



POLICY REPORT
URBAN STRUCTURE

Report Date: July 11, 2012
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Meeting Date: July 25, 2012

TO: Standing Committee on Planning and Environment
FROM: Assistant Director, Central Area Planning
SUBJECT: Chinatown Neighbourhood Plan and Economic Revitalization Strategy

RECOMMENDATION

- A. THAT Council adopt the "Chinatown Neighbourhood Plan" as described in Appendix A of the Policy Report dated July 11, 2012, entitled "Chinatown Neighbourhood Plan and Economic Revitalization Strategy".
- B. THAT Council adopt the three-year Economic Revitalization Strategy described in Appendix A of the Policy Report dated July 11, 2012, entitled "Chinatown Neighbourhood Plan and Economic Revitalization Strategy", and begin implementation, in partnership with the community.

GENERAL MANAGER'S COMMENTS

The General Manager of Community Services recommends approval of the foregoing.

CITY MANAGER'S COMMENTS

The City Manager recommends approval of the foregoing.

COUNCIL POLICY

In 2002, Council approved the Chinatown Vision Directions to help guide city policy decisions, priorities, budgets and capital plans in the Chinatown community. In 2005, Council approved a work program to continue implementation of the Chinatown Vision, which also included the development of a Chinatown Neighbourhood Plan.

On January 26, 2010, as part of the Historic Area Height Review, Council directed staff to engage the Vancouver Economic Commission, Vancouver Chinatown Business Improvement Association, Vancouver Chinatown Merchants Association and other organizations in the

creation of an Economic Revitalization Strategy for Chinatown. Council also directed staff to bring forward the Chinatown Neighbourhood Plan.

On April 19, 2011 Council approved the final implementation of the *Historic Area Height Review* relating to the Chinatown Historic Area (HA-1 and HA-1A zones) which included a residential intensification strategy for Chinatown that supports small-lot and mid-rise development.

SUMMARY

Over the last decade, the City has worked with the Chinatown community to nurture revitalization within this important historic and cultural neighbourhood through public realm improvements, community and economic development projects, and by creating building opportunities to increase the resident customer base to support existing businesses and generate investment in the neighbourhood. While there are early signs of positive growth, in the form of new residential development applications and new businesses locating in Chinatown, the challenges within the neighbourhood remain significant. Chinatown has a high number of vacant storefronts in run-down buildings, struggling businesses and a negative public image as unsafe and out of date. This is an important moment in the evolution of Chinatown to ensure revitalization continues, renews the cultural and heritage fabric of the neighbourhood, and is socially and economically sustainable.

The purpose of this report is to present the Chinatown Neighbourhood Plan (the Plan) and the Economic Revitalization Action Strategy (the Economic Strategy) for Council adoption (both in Appendix A). The Plan is the result of over a decade of community work to encourage private sector investment in the community and improve conditions for those who live, work and visit the area. The Economic Strategy is the fifth and final component of the Plan. The Strategy builds on all that has been learned over the last decade of work in Chinatown and presents a strategy of short-term and medium-term actions to support business retention, expansion and attraction.

BACKGROUND

Chinatown: Past and Present

First established in the 1880s by Chinese immigrants, Chinatown is one of the city's founding neighbourhoods and part of its original commercial core. The neighbourhood played a formative role in the development of civic and national identity, through the contributions of generations of Chinese-Canadians. Like many historic neighbourhoods, Chinatown has experienced decline due to the social and economic challenges prevalent in our inner city neighbourhoods. It was historically a mixed use neighbourhood with a strong residential base, but up to the 1990s the residential population within Chinatown proper declined, leaving many buildings under-utilized and contributing to the economic challenges of the area. More detailed information on the Chinatown history and neighbourhood profile is included in the Plan's introduction chapter in Appendix A.

One of the common challenges to revitalization of urban and historic neighbourhoods is the delicate balancing of growth, economic opportunities, affordability and impacts that can displace low-income residents, and heritage conservation. The Chinatown Vision, developed by the community and adopted by City Council in 2002, recognized the need for the neighbourhood to connect with younger generations and to reach out to people of all backgrounds to ensure Chinatown is increasingly relevant to a more multi-cultural Vancouver.

The community's vision was to build a Chinatown that is open to everyone without losing its culture and heritage and has been a critical framework guiding the City's policy decisions, priorities, budgets and capital plans in the area over the last decade. The 11 high-level Chinatown Vision directions are:

1. Heritage Building Preservation
2. Commemoration of Chinese-Canadian and Chinatown History
3. Public Realm Improvements
4. Convenient Transportation and Pedestrian Comfort
5. A Sense of Security
6. Linkage to the Nearby Neighbourhoods and Downtown
7. Youth Connection and Community Development
8. Attractions for Vancouverites and Tourists
9. A Community with a Residential and Commercial Mixture
10. Diversified Retail Goods and Services
11. A Hub of Social and Cultural Activities

Chinatown today covers approximately 10 blocks, totalling 16.3 hectares of land area with a small residential population. The neighbourhood's residents have tended to be older, more likely to be low-income and more likely to be made up of single-member households than the City average. Many Chinatown residents continue to be of Chinese ethnicity (41%) but the neighbourhood is home to an increasingly culturally and ethnically diverse population. The 2006 Census showed that between '01 and '06 the population was increasingly younger which may be attributable to the new residential developments created during this time. The most recent 2011 Census showed that the number of people living in the neighbourhood has nearly doubled in the proceeding ten-year period.

Table 1. Chinatown Demographics

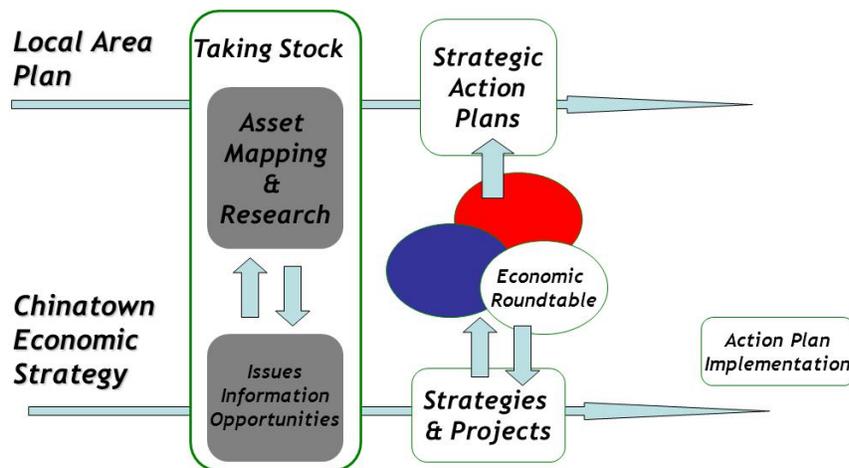
	Chinatown	City of Vancouver
Population*	1277	603,502
Identify as Chinese ethnic origin	41%	31%
Age - Under 19 years	11.8 %	17.9%
Age - Older than 65 years	25.1%	13.1%
Income - Median Household	\$17,658	\$47,299
Avg. size of household	1.8 persons	2.2 persons

Source: 2006 Census Data, except * 2011 Census Data

Planning Hierarchy - Chinatown and the DTES Local Area Planning Process

The Chinatown Neighbourhood Plan exists within a policy and planning hierarchy that runs from the city-wide, to the local area, down to the neighbourhood level. At the city-wide level, Vancouver must grapple with a convergence of challenges to our environment, economy, livability and long-term sustainability. At the local area planning level, neighbouring communities come together to translate these policies to local area scale, and to resolve divergent views. At the neighbourhood level, the issues are further defined with a focus on determining and implementing improvements to the public realm and local economic conditions.

Figure 1. Local Area Planning & Chinatown Economic Strategy Integrated Processes



The DTES Local Area Planning Process (LAPP) currently underway will tackle area-wide policy and planning challenges for the local economy, social and urban health, built form & land use, and implementing the DTES Housing Plan. Representatives of the Vancouver Chinatown Business Improvement Area, the Vancouver Chinatown Revitalization Committee, and seniors from Chinatown have been appointed to the LAPP Committee. The Chinatown Neighbourhood Plan will inform those broader discussions, providing background on the concerns and aspirations of the neighbourhood. The learning and planning that comes out of the DTES Local Area Plan will also inform the Chinatown Neighbourhood Plan, and the implementation of the Economic Strategy. As work progresses on the development of the LAPP, Chinatown residents, businesses and community members are encouraged to actively participate in that process.

DISCUSSION

The Chinatown Neighbourhood Plan is the product of over a decade of effort by the community and City staff to address complex neighbourhood issues through community-based projects and the development of new zoning, urban design guidelines and policy. The Plan provides a framework for strategic investment in the community and a context for current and future decision-making. In 2010, City Council directed staff to undertake the development of an economic revitalization action strategy for Chinatown that builds on previous City investments and can provide a road map for the next phase of community plan implementation. Both the Plan and the Economic Strategy are attached in Appendix A.

Recommendation A. Chinatown Neighbourhood Plan

The Plan covers five key areas where the City can support revitalization: heritage and culture, built form and urban structure, land use, public places and streets, and local community and economic development (Figure 2). The Plan includes an analysis of the underlying issues and opportunities in each area and the existing community resources. The Plan also describes the significant implementation work through policy, program and capital projects that has been undertaken in each of the five areas. This “action while planning” approach has enabled on-the-ground learning to inform the plans development and timely action on strategic issues and opportunities. The Plan is a living document and staff continue to monitor its implementation and provide Council with regular progress reports.

Figure 2. Chinatown Plan's Five Key Areas



Below is an overview of the community plan revitalization work completed and in progress, more detail can be found in Appendix A:

1. Public Places and Streets

Special events and daily activities in public places are an essential part of urban life and contribute towards the community's identity and sense of pride. Enhancing the public realm, for both day and night-time uses, improves Chinatown's appeal for both residents and visitors, and provides a venue for community programming and special events. Considerable work has been undertaken in this area over the last decade as documented in the Plan. Key initiatives include:

Carrall Street Greenway (completed)

In July 2006, Council approved a detailed design and budget for the Greenway and the Chinatown blocks have been completed. Council also approved an electrical infrastructure plan and budget for the Greenway to support and encourage community events and activities in the public realm. This major public realm initiative has created safer biking and pedestrian routes and a more welcoming streetscape between Chinatown, Gastown, Hastings Street and the Downtown Central Area.

2. Land Use

Historically, Chinatown had many small buildings on narrow lots with commercial and retail on the ground floor, often with housing or offices on the upper floors. City policies should reinforce this established mix of uses to ensure the neighbourhood grows as a vibrant hub of social, cultural and commercial activities. Staff have completed a number of urban design, architecture and economic analyses, with assistance from external consultants, to better understand the existing Land Use challenges and opportunities. A key program initiative in this area has been:

Chinatown Active Storefront Program (on-going)

The vibrancy of Chinatown has been compromised, in part, due to the high numbers of vacant storefronts and the lack of viable, diverse businesses to meet the needs of the

community and visitors. In 2009, Council approved this program to activate six vacant storefronts by providing a grant of up to \$50,000 for façade upgrades when new businesses that fit the character and identity of the area take up tenancy in currently vacant properties. To date, six storefronts in Chinatown have been upgraded and tenanted. This project is improving deteriorated building facades, creating a more active and attractive streetscape, and tenanting once vacant storefronts with new, viable longer-term businesses.

3. Heritage and Culture

Chinatown aims to become a regional and global destination, where people can experience the neighbourhood's culture and heritage through its architecture, arts and festival events, and urban life. Protecting and growing its valuable cultural assets, including its heritage buildings, cultural facilities and Chinatown Family Societies and Benevolent Associations, is critical to Chinatown's long-term success. Initiatives in this area include:

Society Buildings Planning Grant Program (Phase 1 complete; Phase 2 underway)

Staff have worked closely with Chinatown family associations and benevolent societies ("Societies") to support preparation of rehabilitation strategies for Society owned heritage buildings. The City provides a grant to support individual Societies working with economic and development consultants to create a detailed rehabilitation and financial plan for the restoration of their building. Since the start of the program five grants of \$100,000 each have been provided to five different societies (each Society receiving a grant must contribute \$20,000 to the planning work). The knowledge gained through this work enables the participant Societies, their members and the City to understand the funding and development challenges and opportunities we face in restoring these historic and cultural assets and enables them to search for additional funding partners.

National Historic Site Designation (approved)

Council passed a motion in April 2008 to support the Chinatown Society Heritage Buildings Association in its effort to secure UNESCO World Heritage listing for the historical buildings in Chinatown. The first step on this path was to apply for National Historic Site Designation and in the fall of 2011 the Minister of Environment announced the awarding of National Historic Site Designation to Chinatown. National and UNESCO Heritage designation, if leveraged through marketing, tourism and economic development strategies, can assist in raising public awareness of the significance of Vancouver's Chinatown and motivating increased investment in the restoration of its heritage assets.

Cultural Development (on-going)

The Chinatown Vision aspires for the neighbourhood to be a hub of social and cultural activities for locals, Vancouverites and Tourists. To support this vision, the City and community developed the Downtown Eastside Arts & Culture Strategic Framework & Investment Plan (2007) and Planning staff supported community leaders to undertake the *Chinatown Cultural Development Study* (2011). Key revitalization priorities identified in this work include: supporting capacity development in existing community arts & culture organizations, increasing partnership between organizations, and the need for a long-term strategy to address aging infrastructure. City staff in Planning and Cultural Services continue to seek opportunities through projects and policy to

support Chinatown's arts & cultural organizations as they are integral to the vitality, character and economic success of the area.

4. Built Form and Urban Structure

Chinatown has a unique built form and urban structure that can be enhanced to foster a stronger sense of place while creating opportunities for growth. Chinatown can become a place for innovative redevelopment, including heritage rehabilitation, infill and new low to mid-rise construction. The key initiative in this area is the:

Historic Area Height Review (completed)

On April 19, 2011, after an extensive community engagement process, Council approved the implementation of the Historic Area Height Review items relating to the Chinatown Historic Area (HA-1 and HA-1A zones). This included changes to the District Schedule to moderately increase height in Chinatown in the Zoning and Development By-law, changes to the Design Guidelines to support these height increases and to provide greater support for development of small lots, and the adoption of a *Rezoning Policy for Chinatown South* (HA-1A). As of June 2012, two significant rezoning processes are currently in application and two development applications under existing zoning have been approved. If these four projects proceed to development, Chinatown could see approximately 600 new residents in the next three to five years which would strengthen the resident customer base for local businesses.

5. Community & Economic Development

Small enterprises and community and cultural activities form the core of Chinatown's economy, drawing residents, visitors and tourists to the area. Over the last two decades Chinatown has struggled with vacant storefronts and a negative public image of the neighbourhood as unclean and unsafe. Where once Chinatown was the only Chinese goods and services shopping area, disperse immigration has created new Chinese-oriented shopping districts and businesses across the City and region. This situation has hampered Chinatown's ability to retain businesses and attract investment.

Working with the Vancouver Chinatown Business Improvement Association, Vancouver Chinatown Merchants Association and member organizations of the Vancouver Chinatown Revitalization Committee, the City has piloted many community-based projects to stimulate the local economy, often through funding from the Vancouver Agreement and other sources. Some of these projects have included:

- Outreach initiatives to local tourism groups and organizations
- Promotion of the Chinatown Night Market and Chinatown Festival
- Bilingual (Chinese-English) service promotion and customer service training initiatives
- Awning replacement program
- Rickshaw pedicab project
- Window display competitions

Recommendation B. Economic Revitalization Strategy

As part of the above plan, particularly the community and economic development, Council directed staff to identify immediate actions for business retention, expansion and attraction and report back on this Economic Revitalization Strategy. At Council's direction staff engaged

the resources and expertise of the Vancouver Economic Commission (VEC), the Vancouver Chinatown BIA (VCBIA) and the Vancouver Chinatown Merchants Association (VCMA) to develop the plan.

The VEC's recently released *Vancouver Economic Action Strategy (VEAS)* articulated a plan for creating jobs, cultivating innovation and promoting responsible prosperity in Vancouver. A thriving Chinatown can support job growth by expanding tourism opportunities, creating job space and potentially attracting investment and talent from Asia. Chinatown has the potential to foster innovation and green business by retaining and recruiting local, cultural and socially-responsible businesses. The VEC's focus on working in partnership and building on existing strengths to create a resilient economy aligns with the approach to economic development currently underway in Chinatown.

Consultants Findings

Economic development planners from San Francisco, AECOM, were hired to lead the community consultation, undertake neighbourhood-level research and provide strategic recommendations to the City, VEC, VCBIA and VCMA. The Chinatown community was engaged through a public forum attended by 230 community members, a survey of 77 businesses, interviews with over 40 key stakeholders, and an online feedback forum. AECOM's recommendations came from analysis of the local and regional economics, direct feedback of the community and their experiences with the revitalization in Chinatowns in other cities.

Business Climate (key findings from survey of 77 businesses)

- 64 percent of businesses reported a decrease in revenue over the past three years (08'-11')
- 43 percent of businesses have been operating for more than 15 years and 23 percent of businesses have been operating less than 5 years
- Client base: 58 percent local residents (Chinatown & Strathcona), 21 percent Lower Mainland residents and 12 percent tourists

Key Challenges

- Improve neighbourhood public places, cleanliness and safety to attract locals and visitors, especially the evening and weekend customers
- Existing institutions and organizations do not have the capacity to take on projects requiring significant financial risk
- Aging community leadership group; need to increase the involvement of younger community members in decision-making roles and succession planning
- Old line retailers and restaurateurs need to modernize and broaden their offerings

Key Strengths and Opportunities

- Local market area (2 blocks from Pender and Columbia) is growing faster than the city and the region (30% pop. increase - 01/06)
- New residential development in Chinatown; opportunities generated by the Viaducts, False Creek & the Flats
- Cater to new and existing residents (e.g. fresh/organic grocery stores and quality affordable restaurants)
- Demonstrated success of new and more contemporary establishments indicates an opportunity to broaden restaurant and retail offerings

- Renovated heritage buildings combined with interesting walkable streets and laneways can be a unique draw for locals and visitors; and more lively streets can combat concerns and negative perceptions about safety

Community's Recommended Strategies

AECOM's findings were presented to Chinatown community partners in December 2011 and specific strategy areas and actions were identified for advancement in the next three years. This is a critical moment for the Chinatown community to work together to ensure that recent positive economic changes continue to build and that the existing communities and cultural organizations are positioned to be part of a strong, sustainable economic future for Chinatown. The main goals of the economic strategy are to modernize and improve the retail and commercial mix, protecting and enhancing Chinatown's cultural and heritage assets so they can set Chinatown apart from other Asian shopping districts and neighborhoods, and to create interest and appeal in Chinatown's public spaces through dynamic laneway revitalization projects to attract local and regional customers. Details on the objectives, actions, lead organizations and implementation timelines are outlined below:

Strategy 1. Thriving Business District

Develop tactical tools that will assist merchants and landowners to diversify and intensify the mix of retail/commercial activities in the neighbourhood that will complement the culture of Chinatown, while modernizing the mix to appeal to the growing base of new residents, as well as to a broader customer base across the region including tourism markets. Promote opportunities to attract the growing genre of new technology-based businesses and start-ups that find cultural and even edgy neighbourhoods appealing, and ensure this strategy integrates with initiatives in neighbouring areas.

PROPOSED ACTIONS	LEAD ORGANIZATIONS	IMPLEMENTATION
<p>Tenant Recruitment Strategy Develop a retail-mix inventory and profile on current and changing customer base, and develop a strategy to meet the needs of current and future markets. Strategy will inform:</p> <ul style="list-style-type: none"> • BIA business development workshops/outreach • zoning and development recommendations • BIA and VEC outreach to realtors and investors • marketing and tourism campaigns 	<ul style="list-style-type: none"> • Vancouver Chinatown Business Improvement Association • Vancouver Chinatown Merchants Association • Vancouver Economic Commission 	<ul style="list-style-type: none"> • Research & strategy development late - 2012/early 2013 • Implementation - 2013-2015
<p>Tenant Retention Strategy Business training and education workshops and outreach to support existing businesses</p>	<ul style="list-style-type: none"> • Vancouver Chinatown Business Improvement Association 	<ul style="list-style-type: none"> • Workshop/outreach - starting Jan. 2013
<p>Tourism and Marketing Strategy Coordinate marketing between existing organizations and undertake capacity building to modernize marketing and branding strategies, including:</p>	<ul style="list-style-type: none"> • Vancouver Chinatown Merchants Association (convene Working Group) • Vancouver Chinatown 	<ul style="list-style-type: none"> • Strategy development - late 2012/early 2013 • Strategy implementation

<ul style="list-style-type: none"> •one- stop Chinatown website •earned media & social media campaigns 	Business Improvement Association <ul style="list-style-type: none"> •Tourism Vancouver •Dr. Sun Yat-Sen Gardens 	- 2013/2014
Vacant Storefronts Strategy Implement a sustainable window improvement program for vacant storefronts in Chinatown	<ul style="list-style-type: none"> • Vancouver Chinatown Business Improvement Association 	<ul style="list-style-type: none"> •Strategy development - Fall 2012 •Implementation - Jan 2013

Strategy 2. Historic Neighbourhood Revitalization

Retain, revitalize and leverage the unique cultural and heritage assets of Chinatown to provide a long-term economic advantage. Build on the Society Building Planning Grant Program currently offered to Society Heritage Buildings by investigating innovative financing tools to enable the renovation of these key historic and cultural serving buildings. Ensure that the achievement of National Historic Site designation is optimized by identifying marketing, tourism and investment opportunities to be leveraged. Support capacity and youth leadership development within key cultural organizations. Work with community organizations and groups who want to develop culturally appropriate seniors housing in Chinatown to identify future opportunities for collaboration.

PROPOSED ACTIONS	LEAD ORGANIZATIONS	IMPLEMENTATION
Restoration of Society Heritage Buildings Explore innovative financing tools to leverage additional investment in restoration of these important cultural assets	<ul style="list-style-type: none"> •Chinatown Society Heritage Buildings Association 	<ul style="list-style-type: none"> •Immediately via working group
Optimize National Historic Site Designation Support local arts, cultural organizations and heritage groups to maximize opportunities for new community investment and the development of new program services and attractions. Link to marketing and tourism opportunities in Strategy 1.	<ul style="list-style-type: none"> •Tourism Vancouver • Chinatown Society Heritage Buildings Association •Chinese Cultural Centre 	<ul style="list-style-type: none"> •Immediately via marketing working group
Leadership Development Identify opportunities to support youth leadership and capacity development in local organizations	<ul style="list-style-type: none"> •Parks Board - Neighbourhood Houses •SUCCESS •Benevolent Societies 	<ul style="list-style-type: none"> •Immediately via leadership/youth working group •First project - 2013
Seniors Housing Identify opportunities to increase seniors housing development	<ul style="list-style-type: none"> • Chinatown Society Heritage Buildings Association •Vancouver Chinatown Foundation 	<ul style="list-style-type: none"> •Strategy development - 2012/2013

Strategy 3. Vibrant Public Spaces

Laneways have a history in Chinatown of being places of commerce and innovation -small hole-in-the-wall restaurants and businesses once flourished on Market Alley, between Pender

Street and Hastings Street. Laneways today offer potential for creative exploration and innovation, to provide dynamic pedestrian connections, new public spaces and in the long-term new retail and commercial spaces. Revitalized laneways can support local businesses by creating something unique and inviting and generating a greater sense of safety for local residents and visitors. Building on all the effort and success in improving the cleanliness of Chinatown over the last decade these efforts need to be sustained while new opportunities for improvement are sought out by the community.

PROPOSED ACTIONS	LEAD ORGANIZATIONS	IMPLEMENTATION
<p>Laneway Revitalization Strategy Develop with the community a strategy for immediate and long-term revitalization of Chinatown's laneways. Identify specific projects and opportunities for:</p> <ul style="list-style-type: none"> • temporary street events or installations • dumpster-free pilot project • policy and regulation changes to facilitate retail and commercial uses on laneways 	<ul style="list-style-type: none"> • Vancouver Chinatown Revitalization Committee • Architecture for Humanity Vancouver 	<ul style="list-style-type: none"> • Laneway Project - implementation spring/summer 2013 • Comprehensive Laneway Revitalization Strategy - 2014/2015
<p>Clean-up public spaces with local businesses Build on existing City and community initiatives to improve neighbourhood cleanliness (e.g. awning improvements, micro-cleaning, <i>Keep Vancouver Spectacular</i>) with additional neighbourhood clean-up events and implement a sustainable program for window displays in vacant storefronts.</p>	<ul style="list-style-type: none"> • Vancouver Chinatown Business Improvement Association 	<ul style="list-style-type: none"> • New clean-up project - 2013 • Window display program for vacant storefronts - 2013

LEADERSHIP & IMPLEMENTATION

The success of the 3-Year Economic Strategy is contingent on commitment, leadership and follow-through from the Chinatown community and the City. As an economic strategy, focused on retaining and attracting local businesses, the key leaders in implementation are the Vancouver Chinatown Business Improvement Association and the Vancouver Chinatown Merchants Association. The City and the Vancouver Economic Commission will need to provide strategic support to these organizations as projects are developed and implemented. Other partners who will participate in the development of strategies and projects include, but are not limited to, the Vancouver Chinatown Revitalization Committee, the Chinese Cultural Centre, the Dr. Sun Yat-Sen Garden, SUCCESS, Tourism Vancouver, Chinatown Society Heritage Building Association, the Vancouver Chinatown Foundation and Architecture for Humanity Vancouver. Lead organizations will begin immediately to develop the projects identified in the different strategy areas and these projects will be shared with the broader DTES community through the planning roundtables in the fall of 2012. The action plans will provide useful case studies and concepts to inform the broader discussions underway as part of the Local Area Planning Process.

CONSULTATION

The Chinatown Neighbourhood Plan is the culmination of over a decade of consultation with the community. Consultation events (meetings, briefings, open houses, etc.) number in the hundreds through this time. Periods of intense formal public consultation took place in the lead up to the adoption of the Vision in 2002, the Three-Year Strategy in 2005, and the Historic Area Height Review in 2010/11. In preparation of the Economic Revitalization Strategy the City engaged the community through a public forum attended by 230 community members, a survey of 77 businesses and interviews with over 40 key stakeholders.

FINANCIAL IMPLICATIONS

As the economic strategies in this report are further developed, staff will bring specific projects requiring capital funding to Council for approval, either through the regular budgeting process or via a stand-alone report. The economic, public realm and heritage and cultural development projects that will be developed through this strategy are potential candidates for allocations from the existing funding in the Downtown Eastside Capital Program. The DTES Capital Program has been a distinct allocation in Capital Plans since 2000 and supports social and economic revitalization and community building objectives across the neighbourhood, including Chinatown. The three principles that have guided allocations from this fund are that candidate projects meet broad Council priorities, leverage funding from other sources and bridge funding gaps, and support strategic revitalization opportunities. Implementation of the economic strategy will proceed within the Community Services Group existing departmental operating budgets.

CONCLUSION

A revitalized Chinatown can be a vibrant community with distinct cultural identity and a strong, resilient and evolving economic base. In the past 125 years since Chinatown's establishment, the community's success has been built on its ability to adapt and evolve. Working with the community to implement plans and strategies that enable Chinatown to flourish, while maintaining the neighbourhood's unique character, will pave the way for Chinatown's success over the next hundred years.

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