



CAN WE BE MORE 'SOCIAL'?

PROFESSOR TIM DIXON

DIRECTOR, OXFORD INSTITUTE FOR SUSTAINABLE DEVELOPMENT (OISD)
OXFORD BROOKES UNIVERSITY

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Putting the 'S-word' back into sustainability: Can we be more 'social'?

Professor Tim Dixon (Oxford Institute for Sustainable Development (OISD), Oxford Brookes University) is Director of OISD and Professor of Real Estate. He is also a member of the editorial boards of four leading international real estate journals and a member of the review panel of the RICS Sustainability Taskforce. His research interests revolve around the interface between the sustainability agenda and its impact on property development, investment and occupation. He is co-author of 'Urban Regeneration and Social Sustainability' (2010), based on a three year research programme for the European Investment Bank (EIB). He is currently working on the RICS 'Green Gauge' project and 'Low Carbon UK Cities' projects and EPSRC RETROFIT 2050 project. He is also working in an OISD consultancy role with a number of key players in the property sector to operationalise the measurement of social sustainability in property development and regeneration projects.

In an era dominated by climate change debate and environmentalism there is a real danger that the important 'social' pillar of sustainability drops out of our vocabulary. This can happen at a variety of scales from business level through to building and neighbourhood level regeneration and development. Social sustainability should be at the heart of all housing and mixed-use development but for a variety of reasons tends to be frequently underplayed. The recent English city riots have brought this point back sharply into focus. The relationships between people, places and the local economy all matter and this is as true today as it was in the late 19th century when Patrick Geddes, the great pioneering town planner and ecologist, wrote of 'place-work-folk'.

This paper, commissioned from Tim Dixon, explains what is meant by social sustainability (and how it is linked to concepts such as social capital and social cohesion); why the debate matters during a period when 'localism' is dominating political debate; and what is inhibiting its growth and its measurement. The paper reviews best practice in post-occupancy social sustainability metric systems, based on recent research undertaken by the author on Dockside Green in Vancouver, and identifies some of the key operational issues in mainstreaming the concept within major mixed-use projects. The paper concludes by offering a framework for the key challenges faced in setting strategic corporate goals and objectives; prioritising and selecting the most appropriate investments; and measuring social sustainability performance by identifying the required data sources.

Professor Tim Dixon

Director, Oxford Institute for Sustainable Development (OISD), Oxford Brookes University



1.0 What is social sustainability and why does it matter?

Today a majority of the world's population live in cities. By 2050 the figure will be nearly 70%. Europe's cities are amongst the oldest in the world, giving them unique social, economic and cultural characteristics, but many are facing mounting pressures of socio-economic polarisation alongside climate change impact and resource depletion.

Closer to home, the UK is expected to be the biggest country in Western Europe by 2050. As its population increases by 24% from 62.2m to 77m¹ it will overtake both France and Germany. The current pressure on social housing and new housing will therefore continue to increase. Many UK cities are now entering an era when population expansion and housing shortages may well exacerbate existing inequalities and cause huge infrastructure pressures², and, as we have seen with the recent English city riots, a potent and complex cocktail of issues can create explosive tensions in some communities.

Urban regeneration and development therefore has a key role to play in helping create and redesign communities which do make a difference to people's lives and give them not just housing but a sense of belonging. This thinking is not new. After all, utopic visions of society have been prevalent since Plato's 'Atlantis' and Thomas More's 'Utopia'. The social entrepreneurs of the 19th century such as Titus Salt and later on, town planners such as Patrick Geddes' focus on 'place-work-folk', also placed a strong emphasis on people and jobs, whilst housing them in an attractive environment³.

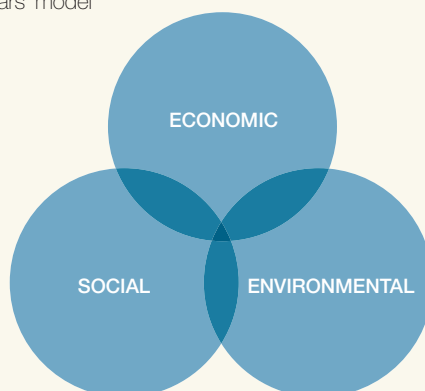
More recently, the emergence of the sustainable development (SD) agenda gave further emphasis to environmental, social and economic issues. However, in many respects, the strength of its concern for environmental issues has meant that we are in danger of forgetting the original principles of SD⁴.

The concept of sustainable development, as espoused by Gro Harlem Brundtland, is a 'triple bottom line approach'⁵, which attempts to rationalise development that promotes economic growth, but maintains social inclusion and minimises environmental impact. There are two alternative models suggesting how this should operate in practice: firstly, the 'Three Pillars' model, which sees sustainability as the merging of economic enterprise, social well-being and environmental integrity; and secondly, the 'Russian Doll' model which sees economic capital placed at the centre, but constrained by environmental and social considerations (Figure 1)⁶.

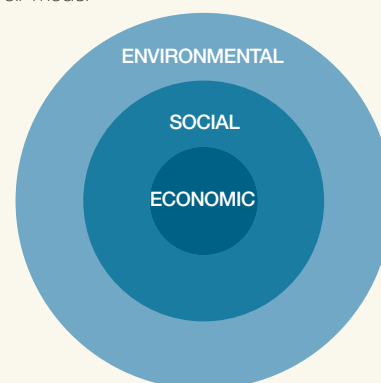
Despite the relative equivalence with which these dimensions are treated in both models, the academic literature and the majority of empirical research has tended to focus on environmental and economic rather than social issues. This is partly the result of: (i) the difficulties of defining what social sustainability comprises, and assessing and measuring it; and (ii) because of a perceived trade-off at a global scale between social progress and environmental issues⁷.

Figure 1 Triple Bottom Line Models of SD

'Three Pillars' model



'Russian Doll' model



Despite this, we can clearly define social sustainability. It is:

“... a process for creating sustainable, successful places that promote well-being, by understanding what people need from the places they live and work. Social sustainability combines design of the physical realm with design of the social world – infrastructure to support social and cultural life, social amenities, systems for citizen engagement and space for people and places to evolve” (Young Foundation, 2011)⁸

It is important to understand that social sustainability can operate across different scales: it can operate at a business level in terms of the way in which an organisation engages with society (and the links social sustainability has with 'corporate responsibility'); it can operate at an individual building level (through the way in which the buildings and its occupants interact and the way in which the building is connected to the wider community or neighbourhood); and finally it can operate as the aggregate of the relationships between people and places within a community or neighbourhood⁹.

'Social capital' also underpins social sustainability. This is about the networks, norms and trust that, for example, bind communities together. In a sense social capital is the glue which should help join together the social infrastructure, which in turn helps create communities which are socially sustainable¹⁰.

Social sustainability matters therefore because:

- Without social policy there can be no environmental policy. For environmental issues to be tackled, people in communities need to work together, and often the most disadvantaged in society live in environmentally unsustainable areas¹¹.
- Social sustainability places the concept of 'community' centre stage. A body of work¹² suggests that sustainable and mixed communities require certain 'critical success factors', such as good quality 'mixed' housing; good schools; social infrastructure (including community outreach workers, pre-school care); well-integrated social housing; and well-designed, open and attractive spaces.
- Research from around the world suggests that planned communities from countries as diverse as the UK and China have frequently failed to design new communities which are socially sustainable.

“This thinking is not new. After all, utopic visions of society have been prevalent since Plato’s ‘Atlantis’ and Thomas More’s ‘Utopia’ ”



2.0 What's changing?

The concept of social sustainability, and how it can best be measured, is becoming more important for a number of reasons. These cut across organisational and project level boundaries.

Firstly, at an organisational level, particular sectors of business are striving to better understand their wider social and economic 'footprint', driven primarily by stakeholder reporting requirements in relation to corporate responsibility.¹³

Research by WWF (the World Wildlife Fund) into the house building sector found that companies tended to perform better in stakeholder engagement and health and safety than in other areas such as well-being¹⁴, where in fact housebuilders performed the worst. Meanwhile, Business in the Community's Responsibility Index, perhaps surprisingly, found that mining tended to perform better in key areas such as 'community' and 'environment' than other sectors¹⁵.

Secondly, the emergence of 'responsible property investment' (RPI) is underpinning the drive to social sustainability. The United Nations Environment Programme now has a specialist Property Workstream^{16,17}, for instance. The growth of RPI should be seen in the context of a wider 'responsible investment' (RI) agenda which can include developing or acquiring properties designed with environmentally and socially positive attributes (e.g. low-income housing or green buildings) or managing properties in beneficial ways (e.g. fair labour practices for service workers or using environmentally friendly cleaning products).

Thirdly, within the UK, we are looking at a changed political landscape characterised by localism and a big (or 'good') society. This has brought an increasing focus on health and well-being, and a strong emphasis on regeneration to enable growth.

Figure 2. Why does your company measure its social and/or economic impact?¹⁸

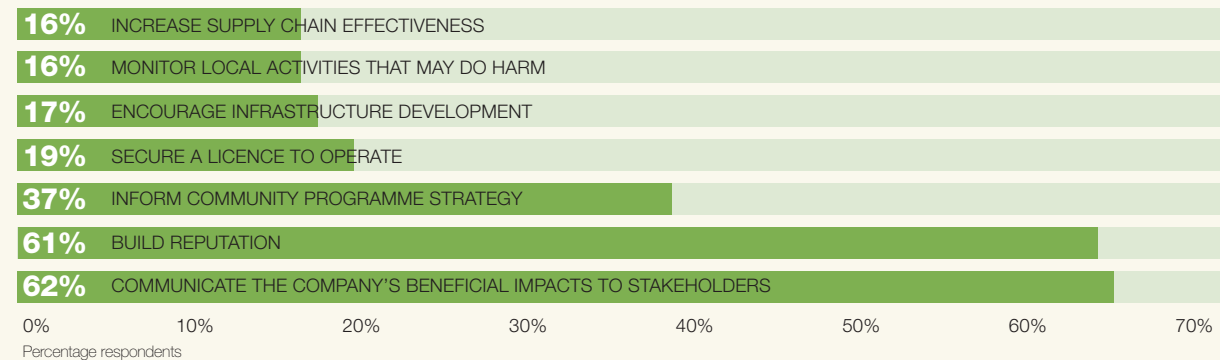
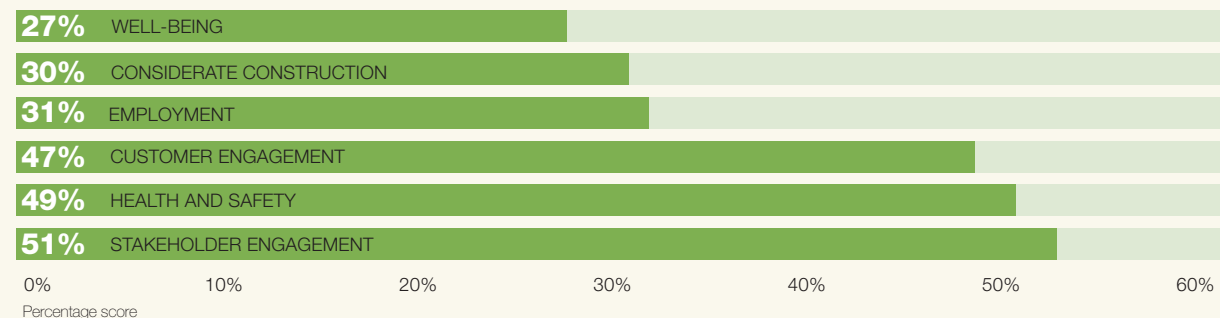


Figure 3. Impact on society - overview of average UK house builder performance¹⁹



The government's approach emphasises the connections between higher growth and decentralised polices, which are seen as providing greater powers to communities to build 'social capital'²⁰:

“By including regeneration as part of our agenda for economic growth, we are ensuring that regeneration strategies link people to the opportunities brought by economic growth so are more likely to deliver lasting change to people’s lives. Evidence shows that regeneration strategies are more effective if they consider the needs of local people in terms of skills, mobility between places and other barriers to work, in addition to investment in infrastructure and the quality and environment of a place.”²¹

There is therefore a fresh sense that localism, and empowering communities with greater decision-making capabilities, should enable those in the regeneration and development industry to focus more on 'people-based' outcomes. This approach is also being underpinned by changes to the national planning system (National Planning Policy Framework) which place an emphasis on economic and social sustainability in the overall context of a presumption in favour of sustainable development²².

This is all being played out within an overarching discussion about 'communitarianism'²³, and what a big (or good) society really means. Across the political spectrum, there is a growing emphasis on collaborative models of regeneration and partnership-based development projects which give people a real sense of belonging and empowerment.

The idea that it is possible to create communities which encourage health, happiness and well-being is central to this agenda. This conviction is growing in importance as the UK government seeks to develop measures which can assess the social impacts of policy and their effect on well-being²⁴.

Recent research from the GoWell project in Scotland²⁵ has attempted to measure the impact of regeneration on the health and well-being of residents, for example, and a recent report from the New Economics Foundation suggested 'place happiness' (pH) captured three core aspects of well-being to which the built environment can contribute²⁶:

- Personal well-being, based on people's experience of life in relation to their physical and psychological well-being;
- Social well-being, focused on people's experience of life in relation to their community; and
- Economic and material well-being, based on people's life experience in relation to conditions and circumstances and their physical surroundings.

The report went on to suggest that regeneration projects should also capture 'place sustainability' (pS), which is based on resources used during construction and across the project's lifetime.

These are all forces for change in the regeneration and development industry, but there are, however, factors which continue to inhibit change:

- The limitations of the industry in actually measuring social sustainability are clear. Metrics are relatively poorly developed in comparison with for example, environmental sustainability. This is clear at a company level; at an individual building level where community and people-based impact measures are weakly framed (in BREEAM and LEED, for example); and at a community level.
- Where measures for impact are relatively well-developed, for example, through 'Social Impact Assessment', these tend to be aspirational and often not followed through or monitored downstream²⁷. This exacerbates the long-term stewardship issue, where developers frequently, with notable exceptions, have no long-term interest in monitoring the success or otherwise of the project in social terms.



3.0 How can we measure social sustainability?

Putting social infrastructure into new communities costs money. In what was the Milton Keynes and South Midlands growth area, it cost about £700/resident²⁸. Those kind of figures make it very clear why we need to assess the costs and benefits of social sustainability, and compare the picture before and after each development project.

In the wider context of social impact measurement, there are a range of tools and toolkits. These include Social Value Metrics, Social Rating, and Social Return on Investment²⁹. In the context of the UK built environment, there also exists a number of frameworks and tools for integrating social sustainability within urban design, as well as measuring its characteristics (Table 1).

Table 1. Examples of UK Frameworks for Social Sustainability

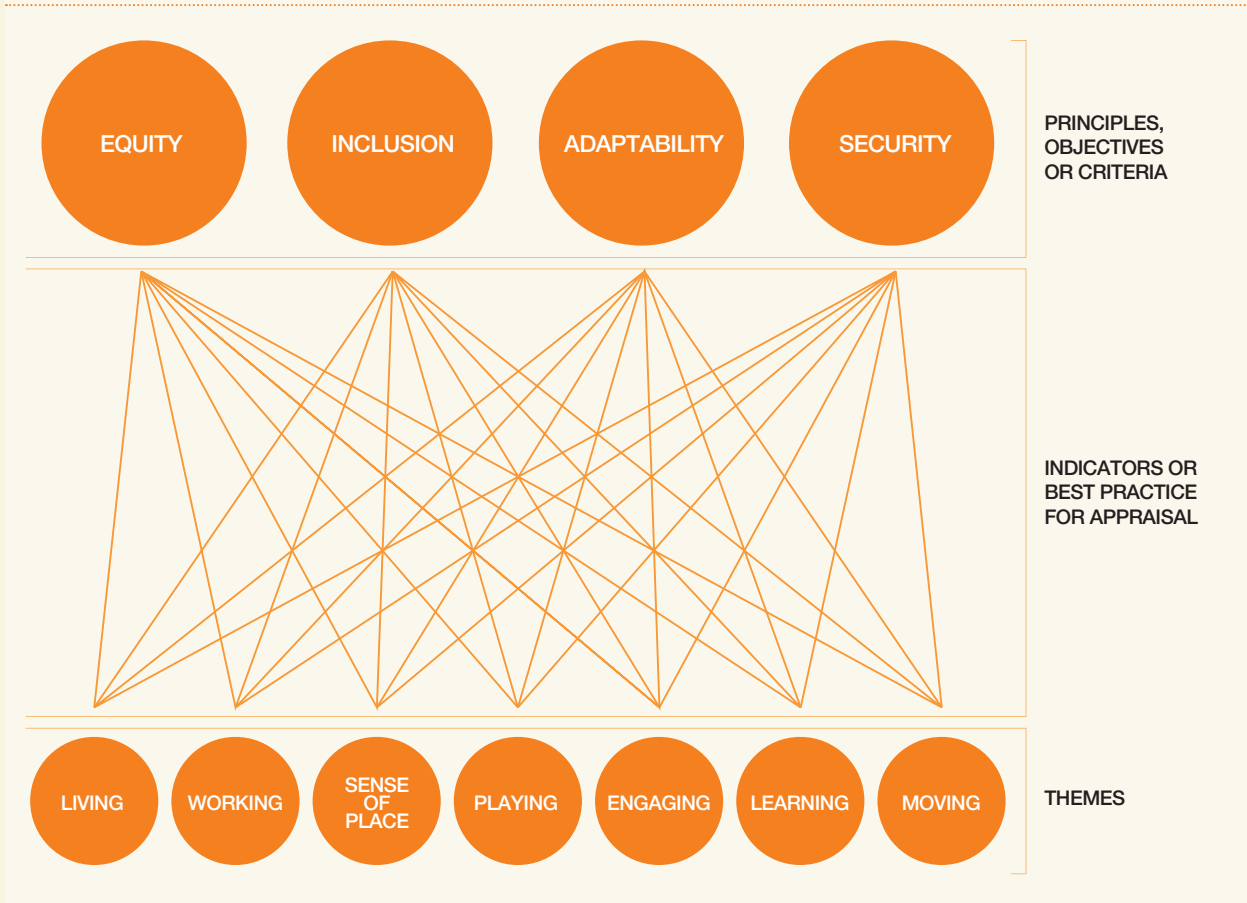
FRAMEWORK	OVERVIEW	EXAMPLES IN PRACTICE
Igloo 'Footprint'	Focuses on four themes for regeneration projects: health, happiness and well-being; regeneration; environment, and urban design. Social sustainability cuts across these themes.	Being used in post-occupancy evaluation of projects including Bermondsey Square, Southwark.
Business in the Community (BITC): Community Footprint	This is a business-focused toolkit which enables companies to judge the difference a business makes in its community. A business can have both positive as well as negative impacts and these impacts result both from what businesses do and the choices they make in terms of location, management, hiring, procurement, sales and social investments.	Being piloted by Costain, Halcrow, Laing O'Rourke, Loughborough University, Santander and Thames Water.
Young Foundation: Social Design and Future Communities	A new framework for "designing in" the practical support, services and interventions to transform new settlements into flourishing communities. It covers four main themes: amenities and social infrastructure, social and cultural life, voice and influence, and space to grow.	Homes and Communities Agency: Toolkit for Design.

3.0 How can we measure social sustainability?

Outside the UK, one of the most interesting frameworks to emerge is Vancouver's Social Development Plan. This was developed in 2005 and led to a city-wide Social Sustainability Framework. According to the plan, social sustainability is made up of three components and four guiding principles. The three

components are (i) basic needs, (ii) individual capacity and (iii) community capacity³⁰, which combine with the four guiding principles of equity, inclusion, adaptability and security (Figure 4).

Figure 4. Framework for social sustainability assessment in Vancouver³¹



Basic needs of residents can continue to be met through:

- Appropriate affordable housing
- Appropriate, affordable healthcare available in the community.
- Locally produced, nutritious food that is affordable.
- Jobs that enable people to be productive and utilise their skills and abilities.
- Sufficient income for people to be able to financially support themselves and their families.
- Safe communities and workplaces.

Individual capacity can be maintained and enhanced through:

- Opportunities to develop and upgrade skills.
- A variety of local employment opportunities throughout the region.
- Opportunities to develop and make use of creativity and artistic expression.
- Affordable opportunities for life-long learning.
- Affordable recreation, leisure and cultural facilities and programme.
- Scope for individuals to contribute to the health and well-being of the community.

Community capacity can be maintained and enhanced through:

- Support and encouragement for economic development.
- The identity of the community reflecting its diversity.
- Involvement in public processes and their results, and in government.
- Opportunities and places for social interaction throughout the community.
- Opportunities, resources and venues for a variety of arts, cultural and community activities.
- Support and encouragement for community organisations and networks.

There are four guiding principles of social sustainability:**Equity:**

Individuals have access to sufficient resources to participate fully in their community and they have opportunities for personal development and advancement. There is fair distribution of resources among communities to facilitate participation and collaboration.

Inclusion:

Residents are involved in setting and working towards collective community goals.

Adaptability:

Resiliency for both individuals and communities and the ability to respond appropriately and creatively to change.

Security:

Individuals and communities have economic security and have confidence that they live in safe, supportive and healthy environments.

These components and principles are being carried through into the goal of making Vancouver the 'greenest city' in the world by 2020³². Their Greenest City 2020 work has applied a strong social lens to all of their goal areas, including:

- Assessing the job potential of different actions, particularly for at risk, low income and youth populations;
- Applying a justice and affordability analysis to the climate, transportation, ecological footprint, and local food draft action plans;
- Maximising opportunities for the creation of social enterprises as a way of lending financial stability to non-profit organisations; and,
- Working to engage a broader audience in public engagement activities.

3.0 How can we measure social sustainability?

This model has now been specifically applied to the development of Dockside Green, a 6.5ha redevelopment project in Victoria, Vancouver. The site is being developed as a model of a sustainable community built to LEED Platinum standards over 10 years. It will ultimately comprise 2,200 residents in approximately 1,100 dwelling units with 1.3m sq ft of mixed commercial/light

industrial space. Here the social sustainability of the development is being monitored with a system which assesses 'diversity', 'housing affordability'; 'liveability' and 'community' using related key performance indicators. Table 2, for example, shows indicators used for measuring 'diversity'.

Table 2 'Dockside Green' Indicator Set: 'Diversity'

INDICATOR	PLANNED	MEASURED
Residents by age	Up to 31% of residential units will be affordable	Number of people living at Dockside by age cohort
Residents by ethnic background	n/a	Percentage of population that is a member of a visible minority
Household type	A wide range of housing types including townhouses, condominiums and studio apartments is planned	Percentage of couples, families with and without children in private households
Household by income level	Planned as a mixed-use community	Ability to accommodate a broad range of residents including lower income households



Figure 5. Dockside Green, Vancouver ³³



Figure 5. Dockside Green, Vancouver ³³

4.0 Where do you start?

Despite examples like Dockside Green, measuring social sustainability remains a challenge, particularly as we move from traditional tangible themes towards concepts such as well-being (Table 3).

In practice, it means:

- Clearly defining the vision of the development;
- Identifying key themes of the development in consultation with your stakeholders;
- Identifying the key topics within these three themes;
 - Setting topic goals;
 - Identifying performance indicators for before and after project completion;
 - Setting up systems to report and monitor performance.

Table 3. Traditional and emerging themes of social sustainability³⁴

TRADITIONAL	EMERGING
Basic needs, including housing and environmental health	Demographic change (ageing, migration and mobility)
Education and skills	Social mixing and cohesion
Employment	Identity, sense of place and culture
Equity	Empowerment, participation and access
Human rights and gender	Health and safety
Poverty	Social capital
Social justice	Well-being, happiness and quality of life

The way in which indicators can be embedded in decision-making and monitoring is shown in Figure 7.

It makes sense to:

- Select a practical and simple set of indicators.
- Commit to a set of indicators over time.
- Balance technical and survey-based indicators.
- Summarise and visualise indicators through indices, scoring and/or charts.
- Benchmark against targets and/or 'reference' communities or projects.

An example of how these principles might work in practice is shown in Table 4.

Figure 7. Using indicators for monitoring and feedback³⁵

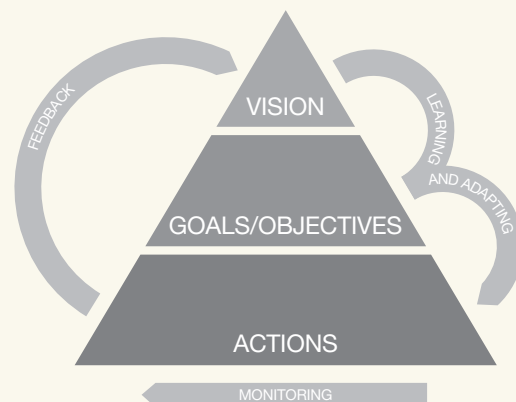


Table 4. A matrix for assessing social sustainability

EXAMPLE THEME	EXAMPLE OF TYPICAL INVESTMENT REQUIRED	EXAMPLE TOPIC	SOURCE OF DATA ('PROXIES')
People	<ul style="list-style-type: none"> - Affordable housing - Mixed tenure - School, further education college 	<ul style="list-style-type: none"> - Type of residents (e.g. age, ethnicity) - Household type - Household income - Education 	<ul style="list-style-type: none"> - Internal data, survey work - Neighbourhood statistics
Affordability	<ul style="list-style-type: none"> - Affordable housing 	<ul style="list-style-type: none"> - Household tenure profile 	<ul style="list-style-type: none"> - Internal data, survey work - Neighbourhood statistics
Health and well-being	<ul style="list-style-type: none"> - Good design - Cycling/walkways - Public space - Culture & heritage 	<ul style="list-style-type: none"> - Crime levels and fear of crime - General health - Indoor and outdoor public space usage 	<ul style="list-style-type: none"> - Internal data, survey work - Neighbourhood statistics - Crime statistics - Economic & social data (ESDS)
Sense of community	<ul style="list-style-type: none"> - Community resources - Volunteering - Social infrastructure 	<ul style="list-style-type: none"> - Engagement and volunteering - Social enterprise 	<ul style="list-style-type: none"> - Internal data, survey work - Neighbourhood statistics - Economic & social data (ESDS)

Note: 'Internal data' is data held by the developer. 'Survey data' is data commissioned through survey work.

We could also construct a similar matrix for 'economic' indicators which would include such measures as new jobs (construction and non-construction); contribution of the development to the tax base (national taxation and business rates); and net growth of businesses, and also 'environmental' indicators, which would include energy, water and waste indicators.

This approach enables a developer to set clear social criteria for prioritising investments, and for subsequent monitoring (through post-occupancy evaluation) to assess the impact of the regeneration or development project on the social and economic fabric of a place.

With an appropriate set of indices, it should also be possible to measure the 'social return on investment' (a measure of social and financial value) and 'gross value added' (as a measure of spending on employees, suppliers and a company, for example) within a regeneration or redevelopment project. However, there is a 'scale' issue which needs to be borne in mind: some datasets are not available at local super output level and survey work and alternative data sources may also be needed.

There is, of course, also the issue of cost. A post-occupancy evaluation of a 'typical development' or regeneration project may cost between £15,000-20,000. This seems a price worth paying if it can assess the real socio-economic impact a project has made.

“This approach enables a developer to set clear social criteria for prioritising investments, and to assess the impact of the regeneration or development project on the social and economic fabric of a place.”

5.0 In Conclusion

Social sustainability matters because people, places and the economy matter as much as environmental issues. If we are going to create sustainable places in our towns and cities then we really do need to 're-balance' the triple bottom line.

Changes in the political landscape, which will transcend party politics, will make it much more likely that those projects which are community-led, and which deliver growth and employment, and create places that promote happiness and well-being, are those which will progress in a new era of localism. Very quickly, the emphasis is likely to be much more on 'people' than 'area-based' initiatives.

If a development team can evaluate their impact, they can demonstrate their contribution to local policy goals. This may not only justify their work in planning terms but help us all achieve a better balance between the different dimensions of sustainability.

For further information about OISD's work on social sustainability see:
http://www.brookes.ac.uk/schools/be/oisd/sustainable_communities/index.html

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The Berkeley Group Holdings plc
Berkeley House
19 Portsmouth Road
Cobham
Surrey KT11 1JG
UK

