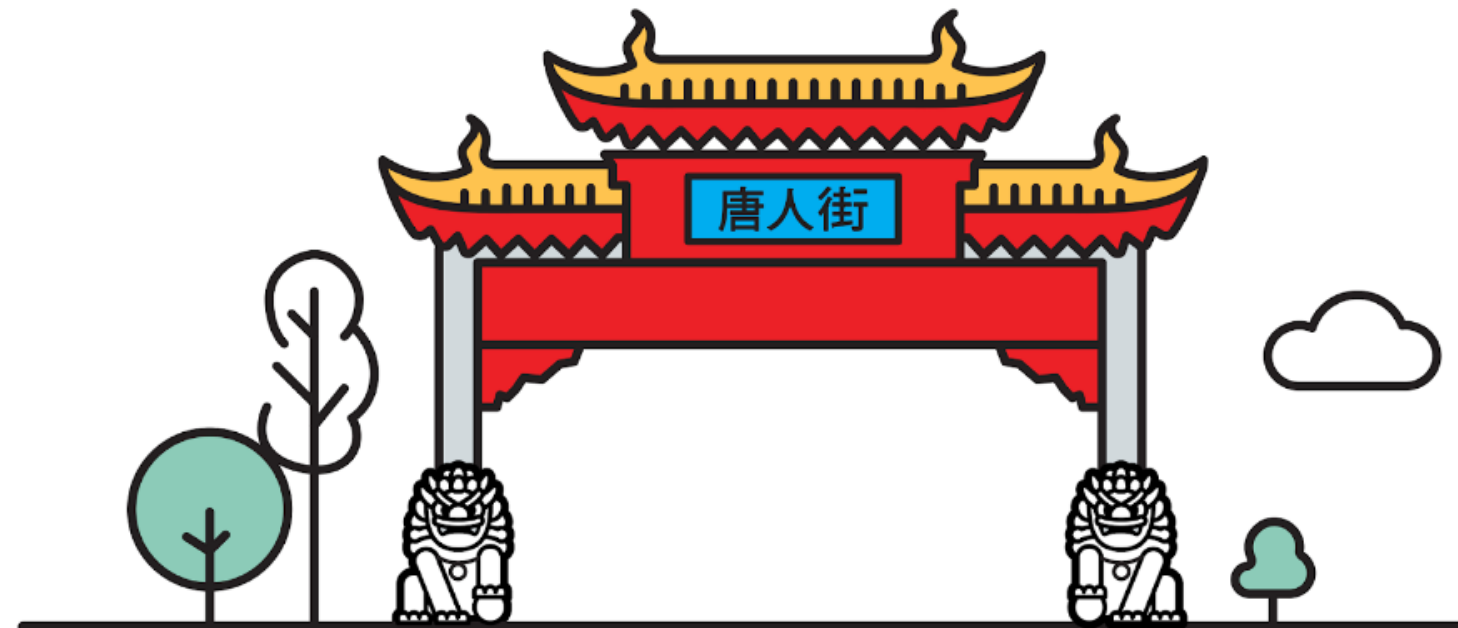


Chinatown

Development:
Participatory process and
2021-2026 Action plan

Public presentation
June 2021



Overview of the presentation

- Background
- Methodology used for participatory activities
- Vision
- Results of consultation activities
- Action plan to develop Chinatown



Background



Objectives and partner mandates

GENERAL OBJECTIVE OF THE MANDATE

- Build a common vision to develop Chinatown

INFORMAL OBJECTIVE

- Foster a collaborative spirit among the stakeholders and encourage their commitment to the process

MONTRÉAL URBAN ECOLOGY CENTRE'S MANDATE

- Host a consultation process

ESPACE STRATÉGIES'S MANDATE

- Develop an action plan

KNL PRODUCTIONS MANDATE :

- Translate documents and take part in meetings



Stages in the consultation process

PRECONSULTATION

- Specify the consultation process goals and activities in collaboration with Chinatown stakeholders (completed in 2019)

STAGE 1

- Identify the issues and needs of the community (completed in 2019)

STAGE 2

- Host a consultation process and draft the background paper (2020–2021)
- Establish an action plan (2021)



Source: Helen Lee

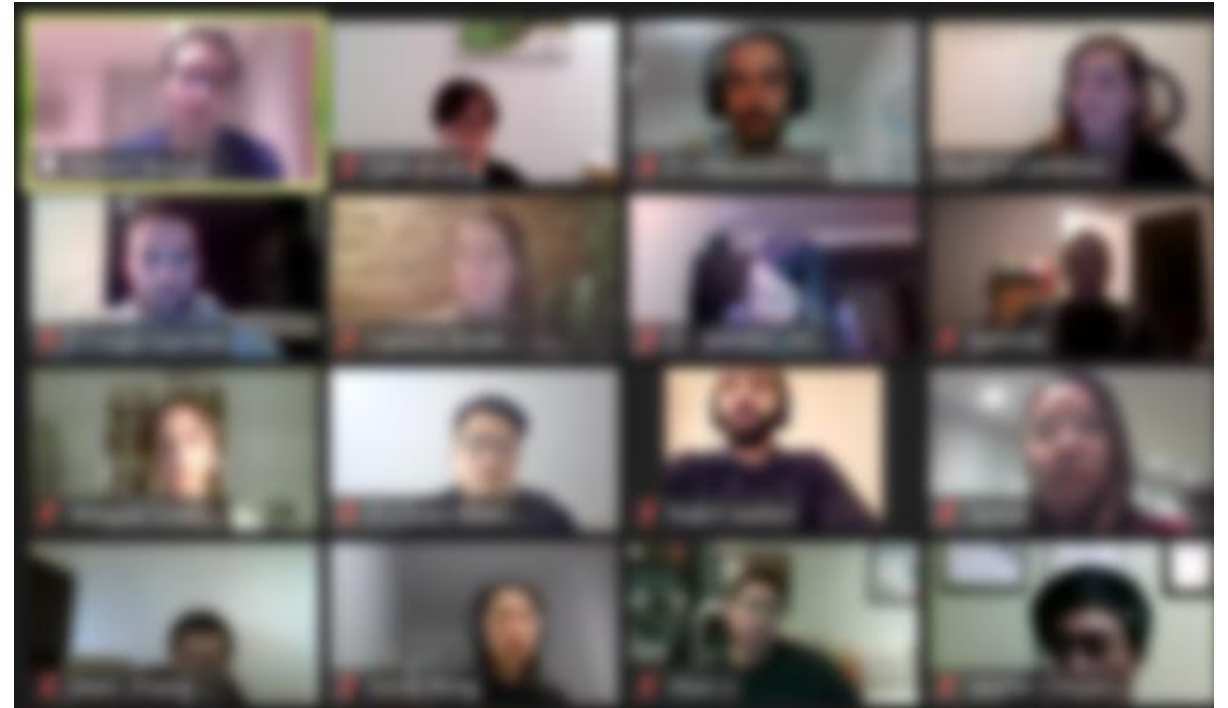
Stage 2 Timeline



Adapting to the pandemic context

ONLINE ACTIVITIES

- Discussion groups (15)
- Individual interviews (4)
- Interactive tools
 - Interactive charts (Jamboard and Miro)
 - Zoom Survey tool
 - Q&A tool about Making Montréal



Source: CEUM

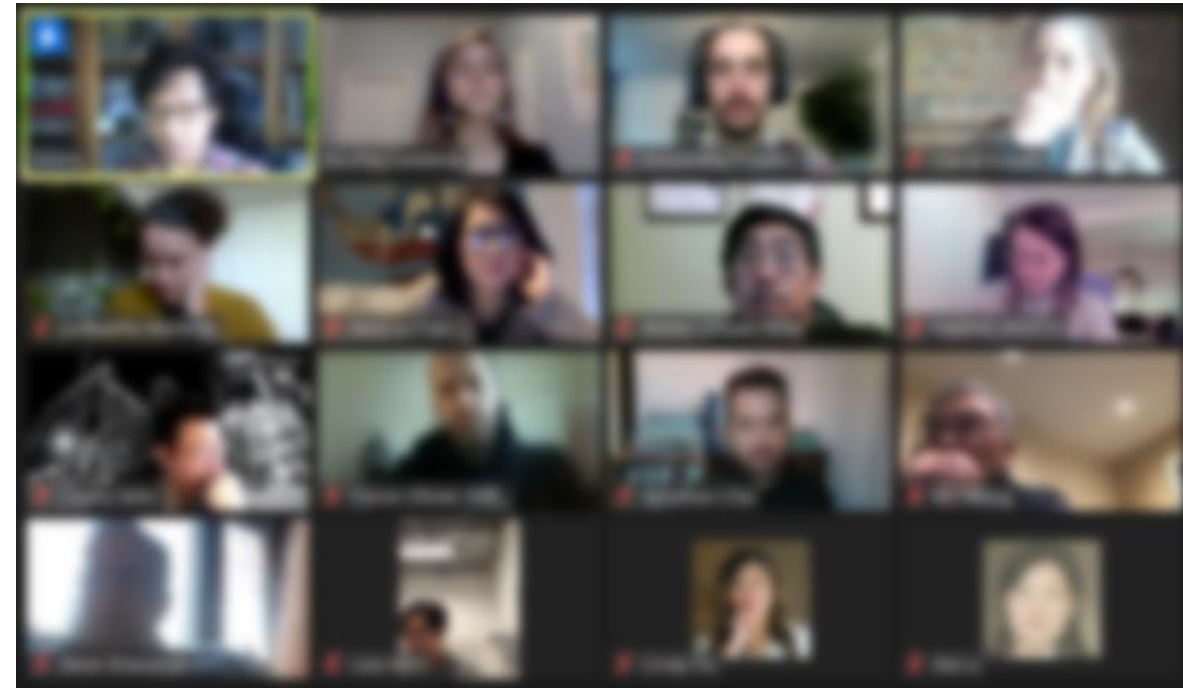
Methodology used for participatory activities



Consultation committee

GROUP COMPOSITION

- Ville-Marie borough
- Hong Kong–Canada Business Association
- Montréal Chinese Chamber of Commerce
- Montréal Chinatown Development Council
- Working group on Chinatown
- Chinese Family Service of Greater Montréal
- Faubourg Saint-Laurent Table
- YCPA (Young Chinese Professionals Association)



Source: CEUM

Research best practices for revitalization

4 CHINATOWNS STUDIED

- Vancouver
- Victoria
- San Francisco
- Boston

TAKE-AWAYS

- Apply a combination of legislative framework and community initiatives
- Create a framework for property development
- Use public funds to leverage private investment
- Ensure ongoing community consultation



Source: CEUM

Working committees

Call for candidates and assessment based on knowledge of the themes, availability and representativeness of members.

THEMES

- Quality of life, housing and public spaces committee
- Commercial vitality committee
- Identity, outreach and heritage committee



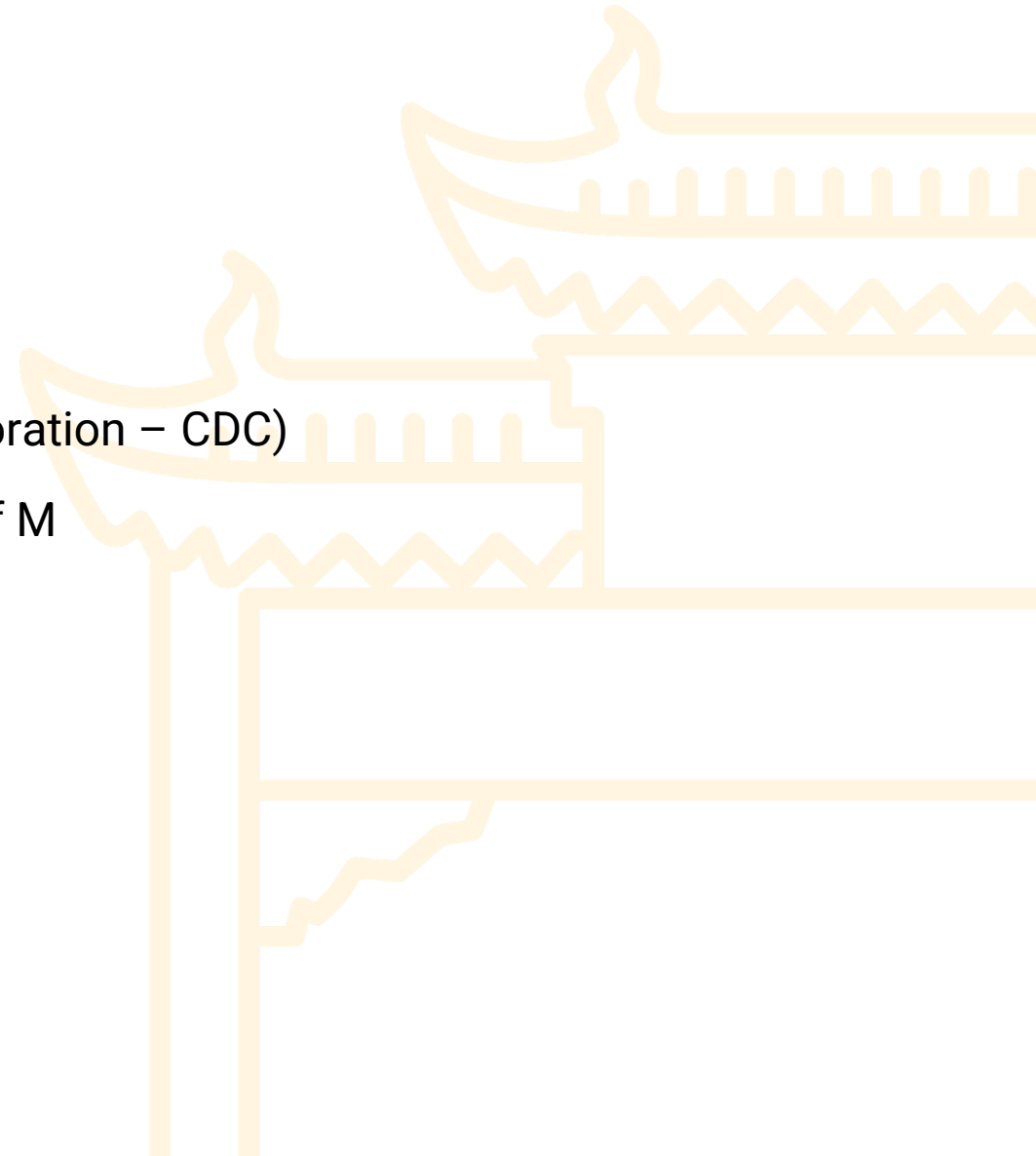
Expert consultations

4 MEETINGS

- Héritage Montréal
- SDC Montréal centre-ville (Commercial Development Corporation – CDC)
- School of Urban Planning and Landscape Architecture, U of M
- Commissioner for homeless persons

THEMES

- Commercial vitality of Chinatown
- Neighbourhood heritage improvement
- Quality of life for users of the neighbourhood



Priority-setting workshop

GROUP COMPOSITION

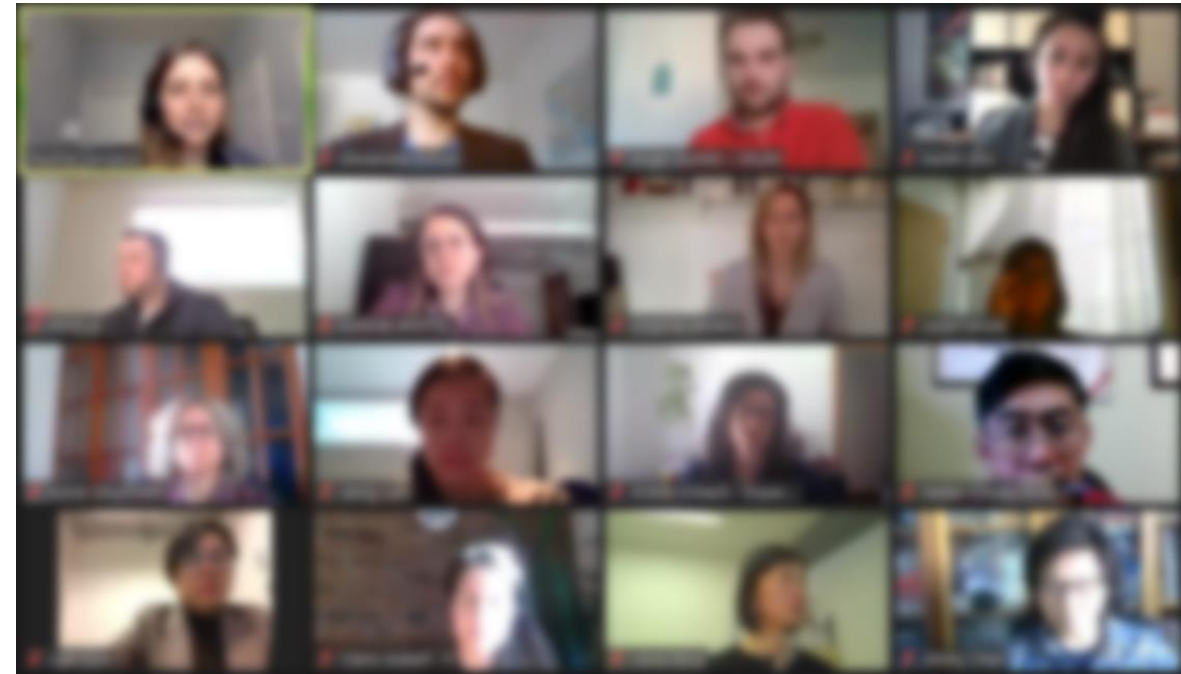
- 2 representatives from each of the 3 working committees
- 3 representatives from the consultation committee
- 7 specialized municipal stakeholders

OBJECTIVES

- Define short-, medium- and long-term strategies for action
- Propose project leaders and collaborators

RESULTS

- Combined technical know-how and field knowledge
- Conditions for successful implementation



Source: CEUM

Vision



New vision statement

The vision statement used for Stage 1 was reworked and enhanced following various discussions at Stage 2 to make it more powerful:

In 2030, Montréal's historic Chinatown is a social, communal and economic hub for Montréal's Asian communities. Its inclusive environment, heritage, and revitalized public spaces, together with the harmonious relations among local stakeholders, foster a sense of belonging shared by all generations in the neighbourhood.

Chinatown's cultural and commercial influence contributes fully to the city's vitality and serves as a space for exchange and discovery for all Montrealers.



Results of consultation activities

—
PRINCIPAL ISSUES AND CONCERNS IDENTIFIED BY PARTICIPANTS



Quality of life, housing and public space

PRINCIPAL ISSUES AND CONCERNS IDENTIFIED BY PARTICIPANTS

- Lack of community spaces dedicated to the Chinese community
- Linguistic barriers potentially limiting access to social and medical services
- Real estate speculation threatening the number of affordable housing units in the neighbourhood
- Limited public space and coexistence problems between several groups creating insecurity

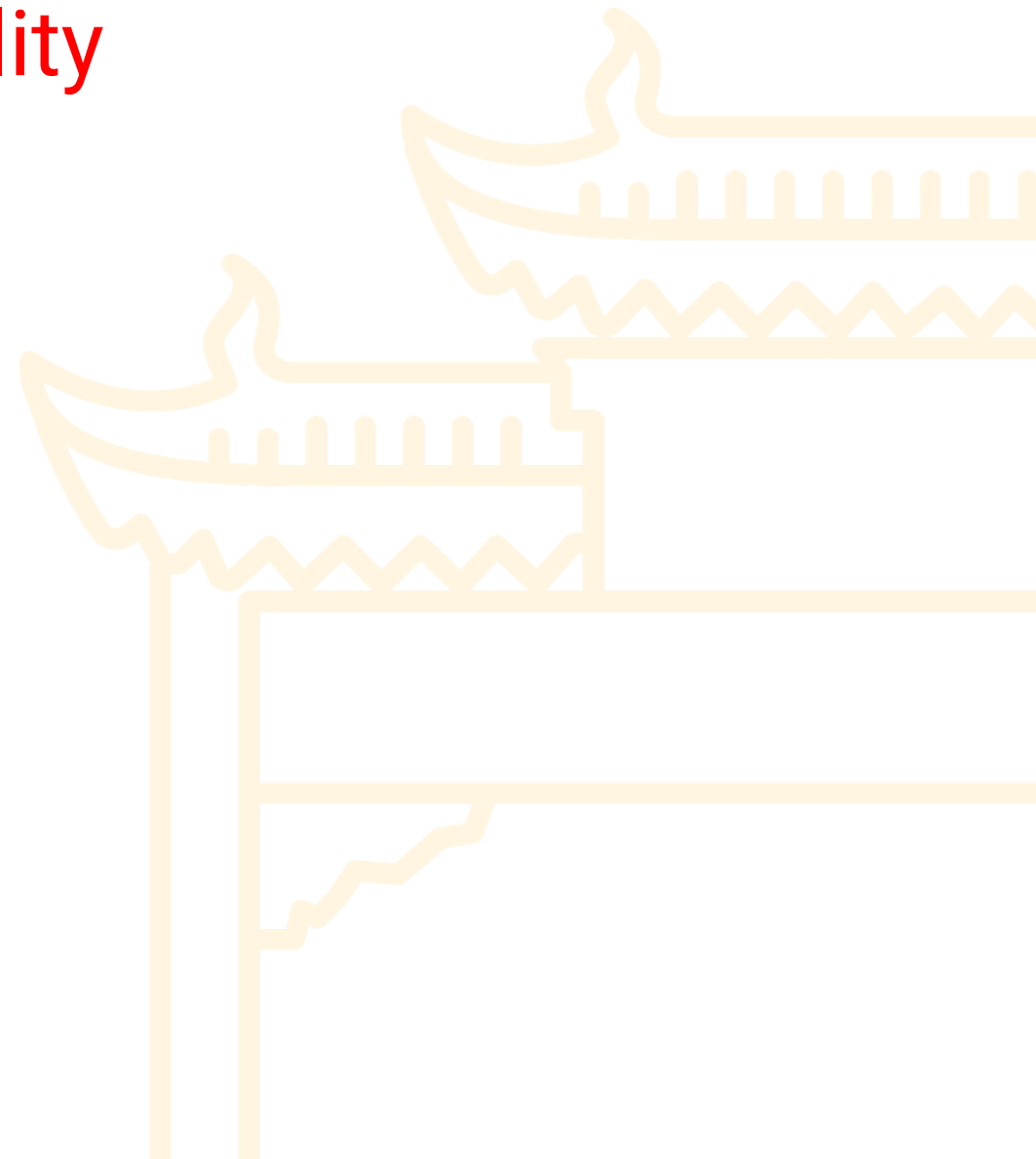


Source: Canva

Commercial and economic vitality

PRINCIPAL ISSUES AND CONCERNS IDENTIFIED BY PARTICIPANTS

- Small neighbourhood businesses having a hard time remaining profitable
- Numerous vacant lots and buildings
- Poor condition of built environment
- Neighbourhood hemmed in by large urban barriers: lack of visibility



Identity, outreach and heritage

PRINCIPAL ISSUES AND CONCERNS IDENTIFIED BY PARTICIPANTS

- Lack of social and cultural infrastructure
- No organized social and cultural programming
- Real estate speculation and development threatening Chinatown's cultural identity
- Need for recognition of heritage
- History of Chinatown and Chinese culture not well known by general population

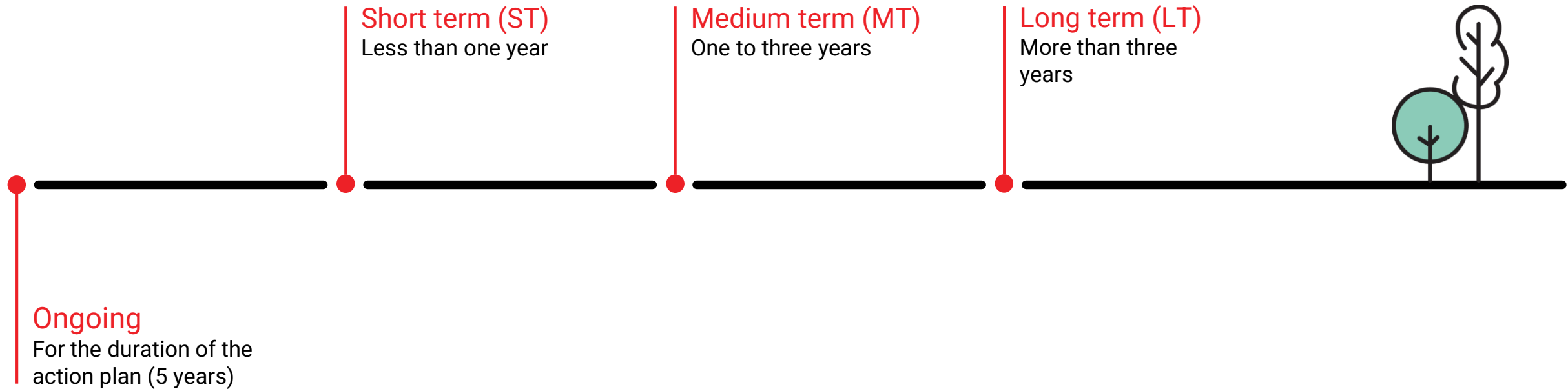


Source: Canva

Chinatown Development Action plan



Implementation timeline



An implementation timeline has been determined for each action strategy

Chinatown

Development Action plan

ORIENTATION 1: QUALITY OF LIFE, HOUSING
AND PUBLIC SPACE



1.1 - Develop the public space to improve the neighbourhood's accessibility and living environment

ACTION STRATEGIES

1.1.1 Enhance connections between Chinatown and various sectors of downtown and Old Montréal by improving pedestrian traffic conditions

1.1.2 Reinforce and improve bicycle links with the Express Bike Network (EBN) to be implemented on Viger Avenue

1.1.3 Make pedestrian crosswalks safer

1.1.4 Increase greening of public and private spaces

1.1.5 Improve urban furniture in the neighbourhood

Bold: These action strategies were specifically studied. Project sheets specifying the key aspects of their implementation were developed.



Example of a crosswalk

Source: Google Streetview

PROJECT SHEET: Action Strategy 1.1.1

Enhance connections between Chinatown and various sectors of downtown and Old Montréal by improving pedestrian traffic conditions



INTERVENTIONS AND REQUIRED STEPS	INDICATORS
1. Identify potential connection routes	<ul style="list-style-type: none"> ● Prioritization of strategic routes that connect Chinatown to adjacent areas ● Completion of work
2. Prioritize routes based on cost and complexity of the work	
3. Undertake detailed planning to develop the prioritized routes	
4. Mark out routes and design the landscape	

PROJECT SHEET: Action Strategy 1.1.4

Increase greening of public and private spaces



INTERVENTIONS AND REQUIRED STEPS	INDICATORS
1. Identify spaces (public or private) – assess potential to reassign vacant private property lots as accessible green spaces through the Accès Jardins program	<ul style="list-style-type: none"> ● More green spaces in the neighbourhood ● Completion of work ● Fewer heat islands
2. Prioritize spaces in terms of cost and complexity of the work	
3. Undertake detailed planning to develop spaces or negotiate with owners in the case of private property	
4. Complete landscape design work	

1.2 - Enrich experience for users of the neighbourhood

ACTION STRATEGIES

1.2.1 Improve quality of services to individuals and businesses

1.2.2 Improve coexistence with homeless persons and various users of the public domain



Source: CEUM

1.3 - Maintain offer of social and affordable housing

ACTION STRATEGIES

1.3.1 Use the various existing action levers to maintain and develop social and affordable housing



Source: Residences-Quebec.ca

Additional actions the community or other institutional stakeholders may take

- Explore the possibility of developing housing for semi-independent seniors, with the option of adaptive services
- Identify an organization that could assess affordable housing needs for Chinatown and work with technical resources groups (TRGs) on developing housing
- Increase communication between developers and the community regarding real estate development projects

PROJECT SHEET: Action Strategy 1.3.1

Use the various existing action levers to maintain and develop social and affordable housing



INTERVENTIONS AND REQUIRED STEPS	INDICATORS
1. Help identify a community partner willing to carry a social housing project and put them in contact with a technical resource group (TRG)	<i>Not applicable</i>
2. Assess the potential to participate in pilot projects that offer new affordable housing options to meet emerging needs	
3. Support partners soliciting help from Federal affordable housing programs	
4. Increase awareness of available renovation programs	
5. Make use of the right of pre-emption	

1.4 - Facilitate community access to health and social services

Additional actions the community or other institutional stakeholders may take

- Make sure the health network is aware of the need to create permanent resources who speak Cantonese and Mandarin at the CLSC des Faubourgs
- Translate information documents on health and social services offered in Chinatown in accordance with the Charter of the French Language
- Develop more health and social services for Chinatown residents
- Create a permanent communication platform for the community and the social services network
- Raise awareness of available resources, especially among newcomers



Chinatown

Development Action plan



ORIENTATION 2: COMMERCIAL VITALITY



2.1 - Increase coordination and collaboration between merchants

ACTION STRATEGIES

2.1.1 Support mobilization of merchants to ensure the creation of a business cluster

2.1.2 Inform merchants of the various programs and resources that can support them in their business development

2.1.3 Forge business ties with other business or institutional clusters to enhance development



Source: CFI

Bold: These action strategies were specifically studied. Project sheets specifying the key aspects of their implementation were developed.

PROJECT SHEET: Action Strategy 2.1.1

Support mobilization of merchants to ensure the creation of a business cluster

INTERVENTIONS AND REQUIRED STEPS	INDICATORS
<p>1. Set up a working committee composed of Chinatown merchants and business people who are interested in forming a cluster</p>	<ul style="list-style-type: none"> ● Geographic limits of future cluster clarified ● Sufficient number of merchants participating in consultations to form a group to consider creating a commercial development corporation ● Decision on whether to create a merchant cluster or join an existing entity ● Merchant cluster created
<p>2. Encourage working meetings to identify the coherent limits of the target territory, define a preliminary development vision and outline cluster scenarios within an official body (advantages, disadvantages, process, timelines, etc.)</p>	
<p>3. Produce and distribute pertinent information for all the merchants targeted by the cluster project in English and French and, as needed, in Cantonese, Mandarin or traditional Chinese, according to the Charter of the French Language</p>	
<p>4. Support the working committee of Chinatown merchants in their efforts to create or integrate an official merchant cluster</p>	

2.2 - Paint a portrait of the commercial fabric and improve commercial vitality

ACTION STRATEGIES

2.2.1 Increase knowledge of the commercial fabric

2.2.2 Improve the commercial fabric

2.2.3 Proactively promote the various subsidy programs to the owners



Saint-Laurent Boulevard

Source: frankiesfootprints

Bold: These action strategies were specifically studied. Project sheets specifying the key aspects of their implementation were developed.

PROJECT SHEET: Action Strategy 2.2.1

Increase knowledge of the commercial fabric



INTERVENTIONS AND REQUIRED STEPS	INDICATORS
1. Define the geographic limits of the targeted territory and assess the overall built environment housing local businesses: number of lots, area, vacancy rate, etc.	<ul style="list-style-type: none"> ● Business landscape mapped ● Census of empty lots completed ● Database of the businesses in the targeted area set up ● Market study conducted
2. Set up a database on the businesses in the defined area (NAICS code, information on the businesses, etc.)	
3. Conduct a market study of the client base profile	

2.3 - Encourage initiatives that could revitalize the neighbourhood and attract people

ACTION STRATEGIES

2.3.1 Develop an inclusive and coordinated brand image for the commercial artery and diffuse it broadly

2.3.2 Support events to promote business

2.3.3 Encourage and support initiatives that improve the environment and the business experience



Source: RestoMontreal.ca

Bold: These action strategies were specifically studied. Project sheets specifying the key aspects of their implementation were developed.

PROJECT SHEET: Action Strategy 2.3.3

Encourage and support initiatives that improve the environment and the business experience



INTERVENTIONS AND REQUIRED STEPS	INDICATORS
<p>1. Identify the issues that make people hesitate to frequent the neighbourhood (cleanliness, security, beautification, poor lighting, intercultural relations with clients and between merchants, etc.)</p>	<ul style="list-style-type: none"> ● Factors making people hesitate to come to the neighbourhood identified ● Several projects to improve the commercial experience
<p>2. Develop projects based on the results of the commercial fabric study conducted in Action Strategy 2.1.1.</p>	

Chinatown

Development Action plan



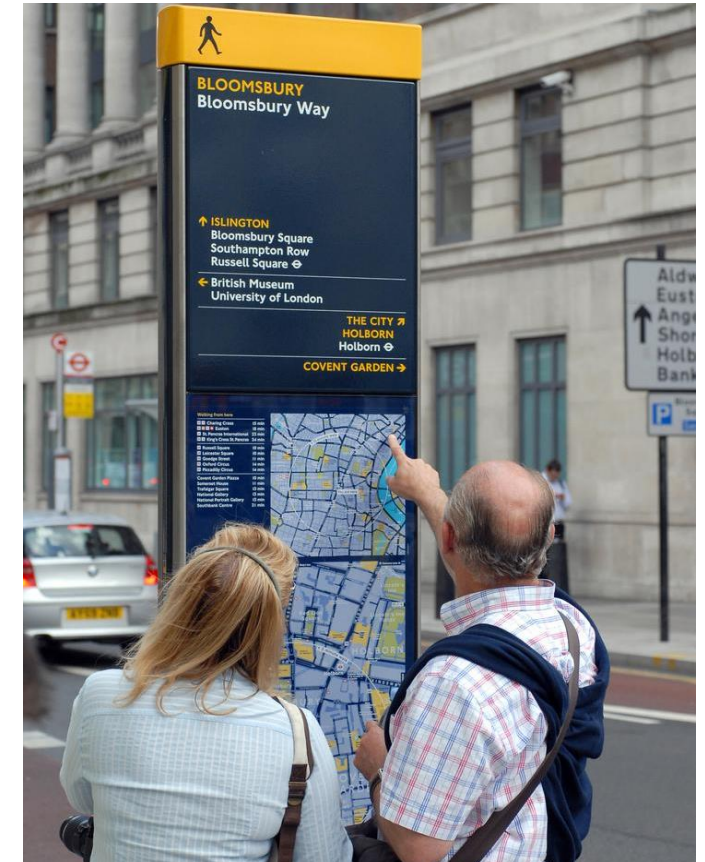
ORIENTATION 3: IDENTITY, OUTREACH AND
HERITAGE



3.1 - Affirm and develop Chinatown's identity

Action Strategy

3.1.1 Develop signage unique to Chinatown



Example of orientation bollard

Source: Londonist.com

Bold: These action strategies were specifically studied. Project sheets specifying the key aspects of their implementation were developed.

PROJECT SHEET: Action Strategy 3.1.1. Develop signage unique to Chinatown

INTERVENTIONS AND REQUIRED STEPS	INDICATORS
<p>1. Review comparable situations and research precedents to identify design elements to install (banners, artistic works, distinctive urban furniture, translated street names, thematic green spaces, etc.) as well as the rules and standards for maintaining them</p>	<ul style="list-style-type: none"> ● Design concept completed ● Design elements chosen ● Selected design elements installed
<p>2. Develop, together with the community, an urban design concept (presentation of the public space) that will reflect the identity of the area and its resident population</p>	
<p>3. Evaluate the relevance and impact of the proposed urban design elements (cost–benefit analysis)</p>	
<p>4. Identify and select design elements with the greatest potential impact</p>	
<p>5. Install the design elements selected</p>	

3.2 - Preserve and promote Chinatown's heritage

ACTION STRATEGIES

3.2.1 Ensure Chinatown is recognized and protected

3.2.2 Note the perimeter of Chinatown in the future 2050 Urban planning and mobility program (PUM)

3.2.3 Adjust urban planning regulations governing the Chinatown area based on the heritage recognition selected



Source: Centre d'histoire de Montréal

Bold: These action strategies were specifically studied. Project sheets specifying the key aspects of their implementation were developed.

PROJECT SHEET: Action Strategy 3.2.1

Ensure Chinatown is recognized and protected

INTERVENTIONS AND REQUIRED STEPS	INDICATORS
<p>1. Set up a working committee with the Québec government and partners from the area who have stated goals of protecting the heritage of Chinatown, in order to identify the tools to protect the built heritage and the intangible heritage (e.g., classification)</p>	<ul style="list-style-type: none"> ● Heritage elements to promote detailed ● Cultural elements to promote detailed ● The defined area and certain elements recognized
<p>2. Call on the Government of Canada to help identify mechanisms to recognize, protect and promote Chinatown at the federal level</p>	
<p>3. Examine the neighbourhood in order to evaluate the significance of the area's heritage, identify the required documentation to start the heritage recognition process and make the Chinatown perimeter official</p>	
<p>4. Choose the protection tools that will help ensure Chinatown's heritage is recognized</p>	
<p>5. Implement recognition of Chinatown's heritage</p>	
<p>6. Adjust urban design regulations based on the needs of the processes</p>	
<p>7. Add provisions to the future 2050 Urban design and mobility plan (PUM) specifically to protect Chinatown and and make its perimeter official</p>	

3.3 - Make Chinatown a place for exchanges around Chinese culture, open to local and international communities

ACTION STRATEGIES

3.3.1 Develop cultural programming to promote the traditional and contemporary history of Chinatown

3.3.2 Encourage the establishment of gathering places that lend themselves to community, cultural and intergenerational activities



Source: City of Vancouver

Additional actions the community or other institutional stakeholders may take

- Create groups or spaces for exchange
- Record and distribute information on services offered by family associations
- Equip the community with an accessible and inclusive platform to facilitate interaction between stakeholders

Bold: These action strategies were specifically studied. Project sheets specifying the key aspects of their implementation were developed.

PROJECT SHEET: Action Strategy 3.3.2

Encourage the implementation of gathering places open to the entire community that lend themselves to community, cultural and intergenerational activities

INTERVENTIONS AND REQUIRED STEPS	INDICATORS
1. Make an inventory of the premises with the greatest potential for gathering (addresses, dimensions, potential activities, management/owner, etc.)	<ul style="list-style-type: none"> • Usage rate of the premises
2. Improve awareness of the existence of gathering places open to the entire community	
3. Help connect these areas and cultural organizations looking for cultural spaces for their activities	

Action plan
to develop
Chinatown

ORIENTATION 4: NEIGHBOURHOOD
COORDINATION



4.1 - Consolidate collaboration and coordinated action between neighbourhood residents, users, merchants and social-community stakeholders

ACTION STRATEGIES

4.1.1 Implement a sectoral table supported by the Table de concertation du faubourg Saint-Laurent

4.1.2 Support hiring a resource that would be responsible for ensuring coordination and facilitating the exchange of information



Source: Helen Lee

Conditions for successful implementation of the action plan

- Ensure internal consistency and collaboration
- Have the means to move the plan forward operationally
- Set up a permanent implementation committee to monitor and evaluate actions



Source: Canva

Take-away

The action plan will come under the Ville-Marie borough's jurisdiction, but successfully implementing the proposed actions in this process will require collaboration and effective communication between central services, the borough, the business community, community groups and the area's inhabitants.



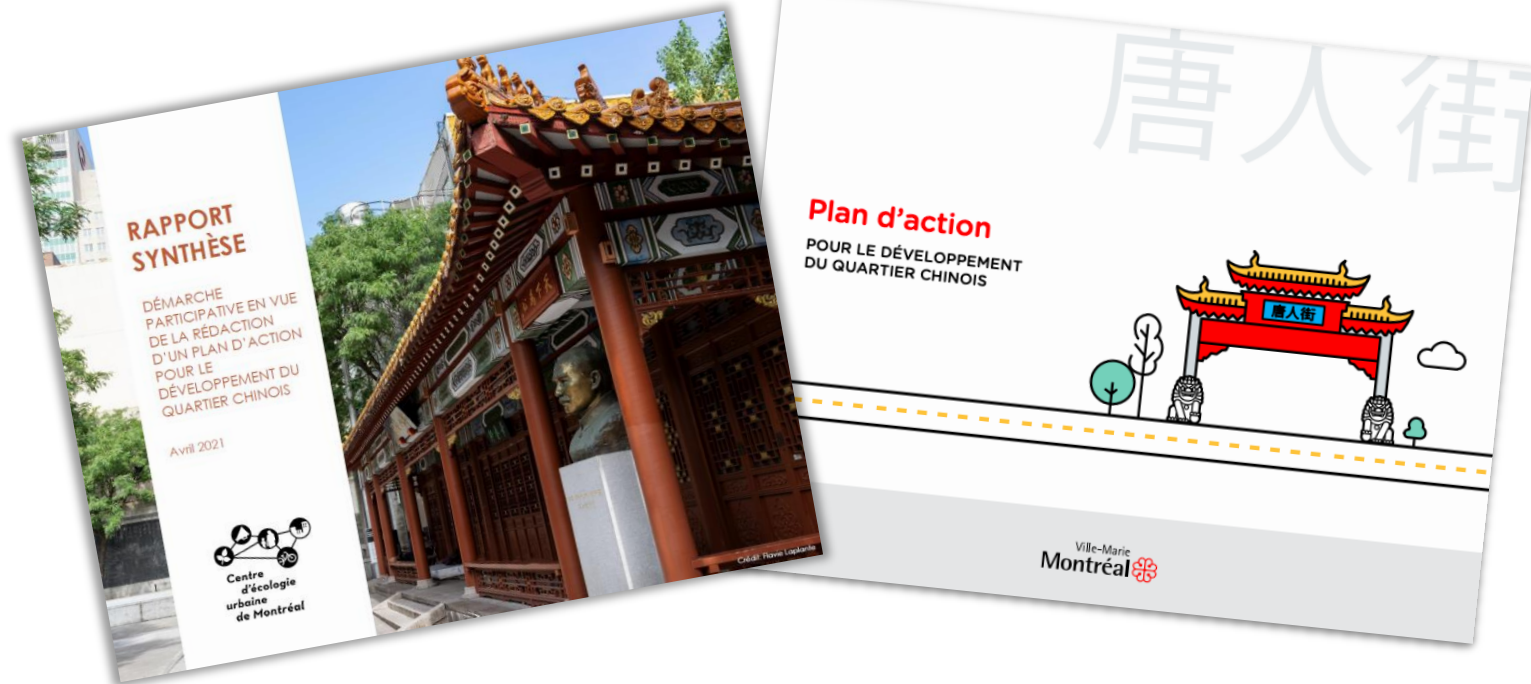
Source: Ville-Marie borough

Complete documents

Consult the background paper, the action plan and the explanatory videos.

Ask your questions in the “Q&A” tool on the following web pages:

- makingmtl.ca/chinatown
- realisonsmtl.ca/quartierchinois



Thank you!

