



Community-Serving Commercial Rental Affordability Four Case Studies

Authored by Maya Korbynn for Activate DTES
Activate DTES is a project of the City of Vancouver Special Enterprise Program (SEP)

September 22, 2023



Table of Contents

Contents

- Executive Summary 1
- Introduction 2
- Methodology 2
- Case Studies 2
 - Affordable Workspace Programme 3
 - Cultural Space Agency 8
 - Anchorage Community Land Trust13
 - Meanwhile Space CIC18
- Conclusion22
- Bibliography24
- Appendix A: Interviewees.....27

Executive Summary

For community-serving organizations, Vancouver's lack of affordable commercial space poses a significant challenge. Often these organizations lack the revenue necessary to pay market-based rent. The leasehold market represents the overwhelming share of available commercial space. Building owners typically seek to maximize their profit and minimize their immediate risk in tenant selection. Considerations like community economic development, meeting the needs of local community members, and equity development are not significant factors when filling market-based commercial vacancies. This report explores four different models of creating commercial rental affordability (CRA) for community-serving organizations. The four models and their illustrative case studies are:

Affordable Workspace Programme (Islington, UK) - Subsidizing New Spaces

The AWP is a government-led initiative that uses policy and development levies to create the construction of turnkey commercial spaces that are leased to the town Council for negligible rent for a negotiated term (10+ years). The Council subleases these spaces to a social impact operator, which provides the community with a predetermined Social Value in lieu of rent. The building owner retains the asset to rent out at market-rate in the future.

Cultural Space Agency (Seattle, USA) - Government Owned Real Estate

The CSA is a public development agency that creates and maintains affordable cultural spaces for BIPOC groups through real estate transactions and a capacity building program. The Agency charges below-market rents with lease terms that favour the tenant. The long-term goal is to facilitate the increase of BIPOC community-owned cultural spaces; project partners will take over the equity of CSA-owned spaces, which will be sold at lower than market-rate prices.

Anchorage Community Land Trust (Anchorage, USA) - Community Owned Real Estate

The ACLT is a non-profit organization that invests in commercial real estate in underinvested areas to provide affordable spaces for community-serving organizations and artists. They also provide micro-loans and training programs to help entrepreneurs and develop market-rate commercial space for program graduates that will help subsidize below market-rent spaces.

Meanwhile Space CIC (London, UK) - Subsidizing Existing Spaces

Meanwhile is a social enterprise that focuses on short and medium-term temporary commercial rental affordability in existing vacant or underutilized spaces. Meanwhile Space CIC acts as an intermediary leaseholder, refurbishes the spaces, and sub-leases them out to community-serving organizations or entrepreneurs for below-market rents and without deposits.

The characteristics common to all these case studies are that affordable commercial spaces are controlled by a non-market landlord and that each has community economic development and equity development goals that are central to their operations. All are hands-on initiatives that require significant resourcing for implementation, and continual active management.

Introduction

Maya Korbynn conducted this commercial rental affordability research in the summer of 2023 for Activate DTES, a consultant team funded by the City of Vancouver Special Enterprise Program (SEP) that aims to support community-serving organizations in achieving secure tenure in vacant storefronts in the Downtown Eastside (DTES).

In working with community serving organizations since 2021, Activate DTES has found that rent and operational unaffordability are major obstacles to secure tenure and to vacancy reduction in the DTES. This highlighted the need to identify models of commercial rental affordability.

This report delves into four promising commercial rental affordability initiatives from the US and UK that may have application to Vancouver.

Methodology

This research was conducted in three separate stages: environmental scan, case study selection, and key expert interviews.

The environmental scan identified commercial rent affordability initiatives internationally. These were evaluated on research applicability based on their success in addressing commercial rental affordability, the size of their scope, and on the longevity of the initiative. Four promising case studies were selected by the Activate DTES team for research.

Key experts interviewed were involved with the development and day to day operations of each case study initiative. Interviews were also conducted with local Vancouver commercial real estate and community economic development professionals. Please see Appendix A for a complete list of interviewees. For the case studies, the collected interview information was verified by the interviewees prior to publication in the final report.

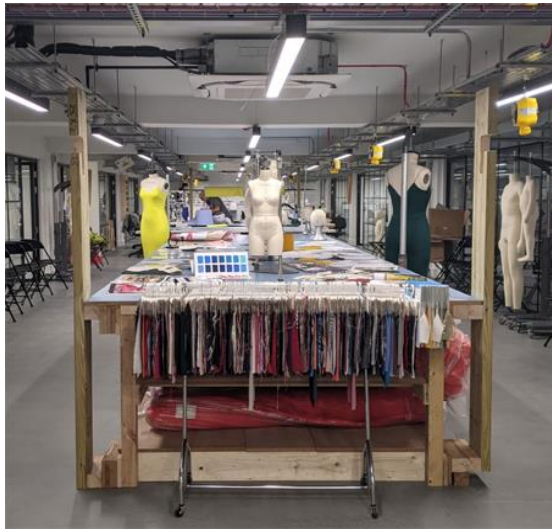
Case Studies

Case studies were chosen based on the success of the initiative, applicability to the Vancouver context, and overall sustainability over time.

This report contains case studies on the following initiatives:

- Affordable Workspace Programme (Islington, UK)
- Cultural Space Agency (Seattle, USA)
- Anchorage Community Land Trust (Anchorage, USA)
- Meanwhile Space CIC (London, UK)

Each case study highlights a different model of creating or maintaining commercial rental affordability, and provides information on key topics: local context, supporting policy, how it works, challenges, outcomes, evaluating success, and lessons learned.



Affordable Workspace Programme

Affordability Mechanism:	Subsidizing new commercial spaces
Organization Type:	Municipal Government
Established:	2018
Supporting Body:	Islington Borough Council
Focus Area:	Islington, London, UK
Website:	Affordable Workspace webpage
General Contact:	affordableworkspace@islington.gov.uk , 020 7527 2000
Interview Contact:	Dale Thomson, Dale.Thomson2@islington.gov.uk

Context:

In 2018, Islington Borough was characterized as a place of “stark inequalities” where severe poverty exists beside extreme wealth. Smaller businesses faced displacement from commercial gentrification, and a hyper-competitive property market that increased land values priced out many small businesses and entrepreneurs and led to Islington having some of the highest business rates (taxes applied to commercial real estate) in the UK. This situation prompted the Borough to explore ways of enabling commercial rental affordability and led to the creation of the Affordable Workplace Strategy.

Mission & Vision:

The vision behind the Affordable Workplace Strategy is to make an Islington economy that “works for all residents... an inclusive economy that puts people first, and pushes equality, social justice and sustainability to the fore”. The Affordable Workspace Programme operationalizes the Affordable Workspace Strategy, focusing on increasing the number of affordable workspaces. Affordable workspaces are defined as spaces that have a rental value below the market rate (at most 80% of market rents) and that provide services “for a specific social, cultural, or economic

development purpose”. These affordable workspaces are generally managed by non-profit organizations and provide a predetermined Social Value.

City Policy:

The [Affordable Workspace Strategy](#) (2018) describes the initial rationale behind planning for affordable workspaces, and sets out policy and programme goals. The Affordable Workspace Policy states that 10% of all new developments >10,000 sqft in town centers, central activity zones, and employment zones be leased to the Islington Borough Council for a negotiated period for use as affordable commercial workspaces. This negotiation occurs between the developers and the planners, with direct input from the Affordable Workspace Team in the S106 negotiations. The policy is primarily focused on office development, but in the future could include other commercial uses.

Regulatory/Legislative Requirement:

- Town and Country Planning Regulations: grants municipalities the ability to impose or a legal charge on land to help mitigate development, a [Section 106 or S106 Agreement](#), which can require the land to be used in any specific way
- The London Plan 2021 [Policy E3 Affordable Workspace](#) outlines how planning obligations can be used to create affordable workspaces
- [Community Infrastructure Levy Regulations 2019](#): local authorities can charge a levy on new development as a tool to enable delivery of infrastructure needed to support that development (applies to new dwellings or adding >1080 sqft net floorspace)
- [Public Services \(Social Value\) Act](#): all procurement of public services must consider how it can increase social, economic, and environmental benefits for their community.
- A national [Social Value Model](#): defines and evaluates procurement social value

How it works:

The Affordable Workspace Programme creates time-limited affordable commercial rental units through policy and development levies.

The Affordability Mechanism

The provision of affordable workspaces is secured through a legal agreement with the developer (Section 106 agreement), which the Islington Borough Council uses to apply the Affordable Workspace Policy. The spaces are leased to council at a ‘peppercorn’ rate (negligible, the minimum amount needed to create a contract) rent for a minimum of 10 years, and potentially in perpetuity. The Council holds the main lease, and then subleases it to the operator/tenant, who provides an agreed amount of Social Value in lieu of paying rent. This facilitates the delivery of affordable workspaces in buildings that otherwise wouldn’t include them.

The owner or developer retains ownership of any assets leased to the Council, and control of the asset reverts to the owner when the lease expires. Early Affordable Workspace Programme spaces have Council leases of 10-15 years, however newer spaces will have 20+ year leases. All spaces provide subsidized rent for operators.

Tenant Logistics

Operators (the tenants of the spaces) are appointed by the Council based on their ability to deliver a “series of well-defined Social Value outputs” to offset or in place of rent (at most, 80% of market rent). Operator leases are at least 10-15 years long, and they pay for tenant improvements to the space.

The Council works with the operator on a case-by-case basis to decide what social value will be achieved, and these objectives are built into a concession agreement with the operator. These social value outputs tackle one or more of five different themes: local skills and employment, growth of responsible local businesses, healthier safer and more resilient communities, decarbonising and safeguarding our world, and social innovation. Outputs provided can include partnering with social enterprises, charities, and co-ops, and depend on local business clusters, the size of the space, and the location of the space.

These outputs include activities like:

- business mentoring in the wider local area;
- apprenticeships; employability programmes for local residents, especially for women, Black, Asian and minority ethnic communities and residents with disabilities;
- prioritizing local suppliers;
- provision of childcare; or,
- networking

Workspace operators report quarterly on their outcomes. This information is input into the Social Value portal, which calculates an equivalent monetary value for the delivered social value. Operators are not required to achieve agreed upon targets until their second year of operation, so that they have sufficient time to establish their operations and attract users.

Funding

Community Infrastructure Levy (CIL) financial contributions are a pool of money that the Programme draws from to fund programme operations.

Maintaining Support

Support for this program not only stems from regional and national and regional policy, it also is supported by the Mayor of London (CEO of the Greater London Authority), who is a big proponent of affordable workspaces. The Greater London Authority has supported the Affordable Workspace Programme (and other similar initiatives elsewhere) with capital funding.

Islington’s Council commissioned a [study](#) on the viability of the Affordable Workspace Programme for different development typologies, which found that there were few instances where the requirement makes development unviable.

Operations

Number of staff: 6

Type of staff: Programme Head, Programme Manager, Programme Officer, Contract Manager, Commercial Consultant, and help from an Economic Development Manager.

Tangential operations

The Affordable Workspace team helped Council successfully campaign match-funding from the Mayor of London (Greater London Association) to create the [FC Designer Workspace](#). £2 million in match funding was used to buy an underground car park with a connected retail unit. These spaces were retrofitted for use as a fashion manufacturing space that provides education and training, and a storefront space where the tenant (FC Designer Collective) can sell the resulting wares. The Borough owns this space, and the tenant provides social value services in lieu of rent. This space is part of Islington's portfolio of affordable workspaces.

Outcomes:

As of July 2022, the Affordable Workspace Programme has 6 operational sites and 4 sites in development, with over £1.24 million equivalent of social value output.

Evaluating Success:

The Affordable Workspace Programme evaluates the social value of its tenants through the [Social Value Portal](#) framework of Themes, Outcomes, and Measures (TOMs) evaluation methodology, which helps track the progress of the strategy and helps track how successful tenants are with meeting their social value goals. This evaluation methodology involves assigning monetary value to actions such as providing capacity building programs. This tool also helps the Council decide on tenants and helps tenants flesh out their own operations.

Examples of projects:

- [Space4](#) offers ~3300 sqft of coworking, meeting, and event space near Finsbury Park. They are run by [Outlandish](#), a co-operative that focuses on building tech solutions that have a positive social impact.
- [TownSq Islington](#) has three spaces in the White Collar factory development that “provides affordable coworking space to entrepreneurs, freelancers, startups and growing businesses”.

Challenges:

- The initial policy (5% of >10,000 sqft developments as affordable workspace) created some very small (300-500 sqft) commercial spaces that were difficult to rent out, as tenants usually require more space in order to operate a commercially viable workspace
 - Unused affordable workspaces are given back to the developer; further exploration is needed on compensation to the Borough in exchange for these spaces (e.g. a commuted sum of spaces in another building, money).
 - The policy was updated in 2022 to require that 10% developments >10,000 sqft be set aside as affordable workspaces.
- Local costs of operations are high in Islington and are a barrier to operators that are less commercial in nature, who cannot afford to be in prime business areas.

- Some types of social value are not well captured by the Social Value Portal's framework of Themes, Outcomes, and Measures (TOMs); a lot of social value is intangible, and the TOMs are quite strict in their definition of social value.
 - The Affordable Workspace team is considering reviewing how social value is calculated to see if there are more nuanced ways to account for social value from the people that operators serve.

Lessons Learned:

- The implementation of this programme required not only municipal policy; it required higher level legislation and support that enabled the policy and provided a scheme for programme evaluation via the Social Value Model.
- Having a set process and system for evaluation social value is key to determining tenants and rent reductions, and affordability

Local Precedents/Relevance:

- The City of Vancouver has Community Benefit Agreements (CBAs) with developers in order to help meet specific outcomes including local, inclusive employment.
 - Affordable workspaces could also be a Community Amenity Contribution (CAC)
- CIRES creates case-by-case social value agreements with tenants that include providing social value services in return for reduced rent.
- The City of Vancouver implementation of the Broadway Plan includes density bonusing in new developments for Artist Studios. These spaces will be secured on title with a Community Use Agreement.



Cultural Space Agency

Affordability Mechanism:	Government-owned real estate
Organization Type:	Public Development Authority (a quasi-municipal public corporation)
Established:	2020
Supporting Body:	City of Seattle (chartered the Agency)
Focus Area:	Seattle, WA, USA
Website:	Cultural Space Agency
General Contact:	info@theculturalspaceagency.org
Interview Contact:	Matthew Richter, matthew@culturalspace.agency

Context:

Seattle's diversity of cultural spaces does not reflect the diversity of its population; only 6% of cultural spaces are controlled by or serve BIPOC (Black, Indigenous, and People of Colour) communities. At the same time, development-driven displacement threatens existing BIPOC-controlled spaces, and increasing property values make it more difficult for BIPOC folks to open and operate new cultural spaces. The Cultural Space Agency was created to maintain existing and create new BIPOC-controlled cultural spaces.

Mission & Vision:

The Cultural Space Agency is a mission-driven, values-based cultural real estate development company that is a City of Seattle chartered Public Development Authority (PDA). It is designed to create and maintain BIPOC-controlled cultural spaces, with a focus on long-term and permanent affordable commercial cultural spaces. The CSA builds community wealth through direct investment in real property and by creating opportunities for community ownership of sites.

City Policy:

- [Chapter 3.110](#) Seattle Municipal Code: City can authorize the establishment and chartering of a public corporation as an independent legal entity.
 - This entity can focus on improving “governmental efficiency and services and general living conditions within the City”.
 - Creating a public corporation requires applying for and creating a charter - the mayor signs and issues the charter to create the organization. Read the Cultural Space Agency Charter [here](#).

Regulatory/Legislative Requirement:

- Washington State [RCW 35.21.730](#): cities and towns have power to, by lawfully adopted ordinance or resolution, create a public organization which can “administer and execute federal grants or programs; receive and administer private funds, goods, or services for any lawful public purpose; and perform any lawful public purpose or public function”.

How it works:

The Cultural Space Agency (CSA) works with cultural organization partners to directly invest in real estate for use as BIPOC cultural spaces. The CSA works on a case-by-case basis to decide who helps manage the tenants of the space; sometimes it is the CSA, and sometimes the cultural organization partner manages the space.

The Affordability Mechanism

Spaces are acquired through land transfers from the government, long term leases of government property, purchasing ground floor commercial strata units from developers, or by outright purchasing land. The CSA collaborates with tenants to determine a suitable amount of rent, lease term and conditions. The long-term goal is for BIPOC cultural community partners to take over the equity of CSA owned spaces, which the CSA will sell at below the market rate. The CSA’s portfolio is composed entirely of spaces that offer subsidized or reduced rents for cultural tenants. These spaces are chosen with a specific partner and tenant in mind.

Methods of Purchasing Commercial Strata Units

The CSA can purchase ground floor commercial strata units in two ways. One is by partnering with the developers that take advantage of the [Low Income Housing Tax Credit](#) to create affordable housing; money that only covers capital costs of subsidized residential units - not storefronts. The CSA buys a portion of the ground floor at the value of the construction cost value, which allows the non-profits to break ground on the affordable housing project. This partnership can include uses on the ground floor that reflect the values of the building.

The CSA can also work with the City of Seattle to enable CSA spaces as a public benefit that developers can contribute as part of their development agreements. In Seattle, many developers want to build across (“vacate”) an alley when assembling lots for development - but in exchange for removing the public benefit that comes with an alleyway, the developer can plant trees or sell part of their ground floor commercial spaces to the CSA.

Tenant Logistics

A CSA committee chooses the tenants (see Operations section). CSA tenants usually have long-term tenure with terms negotiated to fit their needs.

In the case where leases are inherited from a former owner, at lease expiry, the CSA replaces the lease with terms to the benefit of the tenant. This includes charging lower rates, removing late fees, and the CSA taking on more responsibility for building systems.

In the case where the CSA creates a new lease, the terms of the tenancy are negotiated with the tenant. For example, with the King Street Station site, the CSA signed a 60-year lease on the space with an option to take on the entire term, or in 5-year increments. In this case, the tenants do not pay rent, but pay the cost of expenses of the property (operational costs) in exchange for providing a public benefit.

Funding

The Cultural Space Agency (CSA) funding comes from three main sources: City of Seattle funding and grants, institutional philanthropists, and private donations from high-net-worth individuals.

The CSA raised \$15 million in the first 6 months of the program, which included money from Seattle's [Strategic Investment Fund](#) (a one-time \$30 million funding opportunity for communities at risk of displacement to acquire real estate for community ownership) and private donors. The City of Seattle dedicated \$1,000,000 for the first 2 years of operating costs.

Maintaining Support

The Cultural Space Agency is a government owned entity that was created a result of City of Seattle research and Cultural Space Liaison work.

Operations

The Cultural Space Agency (CSA) is managed by a volunteer Council of 18 members (16 are POC) that act as the Board of Directors for the Agency. These Council members are nominated by the Constituency (50 people in total, at least 70% that are graduates of the BASE certification program) that are connected to: BIPOC, marginalized communities, neighborhoods with risk of displacement, or are rooted in intersectional work and/or work of the Agency.

The Mayor of Seattle approves nominations to the Council but cannot add people to the Council - as per the PDA's Charter. The Council can designate and appoint a standing or temporary committee made of Constituency members. The Properties, Investments, and Programs Committee members (at least 70% graduates from Build Art Space Equitably (BASE¹) program)

¹ The [Build Art Space Equitably](#) (BASE) program is a capacity building certification program. This program provides people of colour in fields related to cultural space (e.g., community organizers, artists, cultural organizations, architects, etc.) information, connections, and practical skills that are needed to help support cultural spaces.

these members identify and recommend property investment opportunities. This committee also vets, contextualizes, and prioritizes partnerships, project ideas, and future tenants.

Annual budget: \$500,000

Number of staff: 5

Type of staff: Three full time staff (executive director, director of real estate, director of fund development) and two half time employees (community liaison director, development associate), two consultants; the previous executive director and the former community liaison.

Tangential operations

The Cultural Space Agency prioritizes projects and activities that reduce disparities identified by the City of Seattle's Race and Social Justice Initiative and/or equivalent racial justice programs. The CSA is set up so that they can also pursue activities outside Seattle.

Outcomes:

The CSA has raised \$28 million in three years and has six properties in its portfolio - two commercial strata units, one leased municipal building, one theater, a cultural space incubator, and 32,000 sqft of property (including 4 houses and a 15,000 sq ft parking lot) slated to be redeveloped and put into a land trust.

Evaluating Success:

The CSA's success is measured initially by the increase in square footage of new acquisitions year over year. The CSA's long-term success is measured by the increase in the square footage of space the agency transfers out of their portfolio every year through cultural organizations taking over ownership.

Examples of projects:

- Purchased the Columbia City Theatre in partnership with Rainier Avenue Radio. The site will remain an intimate performance space programmed by Rainier Avenue Radio.
- Purchased 32,000 sqft of South Park Property (called El Barrio) in collaboration with Cultivate South Park, including 4 houses and a 15,000 sqft parking lot. It will be made into permanent community owned space through the creation of a land trust.
- Owns and runs the STORE pop-up cultural space incubator.
- Helped facilitate the ownership of Arte Noir space, and NW Tap/Union Cultural space in Rainier Beach (two commercial strata units) - not CSA owned.

Challenges:

Technical aspects of gradually transitioning ownership of real estate from the CSA to the community partners has been a challenge. From day one, space acquisitions are owned 50/50 by the CSA and the project partner, with a plan that over time the community partner would take over the equity from the project and buy the property from the CSA at a lower than market rate.

Lessons Learned:

- Managing real estate for cultural spaces through a government-owned corporation (such as a PDA in the US, or a City Corporation in Canada) gives the organization government authority and access to government funds, and enables them to act more nimbly in transactions like a NGO. In particular, it makes land-transfers of city-owned land to the PDA very expedient, as the transaction is an internal transfer of resources.
- It is not worth aligning an agency with a specific political party. The CSA weathered multiple municipal administrations because the agency was not part of any previous politician's platform, and so subsequent politicians did not feel the need to attack or roll back CSA work.

Local Precedents/Relevance:

- Vancouver has the power to create a Public Development Authority (PDA) under the BC Societies Act.
 - The Non-Market Housing Development & Operations (formerly the Vancouver Affordable Housing Agency) is a PDA.
- Until 2020, Surrey had a PDA (Surrey City Development Corporation)
- Toronto has a PDA (Build Toronto) for city owned lands
- Nova Scotia has a PDA (Build Nova Scotia) for economic development activities



Anchorage Community Land Trust

Affordability Mechanism:	Community-owned real estate
Organization Type:	Non-profit Corporation
Established:	2003
Supporting Body:	Build from Within Alliance (recent, ACLT partnership)
Focus Area:	Anchorage, AK, USA
Website:	Anchorage Community Land Trust (ACLT)
General Contact:	(907) 748-5848
Interview Contact:	Kirk Rose, krose@anchorage.landtrust.org

Context:

Low-income and diverse communities in Anchorage experience disinvestment pressure and significant commercial vacancies. At the same time, there are disproportionately low Women, Indigenous, Black, and People of Colour owned businesses in Alaska (24% of the population of Alaska is Indigenous, but only 2% of small businesses are Indigenous owned). The Anchorage Community Land Trust (ACLT) was created to disrupt the disinvestment pressures in these areas, and to transform communities and individual lives with a focus on increasing the amounts of female and BIPOC business owners.

Mission & Vision:

The Anchorage Community Land Trust (ACLT) invests in commercial corridors because they believe that community wealth building starts with strong, locally owned small businesses. ACLT works both as a land trust and as a community development organization, leveraging public and private resources to acquire and develop properties. Their goal is to improve the quality of life in communities by addressing issues important to residents and supporting individual business owners. They operate in four low-income Anchorage neighbourhoods: Mountain View, Spenard, Fairview, and Muldoon.

City Policy:

N/A

Regulatory/Legislative Requirement:

Alaska's Community Property Act statute [34.77.100](#) outlines the requirements for creating a community property trust (also known as community land trusts).

How it works:

The ACLT overall strategy is to invest in historically disinvested neighborhoods, block by block and community member by community member.

The Affordability Mechanism

The ACLT's main affordability mechanism is community ownership of property, and leasing out these spaces to community entrepreneurs, artists, and non-profits for below-market rent.

Methods of real estate acquisition and management

The ACLT acquires real estate through direct purchasing and through entering joint ventures with the private sector. Properties have been treated according to their condition and the potential future use, and have been renovated, demolished, resold to other parties, and redeveloped. The motivation of these purchases and site changes are to provide spaces for community needs, including enabling site control and preserving affordability of commercial spaces. The ACLT portfolio is mainly below-market rent but will soon be including market-rent spaces to help subsidize the other spaces. Currently, all ACLT real estate is solely owned by the organization, however, newer projects partner with private institutions via a shared ownership model. ACLT's property portfolio is a mix of subsidized and market rental units.

The ACLT focuses on a tenant-first approach for choosing real estate. They put lower-income and BIPOC entrepreneurs through training programs to build their capacity, then identify their needs, and then help them access funding or access commercial space to fulfill those unmet needs. These spaces could be pre-existing, or the ACLT could purchase buildings, retrofit them, and develop spaces that meet the needs of their program graduates. This approach is a departure from the initial space-first approach of first identifying and purchasing spaces (often abandoned or under-used spaces) and then trying to find tenants to fill these spaces.

Tenant logistics

ACLT tenants pay subsidized or market rent depending on what type of business they run. ACLT-owned properties focus on long-term leases, with non-profits and artists having access to subsidized spaces. An in-process kitchen incubator project will be more market oriented, charging for space by the hour. The ACLT had set up systems of shared ownership with tenants of its buildings, but all the tenants opted out of that - largely because of the existing security of tenure.

Funding

The ACLT was initially launched with a seed grant from the Rasmuson Foundation (a non-profit charitable organization). Subsequent funding has come from government grants (federal and state), private donations, and revenues from ACLT properties. Property revenues are the primary source of funding to sustain the ACLT (~\$1 million in 2021). The ACLT has not received consistent funding or support from the municipality of Anchorage.

Maintaining Support

The ACLT has worked entirely outside of the municipal government, and municipal support for the ACLT has ebbed and waned depending on the mayor. The ACLT staff communicates with politicians on multiple levels of government about the ACLT's work and its impact. All levels of government can and have been major funders, and state and federal government contacts have kept the ACLT informed of different financial, regulatory, and tax tools that come out that can aid the organization.

Maintaining community support is achieved through outreach, through remaining local to the communities with which the ACLT serves, and through community and client representation on the ACLT Board of Directors. All ACLT holdings are within the 4 neighbourhoods that it serves.

The ACLT says that partnership is their superpower; partnerships with local and broader organizations have been essential to running their programs and managing their properties. For example, partnering with a CDFI for helping provide loans, and partnering with the Cook Inlet Tribal Council to run the Indigenous Set Up Shop program, a targeted entrepreneur program for Indigenous business owners.

Operations

Annual budget: \$2.5 million (average)

Number of staff: 13 people

Types of staff: CEO, Directors (Communications & Management, Programs, Finance and Administration), Project Manager, Program Coordinators

As of 2021, They have total net assets of \$10.8 million. The ACLT is overseen by a 10 Board of Directors, and board recruitment emphasizes adding community members and clients.

Tangential operations

In addition to acquiring real estate and connecting entrepreneurs to spaces, ALCT works with:

- Community organizing to help residents advocate for community issues
- Investing in neighborhood improvements in coordination with the community, and helping to obtain city funding to help with renovations
- Running targeted programs to help neighborhood entrepreneurs with training, business assistance, lending, and real estate services

The ACLT's targeted programs are capacity and knowledge building programs that help support community entrepreneurs. These programs are the primary method that ACLT engages with the

community. These programs do not only focus on business development, they also focus on the development of the potential business owner as a whole, including counseling on reducing debt and increasing credit score, and other more personal issues. They are cohorts of 15-20 people that come from a wide variety of backgrounds and business experience.

ACLT connects cohort members to funding support via alternative lending institutions and by issuing micro loans. Partnering with benevolent financial institutions is crucial to providing this help. ACLT works with a Community Development Financial Institution (CDFI) to help provide capital funds to people with a difficult to lend background via character-based loans. This capital is largely used for tenant improvements.

The overarching strategy is to put the neighbourhood at the center and have a constellation of services that support the people in the area. It means collaboratively practicing community economic development/neighbourhood redevelopment work with partners that address different aspects of the community, including supportive housing partners, tribal councils, and refugee/immigrant assistance programs.

Outcomes:

ACLT has invested \$15.7 million in nine properties on Mountain View Drive, which has led to partners investing \$45 million in commercial properties and provided over 3,500 hours of support to small businesses. ACLT owns 11 different properties along Mountain View Drive via a community ownership model.

In 2022, the Set Up Shop entrepreneur training program helped 96 businesses launch or grow. Of those businesses, 86% were BIPOC owned, and 64% were women owned.

Evaluating Success:

The ACLT measures success via the following metrics:

- number of people that graduate through training programs (Set Up Shop)
- number of businesses helped
- number of hours of technical assistance provided to small businesses
- % minority owned businesses, % women owned businesses, % indigenous owned businesses

The ACLT also conducted a 10-year indicator study to determine the success of its programs via the average tenancy length. Initially the average tenancy in Mountain View neighborhood was 0-2 years, and 10 years later, the average tenancy was 2-5 years. This indicates success in transitioning the neighbourhood from “a community of last resort to a community of choice”.

Examples of projects:

- Purchased an abandoned warehouse, renovated it, and turned it into the Mountain View Service Center - a building that houses seven non-profit organizations
- Purchased an abandoned RV park on a commercial corridor and redeveloped it into a 28,000 sqft urban farm that serves as an incubator for local food entrepreneurs

- Currently in progress: buying property to start a kitchen incubator, which was driven by the fact that many of the clients that went through ACLT's entrepreneur programs were food-based businesses that needed space
- Check out ACLT's other real estate projects [here](#)

Challenges:

- Real estate work is difficult and can cause financial hardship if not done right. There is a steep learning curve and a lot of skill acquisition needed for non-profits to become familiar enough with real estate processes and due diligence. The ACLT is cautious about focusing only on real estate for the sake of organizational sustainability.
- Working with the municipal governments can be challenging, especially maintaining continuity through the transition in administration and having to teach each new mayor and council what community wealth building means and entails. The ACLT has learned not to rely on municipal government funding, which has been inconsistent.
- A real estate first (or space-first) strategy (first identifying vacant properties along high visibility and highly traffic corridors, purchasing them and then trying to match-make businesses to spaces on a site-by-site basis) was difficult, slow going, and not super effective in achieving ACLT goals of improving community wealth and capacity.

Lessons Learned:

- Providing affordable commercial space through a non-government organization can be an effective, sustainable way of achieving community wealth goals, especially when combined with a focus on community and grassroots support and partnerships.
- Improving commercial affordability in low-income and diverse areas needs to be seen as part of a larger community strengthening effort that includes partnerships with organizations that deal with creating affordable housing, dealing with mental health, and alternative financial institutions.

Local Precedents/Relevance:

There are a few community land trusts that serve the Vancouver area:

- [Hogan's Alley Community Land Trust](#) is an up-and-coming land trust - focusing on building inclusive, healthy and just communities, while preventing displacement
- [The Community Land Trust](#) (Co-operative Housing Federation of BC) - acquires, develops and stewards co-ops and community-led housing and spaces. They own and lease land for the long-term benefit of the community and have 21 properties across BC.
- [The Vancouver Downtown Eastside Community Land Trust](#) is an upcoming demonstration project run by the CMHC - focusing on acquiring property for permanent use as deeply affordable community-owned housing



Meanwhile Space CIC

Affordability Mechanism:	Subsidizing existing commercial spaces
Organization Type:	Commercial Interest Company (type of social enterprise)
Established:	2009
Supporting Body:	UK Government (enacting lease documents)
Area of Focus:	Greater London, UK
Website:	Meanwhile Space CIC
General Contact:	info@meanwhitespace.com
Interview Contact:	Eddie Bridgeman, eb@meanwhitespace.com

Context:

A combination of economic stresses, poor planning processes, and development trends were adversely affecting commercial spaces in the UK. Developer land hoarding practices led to land being left vacant and commercial sites being boarded up until developments were complete. Projects that ran out of money before completion were being abandoned for years. At the same time, commercial rents were increasing, and affordable local commercial spaces were dwindling. Meanwhile Space Foundation and CIC was created by two former [British Urban Regeneration Association](#) employees to explore how to respond to these challenges and best encourage meanwhile uses of underused and empty commercial spaces.

Mission & Vision:

Meanwhile Space CIC is a social enterprise and advisory organization that champions 'meanwhile uses' in underused and challenging redundant spaces by working with local communities to bring them into affordable temporary use. They develop and manage temporary spaces and offer consultancy and capacity building work in Greater London. Meanwhile Space CIC focuses on activating underused or challenging spaces and increasing local economic

development in underinvested areas by making these spaces suitable for local business and workspace needs and providing spaces to individuals at below-market rates. Their low-barrier leases are meant to reduce financial risk and encourage entrepreneurship and experimentation.

City Policy:

The Greater London Authority created [meanwhile use leases](#) in collaboration with Meanwhile Space CIC staff to help support the initial pilot for the organization. These leases are used by Meanwhile Space CIC, other organizations, and other local governments to enable meanwhile use of space that benefits both the tenant and the landlord.

Regulatory/Legislative Requirement:

A [community interest company \(CIC\)](#) is a type of social enterprise company. It is a limited company that benefits the community rather than private shareholders. All CIC's are required by law to have a community interest statement explaining what the business plans to do, an asset lock (legal promise that the company's assets will only be used for social objectives), a constitution, and approval by the CIC Regulator.

How it works:

Meanwhile Space CIC (hereafter, Meanwhile Space) identifies vacant, underused, or challenging properties, contacts the owners and creates an agreement where they become the intermediate leaseholders of the properties at a reduced or negligible price. Meanwhile Space engages with the local community to understand what types of spaces are needed, creates these spaces, and then advertises vacancies on its website. This collaboration enables the activation of spaces that would otherwise sit empty; and creates usable space for local individuals to trial businesses or provide a community service.

The Affordability Mechanism

By acting as the intermediary leaseholder and negotiating a small or negligible rent, Meanwhile Space can create commercial rental affordability by offering tenants below-market rent, and by offering low-barrier financial accessibility through not requiring deposits in their leases.

Tenant logistics

- Prospective tenants enquire about space listings on the Meanwhile Space website.
- Meanwhile Space prioritizes providing tenants that run local small businesses, community care projects, and startups, or are artists - and chooses tenants based on how they fit into these groups and the vacant space
- Meanwhile Space is explicit with the tenant on the timeline of their lease, and that the space is temporary. A few months before expiration, the CIC has conversations with tenants to explore where they will relocate to once the lease expires.
- Tenancy lengths have been as short as 5 months to as long as 10 years.
- Rent is at minimum 20% below market rent; final rents are dependent on the space size, with smaller spaces being discounted more - in more recent projects down to 40% below market rate.

Funding

While initially funded by grants and donations, Meanwhile Space is currently funded by tenant rent (60%) and proceeds from its consultant/development manager work (40%); the ratio before the pandemic was 95% rent and 5% consultancy work. Its eventual goal is to be 100% funded by tenant rents for operational costs, to maximize funding sustainability and stability.

Maintaining Support

Meanwhile Space CIC started as a UK government funded project in 2009 and had strong ties to the local government and developer communities through the founder's positions on the British Urban Regeneration Association.

Maintaining government support for Meanwhile use has stemmed from:

- Collaboration on strategy and the meanwhile use lease
- Communication with local politicians
- Building legitimacy through demonstration

Developer support was achieved through:

- Building trust through demonstration and portfolio of successful projects
- A legal contract (meanwhile lease) sponsored by government
- Clear lease terms surrounding owner control of the asset at lease expiry

Operations

Annual budget: £1.2-1.3 million

Number of employees: 20

Types of employees: Directors (Executive, Operations, Projects), marketing staff, community engagement staff, project coordinators, project managers, designers

Tangential operations

Meanwhile Space CIC provides consulting/development management work for establishing meanwhile uses in local authorities. They are also working on creating modular off-grid workspaces that can be relocated and reused on different vacant sites.

Three other organizations are associated with the CIC. The Meanwhile Foundation charity was created to receive grant funding and donations for project work. The Meanwhile Space social enterprise (not a CIC) can work with joint venture operations and has more flexibility on funding applications for competitive sources. High Street Works Company is the consultancy branch; one stop shop for meanwhile operations, design skills, project management.

Outcomes/Successes:

Meanwhile Spaces manages 24 properties within the Greater London Area, and is currently operating a total of 110,000 sqft, with 160 tenants. Over 85% of project tenants live in the local area. Meanwhile Space CIC has worked with 14 London Boroughs, primarily in outer London.

Evaluating Success:

Initiative success is tracked using the following metrics:

- Sqft of space and number of locations managed, year over year
- Number of meanwhile spaces in neighbourhoods of relative deprivation
- % of tenants that live locally
- Rental rates saved (£)
- % of tenants that create business to support their enterprise post-Meanwhile
- Ethnic diversity of tenants
- Survey responses from the public about experience using meanwhile spaces

Examples of work:

- [Blue House Yard](#) is a mixed-use reuse of a parking lot and a brick building that has hosted retail units, a public square, and workspaces for the past 5 years
- [Queens Parade](#) contains eight storefronts that provide affordable spaces for locals to test out novel business ideas, and has hosted many businesses over 10 years
- [Rock House](#) is a CIC owned project that offers permanent commercial rental affordability
 - Six capped-rent residential flats subsidize 6 floors of commercial spaces
 - Renovations performed on a rolling basis to help with financial sustainability

Challenges:

- Raising capital: not owning land limits the amount of financing available; financing is calculated against the value of the company and has often been significantly lower than what is needed to build/fix buildings.
 - There were also challenges with getting loans from banks because of the CIC's limitation regarding shares - hence the creation of the social enterprise
- Increasing cost of living and land values have squeezed out the flexibility in operations cost, tenant rent is the only item with flexibility to help cover increasing costs
- Planning what type of meanwhile space requires a lot of upfront engagement to identify needed space - not as easy as developing tech hub space or co-working space in central business district
- Working with social housing properties is challenging and not preferred; experienced issues with inadequate building management from housing operator

Lessons Learned:

- A close relationship with the government is essential to cultivating trust between landowners and the non-market intermediary leaseholder
- Government supported meanwhile use leases made Meanwhile Space possible, and lent credibility to the organization and its commercial rental affordability model

Local Precedents/Relevance:

- Meanwhile Space CIC is similar in operations to CIREs, but coordinates with a variety of public and private landowners.

Conclusion

Each of the four case studies have a different model of creating or maintaining commercial rental affordability.

Affordable Workspace Programme (Islington, UK) - Subsidizing New Spaces

The AWP is a government-led initiative that uses policy and development levies to create the construction of turnkey commercial spaces that are leased to the town Council for negligible rent for a negotiated term (10+ years). The Council subleases these spaces to a social impact operator, which provides the community with a predetermined Social Value in lieu of rent. The building owner retains the asset to rent out at market-rate in the future.

Cultural Space Agency (Seattle, USA) - Government Owned Real Estate

The CSA is a public development agency that creates and maintains affordable cultural spaces for BIPOC groups through real estate transactions and a capacity building program. The Agency charges below-market rents with lease terms that favour the tenant. The long-term goal is to facilitate the increase of BIPOC community-owned cultural spaces; project partners will take over the equity of CSA-owned spaces, which will be sold at lower than market-rate prices.

Anchorage Community Land Trust (Anchorage, USA) - Community Owned Real Estate

The ACLT is a non-profit organization that invests in commercial real estate in underinvested areas to provide affordable spaces for community-serving organizations and artists. They also provide micro-loans and training programs to help entrepreneurs and develop market-rate commercial space for program graduates that will help subsidize below market-rent spaces.

Meanwhile Space CIC (London, UK) - Subsidizing Existing Spaces

Meanwhile is a social enterprise that focuses on short and medium-term temporary commercial rental affordability in existing vacant or underutilized spaces. Meanwhile Space CIC acts as an intermediary leaseholder, refurbishes the spaces, and sub-leases them out to community-serving organizations or entrepreneurs for below-market rents and without deposits.

Each of the four case studies share important characteristics.

Affordability Mechanism

Each of the four programs relies on non-market landlord control of commercial space as common structure underlying the affordability mechanisms.

Context and Mission

Each of the four programs focuses on specific, place-based interventions, and aims to increase equity in space control or ownership. All initiatives focus on creating social value and providing space for social impact organizations.

Initiative Design

The choice of real estate approach is integral to how these initiatives are designed; they use either a space-first strategy or a tenant-first strategy.

- A space-first real estate strategy involves acquiring space first, and then finding a suitable tenant for the space.
- A tenant-first real estate strategy involves partnering with a tenant and identifying their needs, and then finding/acquiring a suitable space to meet those needs.

Each of the four programs include significant capacity-building activities for target organizations/tenants.

Maintaining Support

Maintaining community support is achieved through community engagement, maintaining holdings in the community, and being present in the community.

Being part of (Affordable Workspace Programme, Cultural Space Agency) or being associated with (Meanwhile Space CIC) local governments has lent credibility to initiatives including positive impact on operations. Government support through enabling policy provides medium-term defacto political support. However, these organizations are careful to avoid alignment with specific political entities, which helps to maintain support in subsequent administrations.

Evaluation of Success

Each of the four programs tracks metrics including spaces that are owned or controlled by BIPOC individuals and organizations and those that serve BIPOC communities.

The Affordable Workspace Programme was the only initiative that also measured its success in terms of social value generated, likely because of the existing robust Social Value framework in the UK. The type of social value provided is not tied to specific community needs, but rather comes from a list of pre-determined services that provide a social value.

Both US initiatives communicated their outcomes on public documentation and websites through dollar amounts raised and spent on programs. The ACLT specifically measures the percentage of minority, women, and indigenous owned businesses, as well as the hours of assistance given and number of graduates of their training programme. The Cultural Space Agency evaluates success through the increase in spaces acquired (sq ft), and also how many space (sq ft) per year is transferred out of their portfolio to cultural community groups; all tenants are required to be members of the BIPOC community.

Challenges

The overarching challenges that each case study faces can be linked to the type of organization that is behind each initiative. However, each organization has the common challenge of raising and maintaining funding to continue to run their organizations.

Bibliography

Affordable Workspace Programme

- Affordable Workspace Team. (2018). *Affordable Workplace Strategy: Summary 2018*. Islington Council. <https://www.islington.gov.uk/~media/sharepoint-lists/public-records/communications/information/adviceandinformation/20182019/20180920affordableworkspacestrategysummary.pdf>
- Affordable Workspace Team. (2022, July). *Delivering impact: Social value in Islington's Affordable Workspaces April 2020-April 2022*. Islington Council. <https://www.islington.gov.uk/~media/sharepoint-lists/public-records/economicdevelopment/publicity/publicconsultation/20222023/affordable-workspace-social-value-impact-report.pdf>
- BNP Paribas Real Estate. (2021). *London Borough Of Islington New Local Plan – Policy B4 Affordable Workspace Viability Addendum*. Islington Council. <https://www.islington.gov.uk/~media/sharepoint-lists/public-records/planningandbuildingcontrol/publicity/publicconsultation/20212022/20211210islingtonaffordableworkspaceaddendum.pdf?la=en&hash=1B0BD3EA166B9474B853F20C5676AD13230C431D>
- Department for Levelling Up, Housing and Communities & Ministry of Housing, Communities & Local Government. (2023). *Guidance: Community Infrastructure Levy*. Government of the United Kingdom. <https://www.gov.uk/guidance/community-infrastructure-levy>
- Local Government Association. (n.d.). *Archived – S106 obligations overview*. <https://www.local.gov.uk/pas/topics/delivery/delivery-archive/developer-contributions-cil-s106-archived-pages/archived-s106>

Anchorage Community Land Trust

- Anchorage Community Land Trust. (n.d.). *Our Impact*. <https://anchorageclt.org/our-impact/>
- Anchorage Community Land Trust. (n.d.). *Real Estate*. <https://anchorageclt.org/our-toolkit/real-estate/>
- Anchorage Community Land Trust. (2019). *Anchorage Community Land Trust: Bringing Out the Bets in Anchorage Neighbourhoods*. https://anchorageclt.org/wp-content/uploads/2019/10/19ACL002_Branded-items_CaseStatement_3F_WEB.pdf
- Anchorage Community Land Trust. (2022). *Consolidated Financial Statements and Supplemental Schedules: Years Ended December 31, 2021 and 2020*. <https://files.catbox.moe/c9nfcw.pdf>
- Build From Within Alliance Members. (2023). *Understanding the Environment and Impact of Build from Within Alliance (BfWA) Members*. Kauffman Knowledge Challenge. <https://storymaps.arcgis.com/stories/8de7112164454fa78f557e5baa64e12d>

Cultural Space Agency

- Abello, O.P. (2021, January 7). *Seattle's New Arts and Culture Development Entity Is About Power, Not Just Money*. Next City. <https://nextcity.org/urbanist-news/seattles-new-arts-culture-development-entity-is-about-power-not-just-money>.
- Cultural Space Agency. (n.d.). *About*. <https://culturalspace.agency/about>
- Cultural Space Agency. (2022). *We bought the Columbia City Theatre*. <https://mailchi.mp/a3a7fecf29a4/quick-update-we-did-it-again>
- Gorenflo, G. (2022, May 3). 32,000 square feet of property in South Park will become 'El Barrio,' a community-owned cultural space. *The Seattle Times*. <https://www.seattletimes.com/entertainment/3200-square-feet-of-property-in-south-park-will-become-el-barrio-a-community-owned-cultural-space/>
- Lindsay, E. (2020, December 15). Mayor Durkan Signs Cultural Space Agency Charter to Create First Public Development Authority in Nearly 40 Years. *Art Beat*. City of Seattle Office of Arts & Culture. <https://artbeat.seattle.gov/2020/12/15/mayor-durkan-signs-cultural-space-agency-charter-to-create-first-public-development-authority-in-nearly-40-years/>
- Office of Planning & Community Development. (n.d.). *Finalized Acquisitions*. City of Seattle. <https://www.seattle.gov/opcd/strategicinvestmentfund/finalized-acquisitions>
- Vansynghel, M. (2022, May 19). ArtSEA: A new chapter for Seattle's historic Columbia City Theater. *Crosscut*. https://crosscut.com/culture/2022/05/artsea-new-chapter-seattles-historic-columbia-city-theater?utm_medium=social&utm_source=twitter-web-button

Meanwhile Space CIC

- British Urban Regeneration Association (BURA)*. (1995). *Planning Practice & Research*, 10(3-4), 399-404. DOI: 10.1080/02697459509696285
- Government of the United Kingdom. (n.d.). *Setting up a social enterprise*. <https://www.gov.uk/set-up-a-social-enterprise>
- Meanwhile Space CIC. (n.d.). *About*. <https://www.meanwhitespace.com/about>
- Meanwhile Space CIC. (n.d.). *Current Projects*. <https://www.meanwhitespace.com/current-spaces>
- Meanwhile Space CIC. (n.d.). *Rock House | Live & Work By The Sea | Hastings TN34*. <https://www.meanwhitespace.com/single-post/rock-house>
- Ministry of Housing, Communities & Local Government. (2012). *Guidance: Meanwhile use lease and guidance*. Government of the United Kingdom. <https://www.gov.uk/government/publications/meanwhile-use-lease-and-guidance>
- Palaiologou, G. (2019). *Meanwhile Space: Ten Years in Practice*. Meanwhile Space CIC. https://docs.wixstatic.com/uqgd/c19fe3_bedd64b469a9430baff93d6eda144333.pdf

General Commercial Rental Affordability Research

- Alvarez, N.T, Andrews, B.T., & Lung-Amam, W.S. (2021, August). *Small Business Anti-Displacement Toolkit: A Guide for Small Business Leaders*. Small Business Anti-Displacement Network. https://antidisplacement.org/wp-content/uploads/2021/09/Toolkit_FINAL.pdf

- AMS Planning & Research Corp. (2018, June). *City of Vancouver Update to Key Gaps in Cultural Infrastructure*. <https://vancouver.ca/files/cov/making-space-for-arts-and-culture-appendix-a-key-gaps.pdf>
- Bailey, C. (2021, July). *Affordable Workspace: A Solution, Not a Problem*. British Council for Offices. <https://pdf.euro.savills.co.uk/uk/office-reports/bco-affordable-workspaces.pdf>
- City of Vancouver. (2022). *City of Vancouver 2022 Storefronts Report*. <https://vancouver.ca/files/cov/2022-storefronts-report.pdf>
- Fumano, D. (2023, June 26). 'Hanging by a thread': The push to save Vancouver's heritage businesses. *Vancouver Sun*. <https://vancouver.sun.com/news/local-news/fight-to-save-vancouver-heritage-businesses>
- Jacobs, E. (2020, August 24). The coronavirus has effectively stalled a movement to tackle North America's retail vacancy crisis. *City Monitor*. <https://citymonitor.ai/economy/coronavirus-has-effectively-stalled-movement-tackle-north-america-s-retail-vacancy-crisis>
- Larisa Ortiz Associates. (2018). *Storefront Vacancies Best Practices*. City of Cambridge. https://www.cambridgema.gov/~media/Files/CDD/EconDev/retailstrategy/cambridgevacancystorefrontreport_6302018.pdf
- LaVecchia, O. (2016, April). *Affordable Commercial Space for Local Businesses*. Institute for Local Self-Reliance. <https://ilsr.org/rule/keeping-commercial-space-affordable-for-local-businesses/>
- LaVecchia, O. (2018, March 27). *In Cities Around the Country, New Action on Commercial Affordability*. Institute for Local Self-Reliance. <https://ilsr.org/new-action-on-commercial-affordability/>
- Lower Mainland Local Government Association. (2023). *2023 Resolutions Disposition: UBCM 2009 Late Resolution*. <https://www.lmlga.ca/wp-content/uploads/2023/05/2023-Resolutions-Disposition-1.pdf>
- Mountford, D. (2009). *Organising for local development: the role of local development agencies*. OECD. <https://www.oecd.org/cfe/leed/44682618.pdf>
- Moszkowski, E. (2023, March 25). Why Do Urban Storefronts Stay Empty for So Long? *Joint Centre for Housing Studies*. <https://jchs.harvard.edu/blog/why-do-urban-storefronts-stay-empty-so-long>
- OECD. (n.d.). *Small Businesses, Job Creation and Growth: Facts, Obstacles And Best Practices*. <https://www.oecd.org/cfe/smes/2090740.pdf>
- Small Business Anti-Displacement Network. (n.d.). *2022 SBAN Case Study Awards & Site Visits*. <https://antidisplacement.org/case-studies/>
- Social Business Design. (n.d.). *Matchmaking model for social enterprises: Definition and real-life case studies*. <https://socialbusinessdesign.org/matchmaking-model-for-social-enterprises/>
- Streich, P., Normand, S., & Tulloch, A. (2016). *Social Enterprise and Affordable Non-Profit Housing: Summary Report and Case Studies*. Social Planning Council Kingston. <https://www.nphcr.ca/files/Social-Enterprise-Affordable-Non-Profit-Housing.pdf>
- Ville de Montréal. (2019). *Public Consultation on Vacant Premises Along Commercial Throughfares*. https://ville.montreal.qc.ca/pls/portal/docs/PAGE/COMMISSIONS_PERM_V2_FR/MEDIA/DOCUMENTS/DOC_VACANT_ANG_20191126.PDF

Voltolini, P., Kim, M., Greenberg, D.M., Duranti-Martinez, J., & Harati, M. (2022, March 14). *Strategies to Promote Affordable Commercial Spaces in Cities*. Next City. <https://nextcity.org/features/strategies-to-promote-affordable-commercial-space-in-cities&sa=D&source=editors&ust=1694146631942095&usq=AOvVaw2yRCWW3P7osFPLvi99x0oE>

Waite, R. (2021, June 21). Works starts on IF_DO's £400k pop-up Southwark business hub. *Architects' Journal*. https://www.architectsjournal.co.uk/news/works-starts-on-if_dos-400k-pop-up-southwark-business-hub

Appendix A: Interviewees

Name	Position	Organization
Djaka Blais	Executive Director	Hogan's Alley Society
Eddie Bridgeman	Director and Co-founder	Meanwhile Space CIC
Katherine Cheng	Community-Based Research Coordinator	UBC Learning Exchange
Vincent Kwan	Executive Director	Strathcona Business Improvement Association
Sean Martinez	Economic Development Planner	City of Vancouver Economic Development Planning Team
Meg O'Shea	Senior Manager of Economic Transformation	Vancouver Economic Commission
Matthew Richter	Former Executive Director	Cultural Space Agency
Amy Robinson	Founder	LOCO BC
Kirk Rose	CEO	Anchorage Community Land Trust
Noha Sedky	Principle	CitySpaces Consulting
Shaugn Schwartz	Director, Portfolio Management & Capacity Building	Community Impact Real Estate Society
Dale Thomson	Commercial Consultant, Affordable Workspace Founder	Borough of Islington Affordable Workspaces Team,
Cameron Wallace	Strategic Advisor	Esri
Tom Wanklin	Senior Planner (Downtown Eastside)	City of Vancouver Downtown Eastside Planning Group
Walley Wargolet	Executive Director	Gastown Business Improvement Association
Duncan Wlodarczak	Chief of Staff	ONNI Group