

Community Engagement Report Out

Pre-Planning Phase – August to December 2018
Chinatown Transformation Team

Purpose

The City of Vancouver's Chinatown Transformation Team (CTT) engaged the Chinatown community from August to December 2018 to get their feedback on the team's work. This document summarizes the feedback collected from one-on-one conversations as well as a public workshop. The purpose of this document is to record and report out on what we heard, in the interests of maintaining transparency and accountability as we continue to develop our working process through the beginning of 2019.

Please send an email to chinatown@vancouver.ca if you have any comments, feedback, questions or concerns.



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Executive Summary

The Chinatown Transformation Team (CTT) is a multi-disciplinary and bi-lingual staff team focused on bringing people together and working collectively to achieve a long-term vision for a vibrant Chinatown. CTT sought feedback from the Chinatown community from August to December 2018 and asked people how they wanted to be involved, what topics should we focus on, as well as what were people's current work and priorities. This document reports out on what we heard as an effort to be transparent accountable as we continue to develop our working process through the beginning of 2019.

How We Reached Out

- Chinatown House Meet & Greet + Office Hours: CTT staff introduced themselves to the community at the site of their community-based satellite office in Chinatown House, and then established regular office hours for community members to drop-in and chat or ask questions.
- Tea Chats: CTT staff had one-on-one “tea chat” conversations with people who are currently or have been previously involved with Chinatown in a significant capacity.
- Community Ideas Workshop: CTT hosted an open-ended, bilingual workshop at the Chinese Cultural Center to discuss the community process for Chinatown's transformation work. 50 community members were brought together and their responses were recorded and analyzed.
- CTT also reached out via e-bulletins, emails, and held meetings for specific community groups. From August to December, we reached out to approximately 600 people.

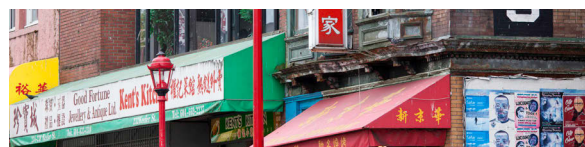


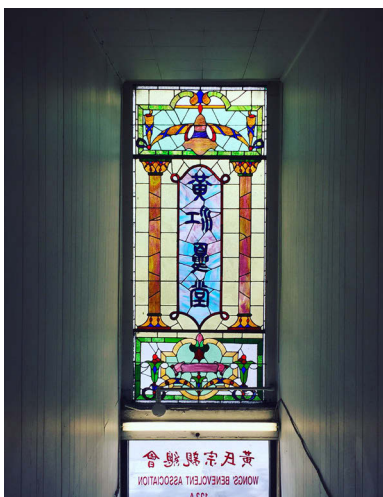
What We Heard

Key ideas emerged from a qualitative data analysis, which can be broadly categorized under three large umbrella themes: Principles, Methods, and Topic Areas.

1. *Principles: Overarching ideas that inform how CTT moves forward with their work.*

- 1.1. Connecting Community – Work with groups and individuals to build structures and mechanisms that aim to break down silos and build stronger, interconnected bridges within the community.
- 1.2. Inclusive Engagement – Put energy and resources into providing accessible opportunities for everybody to engage in the process. CTT will tailor engagement methods and approaches to specific groups in the recognition that productive engagement looks different for everybody.
- 1.3. Responsiveness to Community – Recognize the critical role of community as a partner in establishing a community-based process, and work to build structures for governance, transparency, and accountability.





2. *Methods: Ways to engage the community*

- 2.1. Feedback on “Topic-focused Working groups” Engagement Model – Overall, respondents expressed support for the working groups model, with concrete suggestions to improve the process.
- 2.2. Mixed Engagement Methods – A mixed methods approach will be required, in addition to working groups, to reach the stakeholders necessary to build meaningful collaboration for Chinatown’s transformation work.
- 2.3. Stakeholders – CTT received a collection of names and groups when we asked about who would play important roles in Chinatown’s transformation work. The CTT will be performing outreach to stakeholders beyond those reflected in the community input.

3. *Topic Areas: Areas of work that the community is interested in seeing progress in.*

- 3.1. Economy: The challenge involves building a Chinatown economy that serves the needs of all residents. Conversations have included sustaining affordable goods & services for residents, pressures of gentrification, and bringing in more customers to support businesses.
- 3.2. Safety and Security: The issue of safety and security ties in closely with Chinatown’s economic situation; there is a strong perception that the situation of compromised safety in Chinatown has contributed to economic difficulty for businesses.
- 3.3. “Big Picture” Heritage: The community expressed an interest in exploring heritage from a big picture perspective, inclusive of both Chinatown’s “tangible” and “intangible” heritage assets.
- 3.4. Community Needs: This topic area was broader than the others and included topics such as “public education”, “food equality”, the “drug crisis”, and the need for “more social services”.

How We Reached Out

Tea Chats (35 individuals)

Date(s): August 2018 to December 2018

CTT staff had one-on-one conversations with people who are either currently involved in Chinatown or have been previously involved. Staff recorded notes of each tea chat, which were then analysed later on.

Chinatown Community Ideas Workshop (50 attendees)

Date: November 15, 2018 | Time: 5:30 pm to 7:30 pm

Location: David Lam Hall, Chinese Cultural Center, 50 E Pender St

Hosted in the David Lam Hall of the Chinese Cultural Center, CTT brought together 50 members of the community to discuss and provide feedback on the community process for Chinatown's transformation work. CTT invited broad community participation for the event. The invitation was distributed via an online newsletter distributed to 1100+ email addresses. The event was promoted on cards distributed at the CTT Meet and Greet hosted on October 27 as well, which was attended by ~170 members of the public (see appendix for card design). Staff further raised awareness of the workshop by following up with individuals who demonstrated interest in attending by checking off the respective checkbox on the cards and speaking to community members in-person.

The event was fully bilingual, with interpretation provided for the main facilitator and at each small table group of eight. All workshop materials as well as the staff presentation were also fully bilingual. Staff collected responses and feedback on large design templates, on post-its, and note-taking at tables, for further analysis after the event (insert pictures). Additionally, we collected feedback on the event itself using participant feedback forms. The event was rated 4/5 on average, and the additional comments will inform the design of future engagement.

At the event, participants were asked to discuss the question "what makes a process successful?" and were presented two engagement process options to provide feedback on. The first asked for feedback on the CTT-proposed Working Group structure (see appendix for Working Groups structure presented in process design template). The second option asked participants to design their own process, using a blank design template (see appendix for template used). Structured as an open-ended session, CTT attempted to listen without an assumption of what the final process would look like with the hopes that the responses given would inform our next steps.

What We Heard

The following is a summary of comments and feedback that we collected from the engagement described above. Key ideas emerged from a qualitative data analysis, which can be broadly categorized under three large umbrella themes: Principles, Methods, and Topic Areas.

1. **Principles:** Overarching ideas that will inform the way CTT works.
2. **Methods:** Ways to engage the community.
3. **Topic Areas:** Areas of work that the community is interested in seeing progress in.



1. Principles

As CTT works together with the Chinatown community to move through a complex process of change to achieve a vibrant Chinatown, setting a foundation of principles will help guide our way forward together. The City heard overarching ideas throughout the engagement process, ranging from themes such as “accountability” and “humility” to “intergenerational accessibility”. Using a process of grouping, we developed three overarching principles from the collection of themes that surfaced through our analysis. We will incorporate the three principles below into a broader set of principles that is being refined and will inform all of CTT’s work.

1.1 Connecting Community

Work with groups and individuals to build stronger, interconnected bridges within the community. This principle communicates a strong desire to break down silos, improve communication between various community groups, and develop a shared vision for Chinatown’s future.

1.2 Inclusive Engagement

Put energy and resources into providing accessible opportunities for everybody to engage in the process. CTT will tailor engagement methods and approaches to specific groups in the recognition that meaningful engagement looks different for everybody.

1.3 Responsiveness to Community

Recognize the critical role of community as a partner in establishing a community-based process, and work to build structures for governance, transparency, and accountability.



2. Methods

The CTT received many suggestions for methods of engagement to use. **Capacity building** was a big theme: the community showed strong interest in **leadership development workshops** for community members including businesses, as well as **succession planning and mentorship** opportunities. Participants also spoke to the need for a **coordinated approach** to marketing and education for broader awareness of Chinatown's importance to Vancouver and beyond. In addition, the City received clear feedback on the Working Group structure, engagement techniques that can be incorporated in a mixed methods approach, and a list of stakeholders with whom participants felt it was important for CTT to engage with.

2.1. Working Groups feedback

A summary of the feedback we heard regarding Working Groups is listed below. Participants brought up issues with meeting frequency, the time required, and strategies to prevent Working Groups from siloing. The City found a strong sentiment encouraging each Working Group to find ways of working together comprehensively and frequently. Overall, respondents expressed support for the Working Groups model, with the following suggestions to improve the process:

- Meetings should be every one or two months, with informal meetings and other engagement in-between
- Have smaller groups (sub-committees, focus groups) focused on specific topics
- Representatives of different Working Groups should meet regularly to ensure collaboration
- Ensure there is enough time for the process, while also showing that progress is being made quickly
- Convene meetings between Chinatown groups to learn from each other and work toward a common vision
- Have a clear focus for each meeting
- Provide expertise where needed
- Form partnerships to support the transformation work





2.2. Mixed Engagement Methods

The CTT also heard a strong sentiment that Working Groups should not be the only way forward, but that a mixed methods approach would be required, in addition, to reach the stakeholders necessary to build meaningful collaboration for Chinatown's transformation work. Following through on the principle of "Inclusive Engagement", the CTT is working on how to tailor engagement methods and approaches to specific groups (see 2.3 Stakeholders section). Participants suggested the following ideas:

- Communications: Passive display at Chinatown House with a visual tracking the progress of community projects and milestones; posters advertising events around Chinatown; newspaper print advertisements of project updates, upcoming events, new developments, etc.; radio segments
- Materials for events and communications: Communicate clear intent and distribute preparatory material before events; share engagement efforts, highlight CTT's limitations, educate the public on City processes; provide timely follow-up messages after City events
- In-Person Engagement: Office hours (appointment forms online and/or in-person); small business meet-ups; drop-in chats around the community; "get on the ground and communicate"; outreach to students (ex. high school fairs); information sessions at Chinatown House and community centers; visits to social housing
- Online Engagement: CTT Website; centralized online platform to share Working Group meeting information; online surveys; livestreams for public events
- Quick Start Actions: build trust and collaboration; results of quick start actions could be presented at a Community Summit
- Socials: Fun, social events; networking events; opportunity to pilot new ideas



2.3 Stakeholders

CTT received a collection of names and groups when we asked about who else we should involve in Chinatown's transformation work. The below lists the sectors that were brought up in conversation either through a one-on-one tea chat or at our engagement event. This list reflects community input and is not comprehensive, and the CTT will be performing outreach to stakeholders beyond those included here. The CTT welcomes any further suggestions of additional stakeholders that should be included.

- Arts, Culture, Heritage: Athletic clubs; museum and cultural space groups; heritage organizations; music and film groups
- Businesses: Small businesses; new tenants; entrepreneurs
- Community: Students, teenagers, youth; seniors; community volunteers; urban Indigenous; residents/tenants; new residents; community volunteers; people with historic ties to Chinatown; people who grew up in Chinatown and want to come back to be engaged; property owners
- Government: City of Vancouver departments, staff, and politicians; police; First Nations governments; provincial staff and politicians; federal staff and politicians
- Organizations: Vancouver Chinatown Business Improvement Association (VC-BIA); youth organizations; Urban Indigenous; older and newer community organizations; Chinese Societies and Benevolent Associations; service providers

3. Topic Areas

Participants raised a variety of issues and topic areas they hoped to see addressed. CTT took what was said and categorized each issue or topic into broader topic areas. These categories can inform CTT's work and priorities.

3.1. Economy

The challenge involves building a Chinatown economy that serves the needs of all residents. Participants raised concerns over the pressures of gentrification and its impacts on the availability of affordable housing. Participants also voiced interest in both wanting to support old businesses as well as bring in new, culturally appropriate businesses. The issue of increasing loss of culturally appropriate businesses is an additional concern.

3.2. Safety and Security

The issue of safety and security ties in closely with Chinatown's economic situation. There is a strong perception that the situation of compromised safety in Chinatown has contributed to less visitors to Chinatown and makes doing business difficult. Overall, this perception includes views on the need for infrastructure repair (ex. heritage buildings, awnings, etc.) and public space maintenance (regarding needle pickup, graffiti, garbage, etc). The social impacts of disrepair in Chinatown leaves seniors and store employees feeling unsafe when travelling home at night.



3.3. “Big Picture” Heritage

The community expressed an interest in exploring heritage from a big picture perspective, inclusive of both Chinatown’s “tangible” and “intangible” heritage assets. “Tangible” heritage assets refer to the physical elements of heritage, such as buildings, streets and parks. “Intangible” heritage refers to the traditions or living expressions inherited from our ancestors and passed to our descendants, such as community knowledge, language, traditions, food, martial arts, and other practices or skills. There was general support around the need for investment to grow and strengthen “intangible” heritage assets. The idea of a stewardship model was also brought up as a way for the community to maintain important physical aspects of Chinatown, like its plazas, streets, and gates. In addition, the feedback given reflected on the use of UNESCO World Heritage Site Application as a framework for CTT’s Chinatown transformation work. Some responses spoke to the inaccessible language that UNESCO uses to define cultural assets in Chinatown, such as “tangible” and “intangible”.

3.4. Community Needs

This topic area was more widely encompassing of some of the issues brought up. The various topics and issues of concern included “public education”, “food equality”, the “drug crisis”, and the need for more social services. Some of the comments suggested new community institutions, such as “an [organization] dedicated to work with mental health, addictions, housing, and wrap-around services for the Chinese community”. Others spoke to the need for city-wide public education about Chinatown as a way to draw public attention and capacity to the transformation work unfolding in the community.



Responding to Your Feedback

We hope to continue our engagement process to hear from those who have not yet provided input. If the content of this document appears incorrect or incomplete, please let us know at chinatown@vancouver.ca.



Appendices

Appendix a: Materials and templates used at Nov 15 Community Ideas Workshop Engagement Session (and photo)

Process Template 1
程序樣板1

Table number桌號: _____

1. Describe the process 請描述程序

What are the main steps? How long is this process? How frequently will community/city meet?
主要的步驟是甚麼? 程序需要多長時間? 社區與市府舉行的會議有多頻密?

2. Describe Who is Involved 那些人會參與

Who are the stakeholders and partners? How are they involved?
那些人是持份者及夥伴? 他們如何參與?

Process Template 2
程序樣板2

Table number桌號: _____

3. Main Focus Areas 主要集中討論的範圍

How is the work organized? What are some possible focus areas?
工作怎樣安排? 可能會集中討論那些範圍?

4. Identify Resources Needed for the Process 確認這程序需要動用的資源

What resources are needed to support the process?
需要甚麼資源去支持該項程序?

5. First Step 第一步

What is the first step to putting this into practice?
怎樣踏出第一步落實計劃?

Other notes 其他要點



Appendix 1: Materials and templates used at Nov 15 Community Ideas Workshop Engagement Session

Process Template 1

SAMPLE

1. Describe the process

How long is this process? How frequently will community/city meet?

Step 1:	Members of the community will be invited to join the groups.
Step 2 (6 months):	The groups will meet 6 times, inform inventory, develop priorities and strategies.
Step 3:	The groups will present these ideas at a Chinatown Summit.
Step 4 (3 months):	Staff will assemble the ideas and prepare a draft plan based on them.
Step 5:	Working groups comment on draft plan. Plan finalized.
Step 6 (multi-year)	Actions can be undertaken by City and/or working groups.

2. Describe Who Is Involved

Who are the stakeholders and partners? How are they involved?

City's Chinatown Transformation Team

- Engineering
- Public Art
- Arts and Culture, Social Policy

Main roles: organize the process, prepare the plan, support with City resources

Other government partners

- Province of BC (MOU has been signed)
- BC Housing
- Government of Canada

Main roles: support the process with resources

Research Partners

- UBC

Main roles: do research, focus on intangible heritage

Community

- Businesses
- Residents
- Property Owners
- Cultural Organizations: CCC, SYS Garden and more
- Business Organizations: VCBIA, VCMA and more
- Chinese Societies
- Organizations focusing on various topics, including history, seniors, food, immigrants

Main roles: volunteer time to participate in process, help identify strategies and priorities, undertake actions

Table number: Chinatown Transformation Team

Process Template 2

3. Main Focus Areas

How is the work organized? What are some possible focus areas?

- Tangible heritage
- Intangible heritage
- Business and economic development
- Community building within Chinatown
- Relationship building outside Chinatown

5. First Step

What is the first step to putting this into practice?

- Invite community members to join working groups

4. Identify Resources Needed for the Process

What resources are needed to support the process?

- City staff to support process logistics, outreach, organization
- Venue and budget for meetings

Other notes

Appendix b: Meet & Greet Engagement Card Design

LET'S CONTINUE THE CONVERSATION

The Chinatown Transformation Team (CTT) is just beginning its work. We want your input in designing the next steps of this process. Tell us your ideas for how the Chinatown community can work together.

How do you want to continue the conversation?

We want to follow up with you!

Name and email:

<input type="checkbox"/> Join the Nov 15 community workshop	<input type="checkbox"/> Invite us to your organization's meeting
<input type="checkbox"/> Chat one-on-one with a CTT team member	<input type="checkbox"/> Participate in a CTT focus group session
<input type="checkbox"/> Email us at chinatown@vancouver.ca	<input type="checkbox"/> Make a plan with your team and tell us how we can support you
<input type="checkbox"/> Reach out to others who may like to participate	<input type="checkbox"/> Help convene a community meeting
<input type="checkbox"/> Add me to the mailing list to get updates	<input type="checkbox"/> Something else: <input type="text"/>

Postcard Front

Postcard Back

What do you need to support your work in Chinatown?

What can you contribute to the Chinatown community?



vancouver.ca/chinatown

請繼續參與下一步的討論

唐人街經濟文化發展專案小組正開始著手工作，我們希望在設計下一步行動方面聽到你的意見，以及我們和唐人街社區應如何攜手合作。

你希望如何繼續參與討論?

我們希望你作出跟進!

姓名及電郵:

<input type="checkbox"/> 參加11月15日的社區工作坊	<input type="checkbox"/> 邀請我們參加你所屬組織的會議
<input type="checkbox"/> 與 CTT 專案小組成員進行一對一的面談	<input type="checkbox"/> 參加 CTT 的聚無小組會議
<input type="checkbox"/> 給我們發電郵: chinatown@vancouver.ca	<input type="checkbox"/> 與你所屬的組織定下計劃，然後告訴我們可以如何向你作出支援
<input type="checkbox"/> 告訴其他可能有興趣參與的人士	<input type="checkbox"/> 協助舉辦社區會議
<input type="checkbox"/> 加入接收電郵名冊以便得到最新資訊	<input type="checkbox"/> 其他: <input type="text"/>

Postcard Front

Postcard Back

你在唐人街的工作需要甚麼支援?

你對唐人街社區可以作出甚麼貢獻?



vancouver.ca/chinatown

Appendix c: Ideas Garden collected at Nov 15 Community Ideas Workshop Engagement Session



Appendix d: List of themes from analysis - “Theme” (# of mentions in data)

Engagement Process (430)

Principles (214)
Accessibility & Inclusion (47)
Intergenerational (22)
Language (8)
Breaking down silos (40)
Communication (24)
Common Vision (22)
Bridging (16)
Trust (2)
Accountability (12)
Transparency (11)
Stewardship (9)
Reflection & Iteration (8)
Intentionality (7)
Focus (6)
Humility (3)
Sustainability (2)

Mixed Methods (69)

Socializing (13)
In-person (11)
Online (8)
Outreach (37)
Working Groups (21)
Scheduling (17)
More time needed (5)
Monthly (4)
Reporting out or Checking In (16)
Quick Start Actions (15)
First Steps (13)
Marketing (12)
Roles (8)

Who - Community Groups and People (163)

Organizations (40)
Community (32)
Businesses (29)
Government (21)
Arts, Culture, Heritage (10)
Miscellaneous (9)
Property Owners (5)
Societies (4)
Tenants (4)

Working Themes or Topics (153)

Economic (25)
Capacity Building (20)
Tangible (16)
Public Space (9)
Public Educations (13)
Interconnectedness (11)
Safety (11)
Relations outside of CT (11)
Security (10)
Housing (8)
Social Services (6)
Intangible (5)
Relations within CT (5)
UNESCO (5)
Drug Crisis (2)
Food Equality (1)
Dilapidation (1)

Project Ideas (36)

Appendix e: Staff List

Chinatown Transformation Team (CTT):

Alan Chen - Planning Assistant
Aaron Lao - Planning Analyst
Baldwin Wong - Social Planner, CTT Co-Lead
Belle Cheung - Cultural Planner
Helen Lee - Heritage Planner
Helen Ma - Planner, CTT Co-Lead
Joseph Li - Comms. & Volunteer Planner
Wendy Au - CTT Advisor

City of Vancouver Staff Support:

Benny Loi - Consecutive Translator
Bonnie Ma - Downtown Eastside (DTES) Planner
Camilla Lade - Assistant DTES Planner
Cheryn Wong - Communications Coordinator
Dear Bhokanandh - DTES Planner
José Fernández García - DTES Planner
Tom Wanklin - DTES Team Lead
Wesley Joe - DTES Planner