needs with landlords, for example filling out damage reports. They would like more information on where to rent, and which landlords have good track records, and which don't, and information that is updated regularly.

Appendix E

Community Economic Development

What is Community Economic Development (CED)?

CED can be defined as action by people locally to create economic opportunities and enhance social conditions in their communities on a sustainable and inclusive basis, particularly with those who are most disadvantaged

CED is a community-based and community-directed process that explicitly combines social and economic development and fosters the economic, social, ecological and cultural well being of communities.

CED has emerged as an alternative to conventional approaches to economic development. It is founded on the belief that problems facing communities – unemployment, poverty, job loss, environmental degradation and loss of community control – need to be addressed in a holistic and participatory way.

Source: Community Economic Development Network
http://www.ccednet-rcdec.ca/en/pages/home.asp

CED Principals

1. USE OF LOCALLY PRODUCED GOODS AND SERVICES
- purchase of goods and services produced locally
- circulation of income within the local community; less income drain
- stronger economic linkages within the local community
- less dependency on outside markets
- greater community self-reliance
- restoration of balance in the local economy

2. PRODUCTION OF GOODS AND SERVICES FOR LOCAL USE
- creation of goods and services for use in the local community
- circulation of income within the local community; less income drain
- stronger economic links within the local community
- less dependency on outside markets
- greater community self-reliance

3. LOCAL RE-INVESTMENT OF PROFITS
- use of profits to expand local economic activity
- stop profit drain
- investment that increases community self-reliance and co-operation

4. LONG-TERM EMPLOYMENT OF LOCAL RESIDENTS
- long-term jobs in areas with chronic unemployment or underemployment
- reduced dependency on welfare and food banks
- opportunities to live more socially productive lives
- personal and community self-esteem
- more wages and salaries spent in the local community

5. LOCAL SKILL DEVELOPMENT
- training of local residents
- training geared to community development
- higher labour productivity
- greater employability in communities with high unemployment
- greater productive capability of economically depressed areas

6. LOCAL DECISION-MAKING
- local ownership and control
- co-operative ownership and control
- grassroots involvement
- community self-determination
- people working together to meet community needs

7. PUBLIC HEALTH
- physical and mental health of community residents
- healthier families
- more effective schooling
- more productive workforce

8. PHYSICAL ENVIRONMENT
- healthy, safe, attractive neighbourhoods
- ecological sensitivity

9. NEIGHBOURHOOD STABILITY
- dependable housing
- long-term residency
- base for long-term community development

10. HUMAN DIGNITY
- self-respect
- community spirit
- gender equality
- respect for seniors and children
- Aboriginal pride
- social dignity regardless of psychological differences, ethnic background, colour, creed or sexual orientation

11. SUPPORT FOR OTHER CED INITIATIVES
- mutually supportive trade among organizations with similar community development goals

Appendix F

West Broadway Development Corporation Community Plan 2007 - 2011

Summer 2007

Background

This is a short version of the Community Plan for West Broadway neighbourhood

Intended to provide a general plan for neighbourhood revitalization and development, guided by the West Broadway community and undertaken by the West Broadway Development Corporation (WBDC)

Intended to guide the work of the WBDC as the main catalyst for such development, prepared in accordance with the guidelines of Neighbourhoods Alive! The primary funder of WBDC

Planning Process:

Two consultations were held in November 2006, one for representatives of community service organizations (CSOs), and one for residents of the neighbourhood. The events were advertised in the community with 30 representatives from CSOs and 47 residents attending. WBDC Board of Directors, with strategic planning assistance from Garry Loewen Consulting, met in January to do visioning work for WBDC and describe the role of WBDC as a coordinating force in neighbourhood development.

The Board also identified the seven main program areas that they expect WBDC to operate in. The Seven main program areas are listed by letter, the goals are listed by number and the initiatives are subsets of the numbers (ie. 1.1). These will be rolled out over the next five years in a strategic and staged fashion.

A. Environment, Image and Beautification

1. To plan and support initiatives that beautify the physical environment in the neighbourhood, and improve the image of West Broadway.
   Initiatives:
   1.1 Greening West Broadway

2. To provide leadership and expertise in the development of "green" and environmentally friendly practices and standards in the neighbourhood.
   2.1 Green indicators tool
   2.2 Property Improvement Program
   2.3 Greenheart Housing Cooperative

B. Housing and Accommodation

3. To support the establishment of local planning and networking capacity on the issue of housing.
   3.1 West Broadway Stakeholder Housing Group
   3.2 Second Housing Plan for Housing and Neighbourhood Development

4. To encourage the development of innovative and diverse housing options within the West Broadway neighbourhood. (tenure, type and quality).
   4.1 Administrative support in winding down the Community Land Trust
   4.2 Greenheart Housing Co-operative

5. To plan and implement initiatives that seeks to minimize vacant, abandoned, or poor quality housing in the neighbourhood.
   5.1 Property Improvement Program for Energy Efficiency and Water Conservation (PIPE)

C. Safety & Justice

6. To encourage the development of programming that prevents crime and enhances local safety.

D. Economic & Business Development

7. To develop a networking strategy that links local businesses with community residents and encourages mutually beneficial strategies.
   7.1 Residents-to-Business Communications and Networking (i.e. Broadcaster)
   7.2 Business Development Plan

7.3 Local Hiring Incentive
7.4 Storefront Enhancement Grant

E. Employment & Training

8. Develop resource-sharing, networking, and promotional strategies that link West Broadway residents with suitable employment and training opportunities.
8.1 Transition out of Job Resource Centre
8.2 Referral and Information on Employment and Training
8.3 Animation on local employment and training services planning

F. Recreation, Art & Culture

9. To support the development of diverse recreational, artistic and cultural activities & spaces within the West Broadway neighbourhood, with a particular emphasis on youth.
9.1 Small Grants and Neighbourhood Renewal Fund
9.2 Scan of Sports and Recreational Facilities and Spaces

G. Health, Wellness, and Well-Being

10. To support the development of resources and strategies to ensure that West Broadway residents have access to a full range of comprehensive health and wellness programming.
10.1 Good Food Club
10.2 Animation of Health and Wellness Planning Process

H. Organizational Development and Strengthening

To continue the reorganization and revitalizing of planning and administrative systems within West Broadway Development Corporation, to allow the effective pursuit of the Community Plan while remaining accountable to the community, funders and government.
Strengthen Board structure and organizational functioning
Strengthen Human Resources Strategy and address critical gaps
Facility and Asset Management

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ENDNOTES
(from Appendix B)

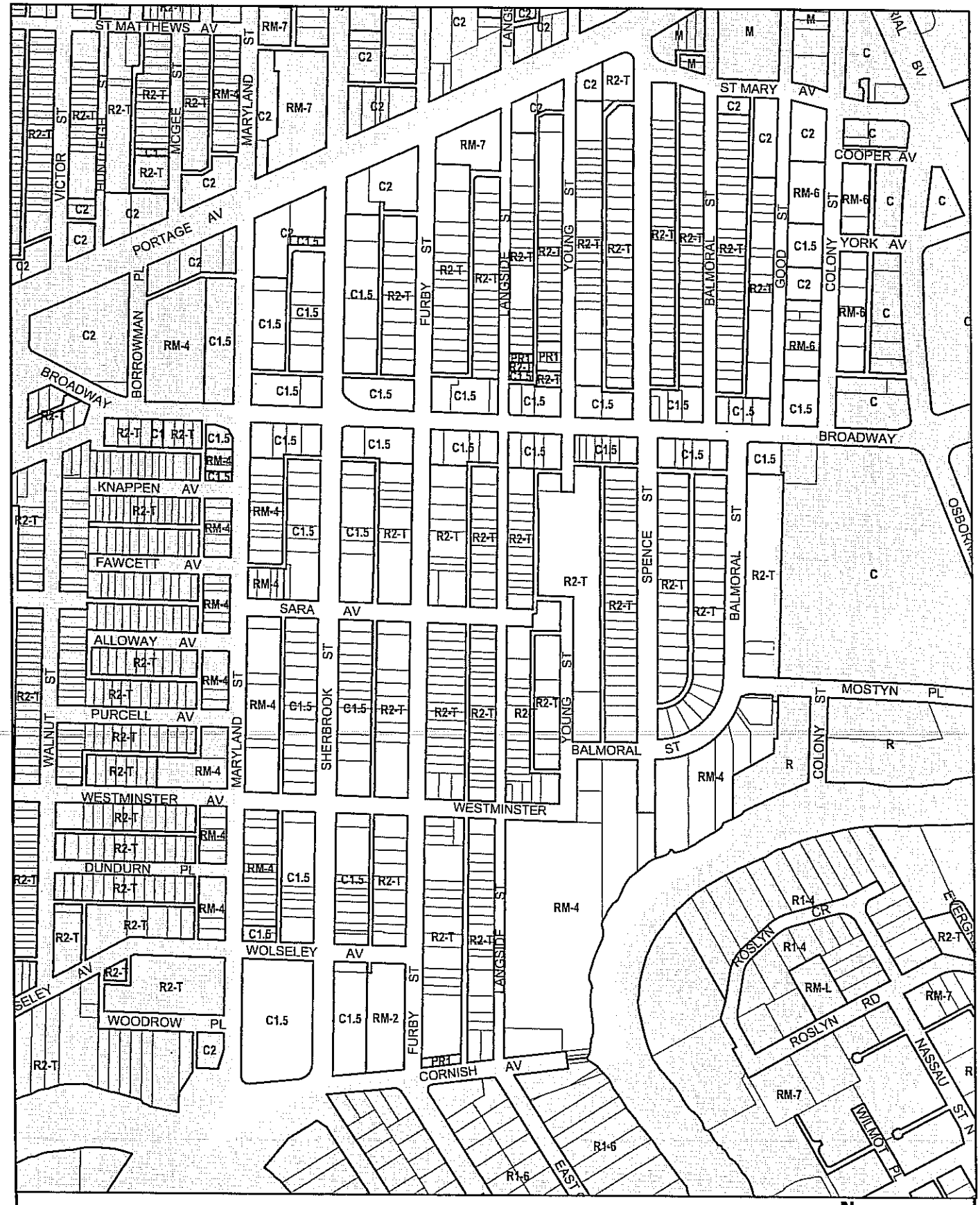
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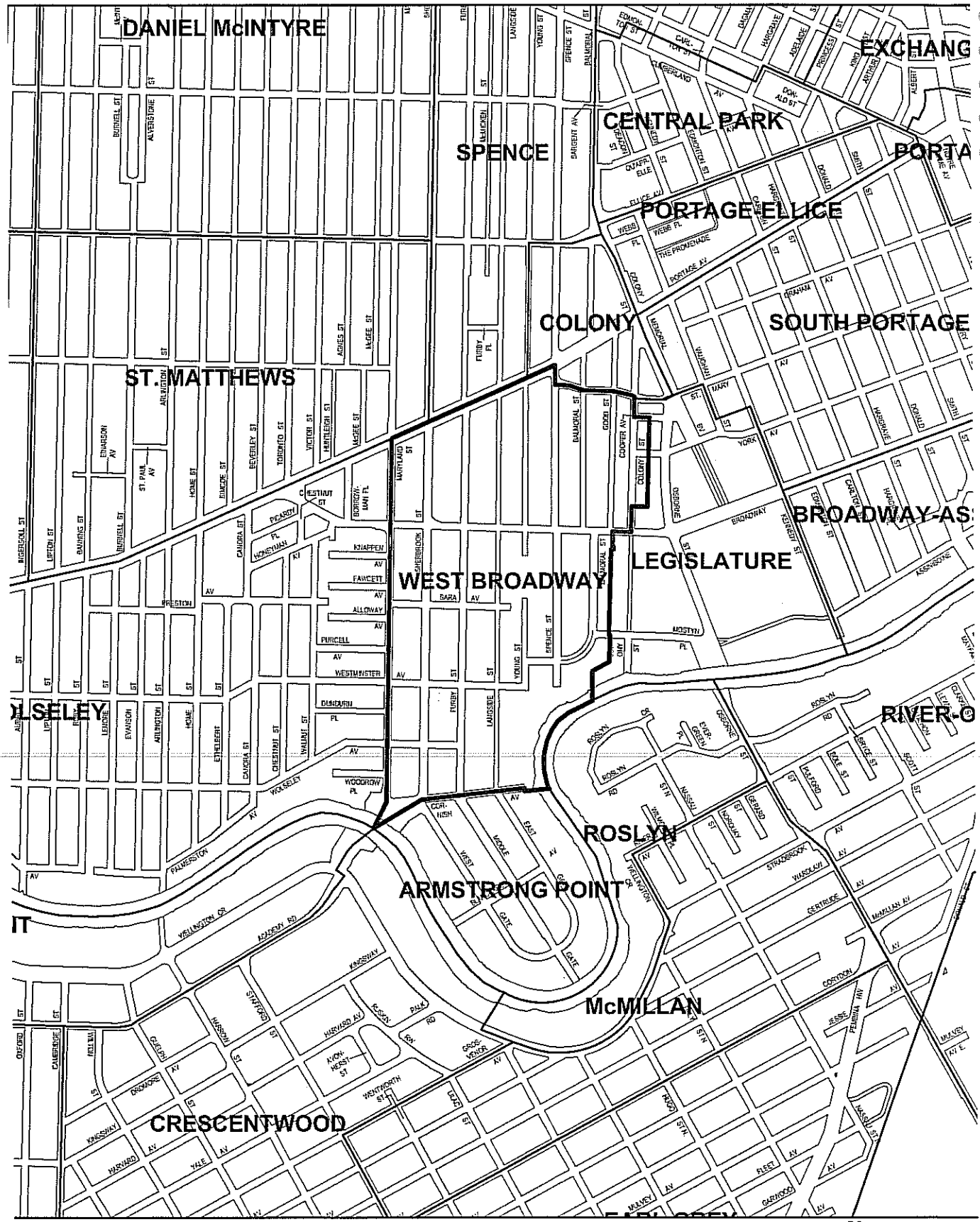
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WEST BROADWAY NEIGHBOURHOOD

SCALE 1:6000

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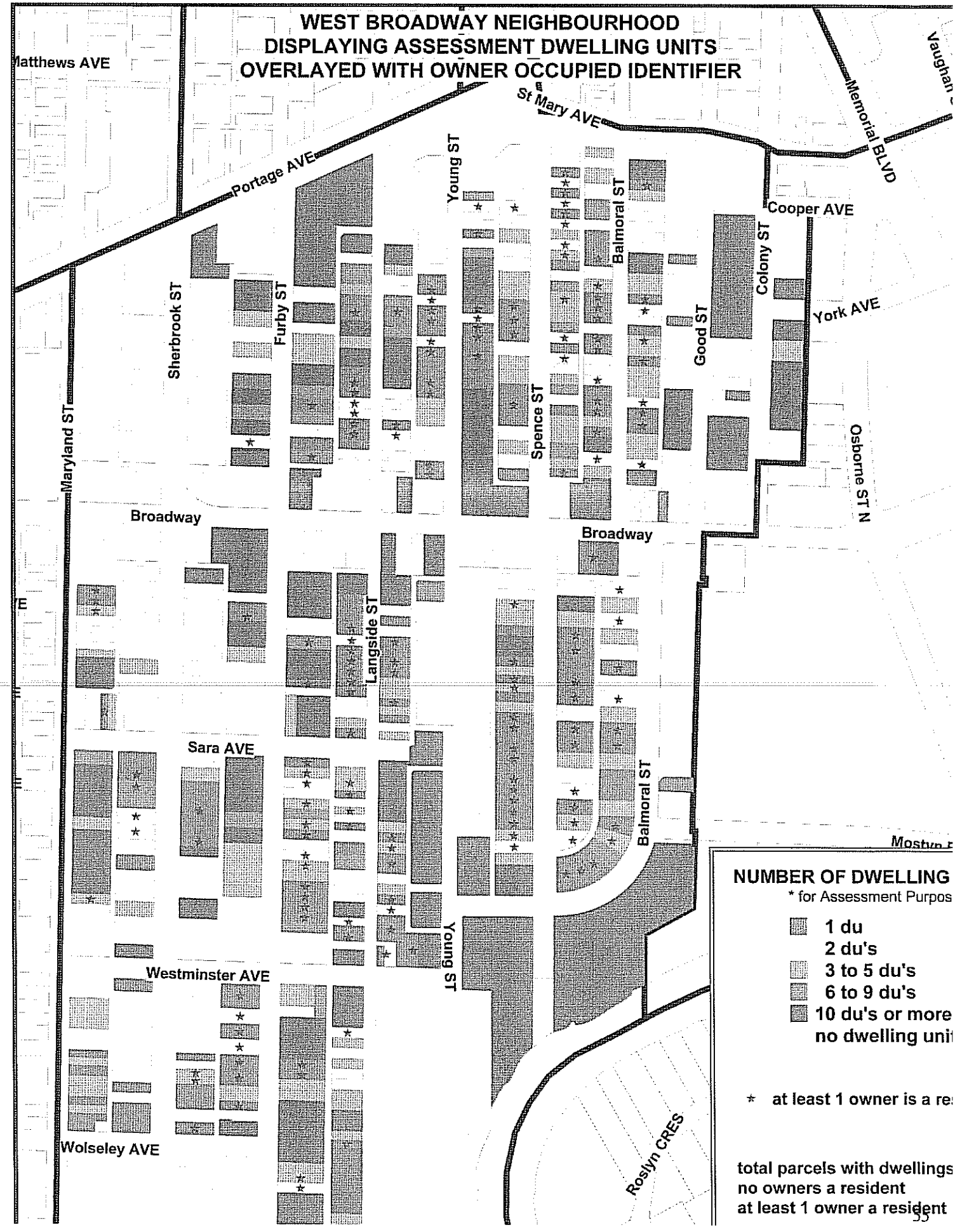


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WEST BROADWAY NEIGHBOURHOOD

N
W E
S


WEST BROADWAY NEIGHBOURHOOD
DISPLAYING ASSESSMENT DWELLING UNITS
OVERLAYED WITH OWNER OCCUPIED IDENTIFIER
Matthews AVE
St Mary AVE
Memorial BLVD
Portage AVE
Young ST
Balmoral ST
Cooper AVE
Colony ST
Sherbrook ST
Furby ST
Good ST
York AVE
Maryland ST
Spence ST
Osborne ST N
Broadway
Broadway
Langside ST
Sara AVE
Balmoral ST
Young ST
Westminster AVE
Wolseley AVE
Roslyn CRES
NUMBER OF DWELLING
* for Assessment Purpos
1 du
2 du's
3 to 5 du's
6 to 9 du's
10 du's or more
no dwelling unit
* at least 1 owner is a re
total parcels with dwellings
no owners a resident
at least 1 owner a resident