

Report Date: December 2, 2015
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VanRIMS No.: 08-2000-20
Meeting Date: December 10, 2015

TO: Standing Committee on Planning, Transportation and Environment
FROM: Acting General Manager of Planning and Development Services
SUBJECT: The Chinese Society Legacy Program

RECOMMENDATION

- A. THAT Council approve in principle the *Chinese Society Legacy Program* (“Legacy Program”) to rehabilitate the twelve Society heritage buildings in Chinatown, and direct the City Manager to work with the Chinatown Society Heritage Buildings Association to explore strategic partnerships and funding opportunities with senior levels of government, philanthropic organizations and community partners to secure \$36 million for the Legacy Program.
- B. THAT Council commit \$3.6 million from future development contributions in and around the Chinatown area as the City’s contribution to the Legacy Program (\$36 million), and direct the City Manager to report back on the overall program funding strategy including any strategic partnership and funding opportunities (Recommendation A).

REPORT SUMMARY

In 2014 Council directed staff to hire a team of consultants to develop a building rehabilitation program for the conservation of the twelve Society heritage buildings - one of the key steps in the revitalization of Vancouver’s historic Chinatown.

The twelve Society-owned buildings are over 100 years old and in need of major building upgrades. Maintaining and upgrading these heritage buildings is a significant challenge for the Societies. Without a sustainable, long-term plan to renew the buildings and their operations, the buildings will soon reach a point where they will be unsafe and uninhabitable and their legacies will be lost forever.

The loss of Society buildings will negatively impact the social, cultural and economic vitality of Chinatown, its identity and prominence as a National Historic Site. This is a critical moment for intervention to reverse the trend of decline. A successful strategy for Society buildings can enhance Chinatown’s uniqueness and relevance to future generations.

This report describes the Chinese Society Legacy Program (“Legacy Program”), including a magnitude of cost for the rehabilitation of the Society buildings and a fundraising and partnership strategy to approach senior levels of government and other potential funding partners. Staff also request that Council commit \$3.6 million (10% of program costs) from future development contributions in and around the Chinatown area to the Legacy Program as seed funding from the City to help leverage additional partner funding/financing.

COUNCIL AUTHORITY/PREVIOUS DECISIONS

In 2002, City Council approved the *Chinatown Vision* that identified protecting the area’s heritage and culture while bringing in new energy and investment as an important direction.

In February, 2008, City Council approved the *Society Heritage Buildings Rehabilitation Strategy*, as a key step in implementing the Chinatown Vision. At this time Council also approved the *Chinatown Society Buildings Planning Grant Program* to support the Societies in preparing feasibility studies for building rehabilitation.

On July 25, 2012, Council approved the *Chinatown Neighbourhood Plan and Economic Revitalization Strategy*, which includes as a priority the restoration of the Chinatown Society heritage buildings.

On March 15, 2014, Council adopted the *DTES Plan* which includes a policy to pursue the rehabilitation of the heritage buildings owned by Chinatown Societies. The Public Benefits Strategy includes estimated investments needed towards heritage assets (estimated to be \$150 million), and indicates the City may contribute up to 10% (\$15M) of the rehabilitation cost for these buildings.

On July 9, 2014, Council approved the *Chinese Society Buildings Matching Grant Program* amounting to \$2.5 million to support critical upgrades. Council also approved a consultant study to develop a business case and partnership development package, to leverage City funds and develop a robust rehabilitation program for the twelve society-owned heritage buildings in Chinatown. An allocation of \$0.4 million was approved for the consultant study, as part of the Chinese Society Buildings Matching Grant Program (see RTS 11147 for update).

CITY MANAGER’S/GENERAL MANAGER’S COMMENTS

The Acting General Manager of Planning and Development Services recommends APPROVAL of the foregoing.

REPORT

Background/Context

The non-profit Chinese family clan and benevolent societies (the “Societies”) were established over 100 years ago by Chinese immigrants who arrived in Canada in search of a better life. These organizations were initially formed based on ancestral lineage (usually surname), geographic areas of origin/ancestral home, or common interests. They provided social support and general welfare services to their members, and were a critical part of the

evolution of Chinatown. Together, the Societies tell a common story the immigrant experience in Canada.

Today, Societies continue to play an important role in the Chinatown economy and the lives of Chinese-Canadians. There are fifty-six Society-owned buildings in the Downtown Eastside, twelve of which are heritage buildings in Chinatown and they have been identified as priority for rehabilitation.

Revitalization of Chinatown

Through community efforts, Chinatown was honoured with the designation as a National Historic Site of Canada in 2011. In 2012, following a decade of grass root planning process, City Council adopted the *Chinatown Neighbourhood Plan* and *Economic Revitalization Strategy*, which includes as a priority the restoration of the Chinatown Society heritage buildings.

Chinatown is now seeing strong development interest, attracting new residents and new businesses. These changes pose challenging questions about maintaining Chinatown's character, heritage conservation and development, revitalization and gentrification. Rehabilitation of Society buildings provides an opportunity to anchor the rapid changes and empower the Societies to capture the benefits of a revitalizing Chinatown.

Viewed together as a portfolio, the twelve buildings are substantial real estate assets on valuable land and have tremendous potential for revitalization. The buildings include 196 units of low-cost housing (50,200 sqft), 54,300 sqft of commercial space, and 59,900 sqft of cultural programming space. Investing in these buildings can help meet broader neighbourhood goals such as maintaining affordable housing, revitalizing businesses, and creating new opportunities for cultural programs, particularly for seniors and youth.

Strategic Analysis

JTW Consulting was retained by the City to develop a rehabilitation program for the conservation of the Society heritage buildings, which began in March 2015. Funding for the consultant study was part of the Society Buildings Matching Grant Program (see RTS 11147 for an update). A memo dated July 29, 2015 presented the preliminary findings to Council. The Final Consultant Report was completed in August 2015. An executive summary is attached as Appendix B.

Technical audits were conducted for each of the twelve society buildings in order to observe their building conditions, and develop a magnitude of costs for rehabilitation. A cost estimate for rehabilitation is attached as Appendix C.

The building audit found that:

- The average age for the Society buildings is 100 years old.
- Due to the nature of their operations, Societies do not generate enough income to create an adequate repair and replacement reserve. Hence, these buildings have not had major upgrades since they were built.
- The Society buildings are in sub-standard condition (46% functional) and are on a predictable trajectory towards dilapidation.
- Major rehabilitation is required within the next 3-5 years to stabilize the buildings and return them to functional standards.

Based on the report's findings and further analysis on rehabilitation options, it is recommended that a rehabilitation program with a **minimum budget of \$36 million** to be sourced from a combination of community bonds, equity, loans and grants. The **\$36 million Program costs** include:

- **\$29 million** for building stabilization and seismic upgrades to meet life and safety standard
- **\$6 million to optimize** building uses to generate healthy revenue and enable the Societies to build a sustainable positive cash flow
- **\$1 million for implementation and mentorship** to impart knowledge, tools and expertise to the Societies so that long-term asset management planning becomes part of the rehabilitation program
- Maintaining current uses and optimizing underutilized spaces
- Upgrades to the 156 rooms designated under the Single Room Accommodation (SRA) By-law
- Conservation of heritage elements

The Program objectives are to:

- Rehabilitate the twelve society heritage buildings to protect these **national heritage treasures** and the traditions and culture that they support
- Stabilize and potentially increase the much-needed **affordable housing** in Chinatown, particularly for seniors
- Strengthen the **economy** of Chinatown by helping the Societies to provide retail, commercial and activity spaces and enhance Chinatown as an international tourist district
- Foster the transfer of **culture and traditions** to younger generations of Chinese Canadians to enrich Canada as a multicultural society
- Intensify the use of the buildings and increase resources for **capacity-building** of the Societies to ensure their future

The \$36 million budget is for rehabilitation of all twelve buildings. The Legacy Program will likely be phased over five to 10 years, taking into account funding availability and readiness of each Society to participate in the Program. Staff will conduct further analysis to assess the financial viability and development economics of each building for the Legacy Program.

The Program does not include more costly upgrades that might be triggered through a major change of use or an infill development. These opportunities are considered to be a long-term plan that could be considered after Societies are able to generate a sustainable positive cash-flow and a building reserve through stabilizing and optimizing the buildings.

Overall, the study concludes that this is a critical moment for intervention to reverse the trend of decline and extend the buildings' life cycle, performance and functional use.

Opportunities for Housing

The Chinatown Societies are important providers of affordable housing in the neighborhood. The building audit found a total of 196 housing units in five of the Society buildings. Specifically, two buildings contain 156 rooms that are designated under the Single Room Accommodation By-law, or about 35% of all SRA designated rooms in Chinatown.

Some of these units house Chinese seniors and some house low-income residents of the Downtown Eastside. The Legacy Program includes costs to upgrade the housing units to protect these important low-cost housing assets. The opportunity to enhance and add affordable housing in Society buildings could help attract participation from other levels of government. For example, as part of its support for the Program, the Government of BC has commissioned the Chinatown Senior's Housing Feasibility Study. The study is an extension of the Legacy Program, which looks at seniors housing needs and the ways in which the Society buildings can play a role in supporting and strengthening the presence of Chinese seniors in the community. This study is expected to be completed by the end of 2015.

Partnership Development and Fundraising

Given the importance of Society buildings locally and nationally, and the objective of maintaining affordability, funding for the Legacy Program needs to be a collective effort that involves various levels of government, as well as community and private donors and investors (See Appendix D for a list of potential partners).

This report recommends a partnership model to fund the Legacy Program and as a first step, commit **\$3.6 million** of future development contributions in and around the Chinatown area as seed funding from the City to the Legacy Program to help leverage additional partner funding/financing. Staff will report back on the overall program funding strategy including any strategic partnership and funding opportunities.

A partnership model aligns with *The DTES Plan's Public Benefits Strategy (pages 174 and 175)*, which includes a 10-year policy to leverage additional funding to augment current public benefit funds for the Society buildings.

Capacity Building and Mentorship

The experience from the Society Matching Grant Program (RTS 11147) demonstrates that most societies do not have the time or expertise to take on complex repair or rehabilitation projects. To support the Societies in completing their Matching Grants, a bi-lingual consultant was hired to act as a project facilitator and a central point of contact for the Societies. This action has shown positive results and completion of grant projects has increased noticeably.

Two capacity-building workshops were also hosted to impart knowledge in the fundamentals of building maintenance, repair and construction. This approach has been successful and the Legacy Program recommends a similar capacity building and mentorship component.

Further, the study identified that an intermediary could help fill the gap in skills by coordinating partnerships, managing funding, and lending technical assistance to Societies. The Program includes a budget of \$1 million to continue building capacity, training and support the setting up of an intermediary entity.

Consultation with Societies and the Chinatown Society Heritage Buildings Association

A presentation was made to the Chinese Society Heritage Buildings Association (CSHBA) in August to share the results of the study. A fully bi-lingual executive summary was distributed to the CSHBA. Each Society also received a detailed technical report for their buildings.

The CSHBA expressed their support for the Legacy Program and has indicated their commitment to be part of the fundraising efforts. A support letter is attached in Appendix E.

Implications/Related Issues/Risk

Financial

Below is a high level summary of the consultant's proposed funding strategies and City staff's high level analysis for the Legacy Program which is estimated to cost \$36 million.

Scenario 1 (with Mortgage Financing) - Table 1 below illustrates a scenario where the Societies would finance building upgrades through a mortgage, to be repaid from future rent revenues. Assuming some level of commercial rental space optimization and modest lease rates, the anticipated rent revenue could support a mortgage of up to \$18 million. Besides mortgage financing, it is expected that the Societies could contribute up to \$1.5 million through member donations and their building reserve funds.

The consultant also recommended the Societies to pursue community bonds as a possible financing mechanism. Community bonds provide an opportunity for supporters of the Societies to invest in the buildings directly while receiving a modest rate of return, which could be an attractive alternative to traditional charitable donations. Investor receptivity of community bonds - based on issue size, principal, yield, etc. - needs to be further explored, but initial feedback from VanCity Credit Union indicates that this could be a viable financing mechanism. Assuming a principal value of \$1,000 for each bond, 3% yield, and uptake of 3,000 bonds, this could generate \$3 million of financing.

Table 1 - Funding Strategy with Mortgage Financing (Scenario 1)

Potential Funding Sources		
Mortgage Financing	\$18.0M	50%
Societies' Contribution	\$ 1.5M	4%
Community Bonds (3% return)	\$ 3.0M	8%
Addition Strategic Partnership/Funding Opportunities	\$13.5M	38%
Potential City of Vancouver Contribution ($\leq 10\%$ of Program Costs)	\$3.6M	10%
Potential Senior Government Contributions	\$9.9M	28%
Total	\$36.0M	100%

Including mortgage financing of \$18 million, Societies' contribution of \$1.5 million, and community bonds of \$3 million, the residual funding requirement would be ~\$13.5 million. Should the City contribute 10% of the program budget (\$3.6 million) as per DTES Public Benefit Strategy, ~\$9.9 million would need to be secured from senior governments and other community partners.

Scenario 2 (without Mortgage Financing) - Certain Societies have expressed concerns over taking on a mortgage to finance building upgrades. Some indicated that their constitutions restrict their ability to use their property as security for borrowing while others indicated a general concern of potentially losing their building in the case of a default. Table 2 below illustrates a scenario where the Societies would not finance building upgrades through a mortgage.

Table 2 - Funding Strategy without Mortgage Financing (Scenario 2)

Potential Funding Sources		
Mortgage Financing	-	-
Societies' Contribution	\$ 1.5M	4%
Community Bonds (3% return)	\$ 3.0M	8%
Addition Strategic Partnership/Funding Opportunities	\$31.5M	88%
Potential City of Vancouver Contribution (\leq 10% of Program Costs)	\$3.6M	10%
Potential Senior Government Contributions	\$22.9M	64%
Potential contributions from other funding partners	\$5.0M	14%
Total	\$36.0M	100%

To substitute \$18 million of mortgage financing, even with the City contribution of \$3.6 million, ~\$27.9 million would need to be secured from senior governments and other community partners.

Staff has reviewed the consultant's analysis and assumptions, and recommend that more detailed viability analysis and due diligence be done on a project by project basis as each project is quite unique with respect to building conditions, rental space capacity and revenue generating ability. This work will further inform the overall funding strategy, implementation approach (in phases), and potential strategic partnership/funding opportunities with senior governments and community partners. As well, staff will continue to investigate viable risk mitigation strategies for the Societies and community bond investors relating to mortgage security and other innovative mechanisms.

Consistent with the *DTES Plan* - which includes a *Public Benefits Strategy* (pg. 174-175) that outlines a 10-year vision to leverage partnership funding to revitalize the Society buildings - staff recommend that Council commit \$3.6 million (10% of program costs) from future development contributions in and around the Chinatown area as seed funding from the City to help leverage additional partner funding and financing towards the Legacy Program.

With the City's commitment, the City Manager will also work closely with the Societies to explore strategic partnership and funding opportunities with the federal and provincial governments and philanthropic organizations to help fund the Legacy Program. The Chinatown Society Heritage Buildings Association has indicated their desire to participate in these fundraising efforts. Staff will report back on the overall program funding strategy including any strategic partnership and funding opportunities.

Next Steps

Staff has identified the following next steps to establish an implementation plan for the Legacy Program:

- Initiate fundraising efforts in partnership with CSHBA and approach the Federal and Provincial governments to establish their initial interests to participation in the Legacy Program
- Approach potential non-profit partners, including, for example, the Vancouver Foundation, the Chinatown Foundation and VanCity Community Foundation to act as an intermediary
- Support the Chinatown Society Heritage Buildings Association to continue advocacy and fundraising with their membership and the wider community

- Conduct further financial modelling, including identifying strategies to mitigate risks for Societies and for investors/donors and a phased approach to the implementation of the Program
- Outline deployment of the Legacy Program, including partners' roles and responsibilities
- Investigate opportunities for jobs creation tied to community economic development achieved through Society buildings rehabilitation activities

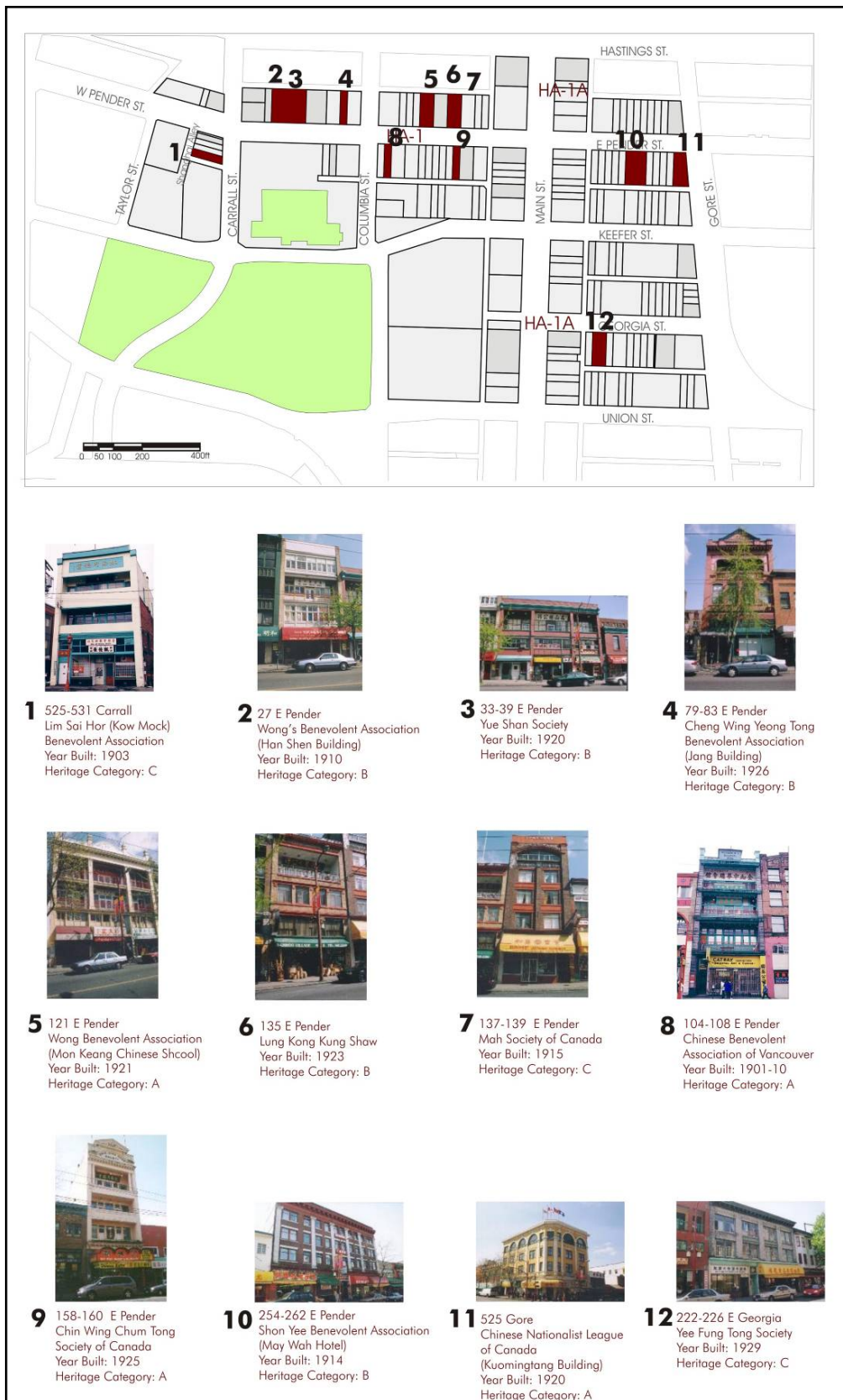
CONCLUSION

Established upon the ideals of solidarity, mutual dependence and charitable services, Societies have been part and parcel of the Chinatown community for over 100 years. They have deep ties in the community and given the right tools and support, they will remain key contributors for the next century. This means that a program for the rehabilitation of Society buildings will not only ensure the longevity of these national heritage treasures, but also ensure investment into a sustainable future for Chinatown. Securing funding support from senior levels of government is seen as a critical component of this program.

Given the conditions of the buildings and the rising development pressure in the neighbourhood, time is of the essence for the rehabilitation of Society buildings. It is not too late to reverse the deterioration of the buildings. A successful strategy for Society buildings can enhance Chinatown's uniqueness and help maintain its relevance to future generations.

* * * * *

Map1. Twelve Society Heritage Buildings in Chinatown



JTW Consulting | 顧問公司

In Partnership With | 合作機構:

Take Root Studio 紮根工作室
Barry McGinn Architecture 麥凱金建築公司
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Chinatown Society Legacy Report
華埠宗親會及會館傳承報告
RFP 徵求建議書. PS20140893

Prepared for: **City of Vancouver**
供溫哥華市政府參考

Aug 13, 2015
2015年8月13日



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Part A Technical Studies of Society Heritage Buildings

A部分 —— 社團傳統大樓技術支援分析

Appendix B | 附錄B

Part B – Review of Existing Funding Opportunities and Identification of New Program

B部分 —— 回顧現有的資金籌集機會及確立新增項目

Appendix C | 附錄C

Part C – Business Plan & Partnership Development

C部分 —— 商業計劃及建立合作夥伴

Chinatown Society Legacy Project

華埠宗親會及會館傳承計畫

Introduction

The City of Vancouver issued an RFP in February 2015 to engage a consultant team to provide technical services to review and report on the concept of scoping and visioning a major rehabilitation initiative that focused on the long-term conservation of twelve heritage designated Chinese Society buildings, located in Vancouver's Chinatown district. The project involved collaborating with the societies owning the heritage buildings, their members, and the Chinatown Society Heritage Buildings Association.

On March 2015, JTW Consulting was selected as the successful proponent to undertake the project, and the subsequent deliverables required as per City of Vancouver RFP - PS20140893.

簡介

溫哥華市政府於2015年2月發表一份徵求建議書，研究如何修復溫哥華華埠12棟傳統大樓。該項研究將與擁有傳統大樓的會館及華埠社團傳統大樓協會共同合作進行。

2015年3月，JTW顧問公司成功被選為承接《溫哥華市徵求建議書PS20140893》的工作及隨後所有付帶的項目。

Background

Recognized as a National Historic Site, Chinatown is an important district of Vancouver and a legacy of Canada's diversity during its early and formative nation building years. Chinatowns have existed in Canada since the 1880s, spurred on with the construction of the Canadian Pacific Railway.

The first Chinese immigrants arrived on the Canadian west coast in 1788 and have since positively integrated successfully within Canada's vaunted multicultural society. Prior to 1900, most Chinese immigrants settled in British Columbia and have over the last century relocated and spread throughout Canada thereafter.

Chinatown in Vancouver, British Columbia is Canada's largest and most significant Chinese cultural district. Once considered a hugely vibrant community, the area has since experienced a downward trend with a decline of long-term residents and businesses which has resulted in general and progressive deterioration of the areas urban fabric and its most prominent heritage buildings.

In recognition of this decline, and given Chinatowns historical and ethnic cultural importance, on July 9 2014, Vancouver City Council approved funding for a matching grant program to assist Chinese family clans and benevolent societies with critical emergency repairs to help stabilize their ancestral heritage designated buildings until longer-term conservation solutions could be explored and developed.

While the Chinatown Society Buildings Matching Grant program is intended to assist the Societies address critical building repairs, it is not considered sufficient to result in stimulating major restoration capital renewals, which are considered necessary to preserve the designated heritage buildings for the long-term benefit of the local Chinese Societies and the wider regional and national communities of Canada.

As previously noted, the iconic Society buildings are currently on a downward trajectory of decline and, as such, The Chinatown Societies Heritage Buildings Association was formed to rally support and advocate for a comprehensive rehabilitation effort as detailed and described later in this report.

背景

華埠是國家級歷史區，也是被溫哥華市政府公認為一個最重要及最具代表加拿大多元民化國家歷史的地標之一。華埠的存在始於1880年代，伴隨着加拿大太平洋鐵路興建而成。

第一位華人移民者是于1788年抵達加拿大西海岸。時至現今華人漸漸成功融入加拿大引以為豪的多元文化社會。迄至1900年，大多數華人移民聚居英屬哥倫比亞省，在過去的一百年中華人移民逐漸遷徙分散到加拿大各地聚居。

溫哥華華埠是卑詩省最大最重要的華人文化社區。華埠曾經被視為一個充滿活力的大型社區，如今卻因華埠居民老化及經濟下滑而逐漸走向下坡，引致該區域的市容及主要傳統建築物逐漸變得殘舊。

溫哥華市議會意識到華埠在加國歷史及民族文化上具有重要意義，因此，市議會於2014年7月9日通過華僑社團建築物等額補貼計劃，扶助社團對名下建築物進行必須的基本改善工程。

華裔社團建築物等額補貼計劃可幫助社團進行必要的維修，但這資金不足夠用作大型維修以保障對各社團的利益可永久延續下去。

如前文所述，鑑於標誌性的文物遺產建築物失修的情況下，華埠居民成立了華埠社團傳統大樓協會，作為支持和倡導修復文物遺產建築物工程，下文將詳述報告修復文物遺產建築物事宜。

Purpose

The Chinatown Society Legacy Project RFP deliverables initially focused on identifying and evaluating technical constraints, such as the physical condition of the society buildings, and then estimation of subsequent magnitude of renovation costs to cover their refurbishment and stabilization.

Further evaluation was then required to identify suitable financial tools, business opportunities and communication strategies to assist in framing the development of a program focused on responding to the identified rehabilitation demands.

A primary objective of this project was to also collaborate with the Societies and provide guidance and technical oversight as to the physical condition of their buildings and subsequent required stabilization renovation costs. Interaction with the Societies also provided a critical insight as to their capacity to manage and finance on-going maintenance and plan for major capital renewals.

目標

《華埠宗親會及會館傳承計畫書》首先致力於識別和評估修復傳統大樓結構狀況的技術限制，從而評估將要維修費用的幅度以覆蓋建築物翻新和修復維穩的項目費用。

隨後的評估工作需要識別恰當的資金借貸、商業機會及公關策略，以協助制定一個切合修復傳統大樓的計劃。

該項目的初期目的在於與各個社團協同合作，以便獲悉社團建築物的結構狀況、從而評估維修翻新工程所需費用，以便指引及監察工程的技術支援。工程進行需要資金及有效的管理。與社團合作交流有助了解社團對工程的承受能力。

Core RFP Deliverables

The Chinatown Society Legacy Project reports on a number of core deliverables, which are described under the following sections:

Part A - Technical Studies of Society Heritage Buildings

- Review the physical condition of the buildings and complete a high-level condition assessment
- Develop order-of-magnitude cost estimates for the rehabilitation of the subject heritage buildings
- Update proforma analysis of 5 completed rehabilitation plans of Society-owned heritage buildings in Chinatown

Part B – Review of Existing Funding Opportunities and Identification of New Program

- Examine potential funding opportunities / incentives and make recommendations for key components of a major rehabilitation program for Society-owned heritage buildings (i.e. Heritage Building Rehabilitation Program, Heritage Façade Rehabilitation Program)

Part C – Business Plan & Partnership Development

- Develop a business and partnership strategy plan to leverage City funds and attract senior government, private sector, and philanthropic partners in the establishment of a major heritage rehabilitation program for Society buildings in Chinatown. ☑
- Evaluate and contribute to Society capacity building.

建議書核心付帶項目

華埠宗親會及會館傳承計畫涵蓋多個核心付帶項目，具體描述如下：

A部分 —— 社團傳統大樓的技術支援研究

- 審查建築物的結構狀況，以便完成一份簡化的評估報告
- 制定一份以修復傳統建築物工程成本的大概預算
- 更新五項已完成的社團傳統大樓修復計劃的分析資料

B部分 —— 檢討現有的資金資助機會及制定新的資助項目

- 監察現有的資金資助機會及獎勵機制，為社團傳統大樓大型修復項目提出關鍵性建議（如傳統建築物修復工程，傳統建築物外觀修復工程）

C部分 —— 商業計劃及發展合作夥伴

- 制定商業計劃及發展合作夥伴策略計劃，從而充分運用市政府資金，吸引聯邦及省政府、私營機構、慈善合作夥伴共同製定華埠社團傳統大樓修復項目。
- 評估社團的承受能力

Executive Summary

Heritage conservation in the context of Vancouver's Chinatown should be less about conserving historical places as yesterday's museums, and more about preserving the sense of character, unique identity and cultural history of communities where people live, work and recreate. This unique area should be where people from all ethnicities can identify and interact.

The Chinese Society Heritage buildings not only have inordinate value as landmarks and icons, but act as living organic places that are still utilized by society members to practice centuries old traditions, arts and cultural performances that define 'old' china and give 'new' Canada its multicultural sense of being and pride.

The establishment of Societies in the early 1900s, the services they provided, and the functions they served tell the history of the Chinese immigrant experience in Canada, however this now at risk and the function and legacy of the Society heritage buildings are in danger of being lost because of their deterioration and the Societies' lack of development capacity and capital rehabilitation funds.

Therefore, Vancouver's Chinatown presents an opportunity for Canada to take its place on the global heritage conservation stage to showcase its responsiveness and sensitivities to preserving its legacy as a nation built off immigration, with a strong and diverse cultural DNA.

Tangible heritage in the form of Chinatown's archaic built environment, and intangible heritage in the form of the Societies and the community members that strive to keep their traditions and culture alive, is pivotal to springboard a much needed urban renewal and revitalization initiative.

The Societies and the local community are also faced with escalating re-development pressures, as Chinatown becomes an upcoming desirable neighborhood and sensitive rehabilitation of Society buildings could counteract the rapid changes taking place in the community.

The buildings' heritage status provides some protection from losing the tangible form. However, if the buildings were sold to non-Society purchasers, we lose significant intangible values that will impact the physical, social, and economic viability of Vancouver's Chinatown and its identity and prominence as a National Historic Site.

As evident in renowned culturally rich Cities throughout the world such as Paris, London, Rome, New York and Buenos Aires, retention of heritage fabric has been paramount in their ascendancy as global icons as places to live, work and visit.

The business case for retaining heritage and culture is not complicated or difficult to comprehend as the legacy we leave behind is what defines and judges us as a by gone civilization:

- Conserving heritage buildings retains not only bricks and mortar but also the history, character, culture and identity of past and current communities;
- Urban revitalization spurs economic growth, particularly in the artistic, innovative and creative industries;
- When coupled with arts and culture initiatives, heritage and historic asset conservation promotes cultural and global tourism.

The Society Buildings have the potential to become the backbone of a much needed revitalization of Vancouver's Chinatown district, however as this report has identified there are a number of challenges, constraints and potential solutions to consider and evaluate in an effort to support and facilitate the conservation of the Society buildings.

Technical review has identified that the Society buildings as a portfolio is on a predictable downward trajectory of decline and eventual dilapidation. It has been concluded that without an intervention in the form of a major rehabilitation program, the Society buildings will ultimately be rendered dilapidated and uninhabitable.

Now should be considered a critical moment for intervention to reverse the trend of decline and extend the buildings' life cycle, performance and functional use.

Many societies, while having some capacity to oversee minor repairs to their buildings, do not have the expertise to undertake a large rehabilitation project and may view the work involved as a burden and risk. An entity, be it a public agency or a community organization, is needed to coordinate partnerships, manage funding, and lend technical assistance to realize the long-term value of a rehabilitation program."

Renewal of the buildings also presents an opportunity to engage the younger Chinese generation and grow Society membership

執行摘要

溫哥華華埠對傳統建築物保護的態度該不像保藏一些古董，而該保存著華埠社區的獨特風格、身份象徵、文化歷史，及華埠居民樂予在區內生活、工作及娛樂消遣。讓不同民族的人都可以在華埠互相交流和領略華埠的獨特風格。

這些建築物不僅是意味着舉足輕重的地標和圖標，也是華埠社區原居民保留百年前傳承下來的歷史傳統，文化及藝術表演，將舊中國的生活模式元素注入賦與加拿大新的多元文化體會的存在而感到自豪。

華埠的宗親會和會館是在1900年初建立。它們為華人服務以及述說了華人移民在加拿大的種種經歷。然而隨著這些傳統建築物逐漸老舊失修，重修資金不足，華埠社團建築物光輝不再。

正因如此，現在是一個好時機，讓溫哥華華埠向全球展示如何保留傳統大樓及其無形的文化資產，讓更多人可以了解有關加國特有的移民文化和歷史。

傳統建築物是華埠社區的有形遺產，也是一種支持華埠社區及居民的無形精神支柱。它的存在是為了維繫及把傳統文化傳承下去，也起了啟動城市革新活化計劃的作用。

因華埠開始成為最理想居住的社區，華埠社團和該住居民現在面對著社區革新計劃的壓力。社團傳統大樓修復可改變華埠開發的速度。

社團傳統大樓屬於溫市史蹟名冊內，所以大樓外型受到一定的保護。但如果這些傳統建築物以售而轉手，我們將失去重要的無形資產，對溫哥華華埠的社會結構和民生有負面的影響和失去經濟競爭力，還使華埠失去它代表其國家歷史遺址的身份。

正如巴黎、倫敦、羅馬、紐約、布宜諾斯艾利斯這些歷史文化深厚的城市為例，這些城市以保留歷史文化面貌為首要事項，成為這些城市的優勢以至能夠吸引全球各地的人前來地居住、工作及觀光。

尋找商業理由去保留傳統和文化並不是困難或複雜，而下一代會看著承接的產業而評估我們：

- 保護文化遺產建築保存的不僅是保存只磚片瓦，而是反映社區古今的歷史、社區特色、文化和風格；
- 城市活化能促進經濟增長，特別在藝術方面、創新革新、及創意工業上；
- 藝術、文化倡議、文物古蹟和歷史遺產有助促進文化交流和帶動旅遊業興旺。

修復社團傳統大樓將可成為振興華埠的主幹。正如本報告所述需要進行市容活化計劃。然而恰如這份報告所示，過程中存著一些挑戰、條件限制、約束和潛在的解決方案。這份報告分析各樣限制及機會，建議需要的配套支援。

分析顯示，社團傳統大樓的狀態已續漸惡化，最終會不可修復。總括而言，要是沒有一個大型的大樓革新活化計劃，社團建築物最終因日久失修而無法居住。

現在正好是進行維修檢討的關鍵時刻，逆轉建築物結構漸趨老化的情況，延長建築物壽命的功能用途。

許多社團儘管可以監督自己大樓的小型維修工程，但並沒有具備承接大型重建工程的專業知識及技術專長，而且不能承擔大型維修工程所涉及的風險。報告建議大型維修計劃需要一個隊伍來保持協調合作，管理資金及共同安排技術支援事宜，而實現改革的長久價值。

社團亦可透過傳統大樓修復來培養新一代，吸引新的成員。

Key Findings

At an executive level the following key findings provide a snapshot of report outcomes:

Part A – Technical Studies of Society Heritage Buildings

Condition & Rehabilitation Demands

- On grading scale from A (new condition) B, (functional condition) C, (sub-standard condition) and D, (dilapidated condition) the Society buildings as a portfolio would be considered C -
- On a building condition index scale of 100%, the Society buildings score an average of 46% (sub-standard condition)
- A major rehabilitation intervention is required within the next 3 – 5 year to stabilize the Society buildings
- A significant amount of heritage fabric has been lost and removed due to design trends, funding pressures and a general lack of maintenance and repair
- Exterior fabric for all buildings is in general need of major repair or renewal and existing fire and building safety systems are obsolete and in need of upgrading
- The rate of building deterioration will accelerate due to the archaic construction materials reaching the end of their expected life span
- Rehabilitation and restoration is required to stabilize and return the Society buildings and their major components to functional and serviceable standards

Building Use & Limitations

- Adaptive repurposing limited by archaic construction and hazardous materials;
- Major adaptive scopes of work and changes in use would trigger cost prohibitive code mandated seismic upgrades;
- Societies currently operate the buildings for community use rather than revenue generation and financial benefit;

Magnitude of Cost & Financial Capacity

- A minimum \$36 million magnitude of cost budget has been estimated to implement a program to rehabilitate and stabilize the Society buildings;
- Societies reported that they do not have funding reserves in place to cover major repairs or capital renewals;

- Reported Society revenue streams from commercial operations is not sufficient to cover debt financing to levels that would be required to stabilize the buildings;
- Society members and their constitutions are resistant towards debt and traditional forms of financing.

Society Capacity

- Societies reported and acknowledged that they do not have sufficient expertise to manage a gradually deteriorating portfolio of aging heritage designated buildings;
- Societies however have indicated their commitment to support a rehabilitation program and play a pivotal and active part in its implementation
- The average age of Society members has been reported at 67 with lay volunteers tasked with management of the building repair and maintenance;
- Society membership is dwindling and attracting intergenerational participation is difficult, but increased efforts are being planned and made to involve younger members.

主要重點

主要重點簡報結果如下：

A部分 —— 社團傳統大樓技術支援分析

建築狀況和修復事項

- 以A、B、C、D四個等級進行評定，分別代表新建狀態、適用狀態、低於標準狀態以及荒廢狀況四種狀態來作為評定準則。華埠社團建築物評為C-級別；
- 以一百分為滿分的建築狀況評估機制，華埠社團建築物平均分為46分；
- 為要修復社團建築物，需在未來3至5年內進行大規模的修復干預計劃；
- 大部分帶著傳統文化的大樓特色因配合現代設計、資金壓力和日久失修而已經被摒棄或已拆卸了；
- 所有建築物外牆均需大幅維修或翻新，現有的消防及建築物的安全系統已經殘舊了，正待升級更新；
- 大樓老化加速是因為建築材料已達到它們的壽命期。
- 為了使社團建築物能回復建築物的穩固、建築物的用途、及能重新具備能提供服務的條件，重建和維修工程是必需進行的。

建築用途與限制

- 大樓改革因為古舊的建築方式和危險建築材料而受到限制；
- 涉及更改建築用途的大型改造必需把抗震功能升級,這會令費用提高；
- 社團經營傳統大樓的手法是為了社區人民，並不是為了經濟利益；

成本估計及財政能力

- 預計修復社團建築項目費用估計是3600百萬加元以上；
- 各個社團表示沒有儲備資金來支付大型修復工程；
- 社團的收入不足以支付可以把大樓穩定下來的信貸開支；
- 社團成員及社團憲法不接納傳統的融資方式，（例如按揭）

社團承受能力

- 各個社團的報告表示和承認缺乏專業技術知識管理日漸殘舊的傳統建築物；
- 儘管如此，各個社團表示承諾支持修復工程，並承諾積極參與所有工程；
- 據報導社團成員的平均年齡為67歲，都是志願工作者，均沒有管理修復建築物工程的專業知識；
- 社團成員數量驟減，難以吸引年輕成員加入。各個社團已努力計劃怎樣吸納年輕人加入成為社區成員。

Part B – Review of Existing Funding Opportunities and Identification of New Program |

Intervention & Rehabilitation Funding Sources

Potential opportunities to raise community-based capital were identified from the following key sources;

- Inter-governmental departments;
- Investment and loan funds that bring private sector investments to social purpose real estate projects from across Canada;
- Other social finance opportunities (e.g. foundation investments, community bonds and equity from society members) that help to address capital gaps and contribute to financially sustainable approaches to rehabilitating the Society buildings;

Partnerships and financing deals were explored that;

- Maximize the potential for innovation and impact;
- Leverage a broad network of potential partners;
- Connect the Society Building Rehabilitation projects into the broader social purpose real estate development infrastructure, including private and public sources of support;
- Facilitate access to other funding opportunities; and,
- Build capacity with the Societies to develop and operate high impact real estate projects in service of Chinatown and the communities it serves.

B部分 ——回顧現有的資金籌集機會及確立新增項目

修復工程資金來源

確應以下幾個潛在的機會以籌集社區基礎資金；

- 政府內部之間的部門；
- 專門針對社會目的之私人投資基金；
- 其他社會融資機會（如基金會投資、社區證券、以及社區成員的個人資本），有助填補資本缺口，為修復社團建築物提供可持續資金運用。

合作伙伴和資金項目一覽：

- 擴大創新潛能及其影響力；
- 發展潛在合作伙伴關係網絡；
- 把社團傳統大樓維修計劃和其他社會意義工程都連一陣線，還向私人 and 公共機構裡爭取支持；
- 促進資金來源機會；
- 與社團在華埠合作，發展有具體性的房地產項目，輔助華埠及社區服務。

Part C – Business Plan & Partnership Development

Business Case

The goal of the business case is to place the proposed \$36 million rehabilitation program for the 12 Chinatown society buildings in the context of a strategic investment. It provides a high-level analysis, at both the portfolio and building scales to help potential funders and partners make informed decisions about their participation.

The portfolio scale financial analysis helps funders assess the potential impact of the rehabilitation program. It asks the question of whether rehabilitation will create more value than the cost.

Using the capitalization approach to calculate an approximate valuation for the buildings before and after rehabilitation, the analysis finds that rehabilitation has the potential to add \$13.8 million in value.

Albeit the increase in value, the business case also points out that the analysis assumes an increase in lease rates closer to market comparable's after rehabilitation. This could accelerate the rate of change in Chinatown and displace many existing residents and businesses.

The Chinatown neighborhood plans advocates for an affordable, inclusive, multi-cultural, and inter-generational district. The analysis demonstrates that while the increase in real estate value may justify the rehabilitation cost by the numbers, the contribution of public and community funding is critical to moderate market forces to achieve broader community goals.

Following the portfolio scale examination, the business case presents a building scale financial analysis that aims to help funders and Society members begin a discussion about the long-term impact of rehabilitation. The analysis uses a typical building – four-storey on a 25-foot by 122-foot lot – to demonstrate the financial position before and after rehabilitation.

Currently, many Society buildings do not generate enough income to create an adequate repair and replacement reserve. The proforma analysis shows that a rehabilitation program would reverse this deteriorating trend by helping Societies achieve a healthy income stream to maintain the building over the long term. While the proforma analysis puts forth the uses in a typical building, there are many more potential uses for the spaces inside Society buildings.

The increase in net operating income would support various financing options. The business case presents three scenarios: 1) a grant-centric model; 2) a revolving fund model; and 3) a co-investment model.

The business case also presents the development opportunities within the Chinatown context.

It maps out specific activities through the lens of Chinatown as an activity precinct and the potential opportunities for the 12 Society buildings within this wider context. The business case concludes with identifying risks and mitigating solutions related to the financial analysis.

C部分 ——商業計劃及建立合作夥伴

商業計劃

這次商業計劃的目的是將修復工程的3600百萬加元去策劃性地投資到12棟社團傳統大樓裡。而用著簡化的評估報告幫助有關機構為這修復工程作出決定。

計劃金融分析為修復工程評估它的影響力，看看這份投資是帶來盈利或虧損。

使用資本化法分析指出修復工程可為大樓增加1,380萬的價值。需要指出是，本分析是假設大樓的租金可增加到市場價。在這種情況下，華埠的變革也將隨之加速，致使很多原有居民和商業被迫遷移。

華埠社區計劃強調華埠必須保持房屋的實惠價格，高度的包容性，兼容多元文化以及成為跨代社區。分析報告列出維修工程在商業角度上是合理的，但要保持華埠社區計劃的重要元素，將需要公共及社區資金的支持。

為了幫助投資者和社團可開展討論修復計劃的長期影響，本文還提供了建築層面的財務分析。報告選了一座寬25尺長122尺的四層的傳統大樓，作為參考例子。

目前，許多社團傳統大樓的收入並不足夠保持有效的更新基金。分析顯示修復項目可幫助社團得到穩定收入，確保傳統大樓的長期保養。報告提議參考例子大樓的用途，但實際上，社團傳統大樓可包括更多的用途。

收入增加可以支援不同的財務組合，例如：1) 以撥款為中心的模式；2) 循環基金模式；3) 共同投資模式。

本計畫為華埠發展提供了新的機遇。12棟社團傳統大樓可以協助華埠更新為一個充滿活力的完整社區。最後，本計劃還列出了財務分析方面的風險，並提供了緩和措施。

Communication Strategies

The communications strategy developed for this report is intended to increase awareness of, and interest in, the Vancouver Chinatown Society Legacy Program amongst potential provincial, federal and philanthropic funding sources.

Key Messages -

- The Vancouver Chinatown Society Legacy Program – a proposed minimum \$36 million rehabilitation program for 12 Chinatown society buildings – is a key step towards the revitalization of Vancouver’s Chinatown district.
- The program provides an opportunity to anchor the rapid change in Chinatown and to ensure the community’s connection to the past and relevance in the future.
- Revitalization of Vancouver’s Chinatown district requires a concerted effort between Chinese building societies, all levels of government, and other partners.

Key Features & Benefits –

- Focuses on 12 Chinese Society buildings that represent a unique cultural asset for Vancouver, British Columbia and Canada
- Provides an integrated approach to urban conservation of both intangible and tangible heritage assets
- Views Vancouver’s Chinatown district as a living community not merely a historical monument
- Acknowledges and addresses the tension between heritage preservation and development; revitalization and gentrification
- Engages directly with the Chinese building societies, whose continued presence is central to revitalization efforts
- Rehabilitating society buildings meets multiple objectives: providing housing, sustaining culture, providing social places and preserving an integral part of Chinatown's character.

公關策略

本報告擬定的公關策略，主要是在聯邦及省級政府和慈善機構的圈子裡，增加溫哥華華埠宗親會及會館傳承計畫的知名度。

主要信息：

- 溫哥華華埠宗親會及會館傳承計畫，需要最少3600百萬加元來修復12棟社團傳統大樓，作為振興溫哥華華埠地區的關鍵步驟。
- 該項目緩和華埠近年的迅速變化，可保存華埠跟歷史的關聯，還確保這地區在未來的重要性。
- 溫哥華華埠區的振興計劃需要各社團，加國三級政府，及其他成員和機構的共同合作才可現實。

計劃特點和效益：

- 涉及了擁有在加國，卑詩省，和溫市特殊文化財富的12棟社團傳統大樓
- 為保護歷史社區有形和無形遺產而提供了一個綜合方法；
- 溫哥華華埠是一個居民居住的社區，並不只是一座歷史紀念碑；
- 確認保護傳統文化與社區發展是有一定的矛盾
- 直接與華埠社團合作,因為他們是華埠振興計劃的關鍵
- 修復社團傳統大樓而是一舉多得：為市民提供居所，保持歷史文化，提供社交場所，還可以保存華埠的特有風格

Conclusion

Chinatown holds significant tangible and intangible value to the people of Vancouver, British Columbia, and Canada. Benevolent Societies and Family Associations are an integral part of Chinatown. The establishment of Societies in the early 1900s, the services they provided, and the functions they served tell the history of the Chinese immigrant experience in Canada.

It is evident from the findings in this report that without a major rehabilitation program supported by a collective effort including inter-governmental, private, community and Society participation the 12 buildings and the tangible and intangible heritage value they represent are at serious risk of vanishing along with the cultural and economic pulse of Chinatown.

Viewed as a portfolio, these buildings serves as Chinatown's cultural anchor. It has tremendous potential for cooperative efforts to revitalize the historic district. Furthermore, the rehabilitation of these Society buildings maintains not only the physical structure, but also the cultural traditions and activities that the buildings support.

結論

華埠宗親會及會館在加拿大、卑詩省和溫哥華的人民生活上担任重要的角色。成立于20世紀初期，它們對華埠居民提供的服務和貢獻，見證了華裔移民在加國落地生根的歷史。

此份報告告訴我們，如果沒有修復計劃和三級政府，私人機構及華埠各社團聯手支持，12棟社團傳統大樓和它們帶來的文化和歷史就難以逃過消失的命運。

整體來看，12棟社團傳統大樓是溫哥華華埠的主幹，擁有著巨大為振興華埠歷史社區的力量。修復計劃不但可保存建築物的外觀結構，而且能延續它們對文化傳統活動的支持。

Rehabilitation Costs Summary

Chinatown Society Buildings Portfolio Overview

Building Criteria	Bldg 1	Bldg 2	Bldg 3	Bldg 4	Bldg 5	Bldg 6	Bldg 7	Bldg 8	Bldg 9	Bldg 10	Bldg 11	Bldg 12	Portfolio Component Costs
	C	C	C	C	C	C	C	C	C	C	C	C	
Condition Grade	49	38	51	48	50	44	48	42	42	43	47	50	C
Condition %													46
Exterior Fabric													
Heritage Fabric	336,353	203,310	115,703	124,279	24,546	146,415	171,235	278,942	125,863	303,856	227,640		
Envelope	410,138	233,124	254,347	345,227	133,463	96,956	91,160	238,532	140,952	227,812	108,172		
	746,491	436,434	370,050	469,506	158,009	243,371	262,395	517,474	266,815	531,668	335,812	450,000	4,002,213
Interior Systems													
Plumbing	623,900	268,400	80,000	60,000	80,000	60,000	60,000	60,000	174,200	80,000	198,400		
Heating	110,400	43,200	12,000	18,600	12,000	9,000	9,000	9,000	36,800	12,000	20,400		
Electrical	483,120	197,640	39,040	41,760	30,200	36,600	7,320	38,400	207,400	48,752	125,280		
Ventilation	96,003	40,001	32,000	24,000	32,000	24,000	24,000	24,000	32,000	16,000	24,001		
	1,313,423	549,241	163,040	144,360	154,200	129,600	100,320	131,400	358,900	156,752	368,081	180,000	3,201,236
Interior Fabric													
Flooring	338,550	143,350	36,600	60,900	26,425	32,025	32,025	42,000	82,350	42,658	97,200		
Paint	192,150	70,150	36,600	52,200	11,325	13,725	13,725	36,000	33,550	18,282	46,800		
Doors	182,720	55,840	12,000	15,520	12,000	12,000	12,000	12,000	18,800	16,000	21,280		
	713,420	269,340	91,300	128,620	49,750	57,750	57,750	90,000	134,700	76,940	165,280	130,000	1,669,570
Fire & Life Systems													
Sprinklers	38,430	25,773	36,600	43,500	37,750	27,450	27,450	36,000	48,800	36,564	8,820		
Fire Alarms	90,400	36,000	30,000	38,000	30,000	30,000	30,000	30,000	39,000	30,000	12,000		
Fire Escapes	22,500	27,000	48,000	36,000	60,000	22,500	N/A	N/A	N/A	22,500	27,000		
Security	33,900	14,400	10,000	10,000	10,000	10,000	10,000	10,000	13,600	10,000	4,800		
	185,230	103,173	124,600	127,500	137,750	89,950	67,450	112,000	101,400	99,064	52,620	120,000	1,148,117
Building Utilities													
Electrical	48,000	80,000	80,000	80,000	80,000	80,000	-	80,000	80,000	80,000	80,000		
Water / Sanitary	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000		
	78,000	110,000	110,000	110,000	110,000	110,000	30,000	110,000	110,000	110,000	110,000	110,000	988,000
General Conditions / Contingencies													
General Conditions	668,044	323,001	198,372	209,855	134,136	138,748	170,912	211,392	213,799	214,373	226,994		
Contingencies	303,656	146,819	90,169	95,389	60,971	63,067	51,792	96,087	97,182	97,442	103,179		
	971,700	469,820	288,541	305,244	195,107	201,815	222,703	307,480	310,981	311,816	330,174	340,000	3,585,206
Project Dev. / Soft Costs													
Design Costs	480,992	232,561	142,828	151,096	96,578	99,898	88,874	152,202	153,935	154,349	163,436		
Project Dev. / Admin	240,496	116,280	71,414	75,548	48,289	49,949	44,437	76,101	76,968	77,174	81,718		
Taxes	240,496	116,280	71,414	75,548	48,289	49,949	44,437	76,101	76,968	77,174	81,718		
Escalation	160,331	77,520	47,609	50,365	32,193	33,299	29,625	50,734	51,312	51,450	54,479		
	1,122,314	542,642	333,265	352,556	225,349	233,096	207,373	355,139	359,183	360,147	381,351	360,000	4,091,064
Project Cost Totals													
	5,130,578	2,480,650	1,480,795	1,637,786	1,030,165	1,065,582	947,992	1,623,493	1,641,979	1,646,387	1,743,317	1,690,000	22,118,723
Seismic 30%	1,647,000	686,250	549,000	391,500	339,750	411,750	411,750	540,000	549,000	548,460	486,000	585,000	7,145,460
Building GFA	36600	15800	12200	8700	7550	9,150,000	9150	12000	12200	12281	10800	13000	159,431
SF Costs	\$ 140	\$ 157	\$ 121	\$ 188	\$ 136	\$ 116	\$ 104	\$ 135	\$ 135	\$ 134	\$ 161	\$ 130	\$ 139

List of Potential Funding Partners

Potential Partner Category	Potential Partner	Tool / Role
Federal Government		
Funding Partners	Heritage Canada National Trust for Canada	Canada 150 Community Infrastructure Program Partnership Approach: Main Street Regeneration
	Government of Canada	Federal Immigrant Investor Program / Immigrant Investor Venture Capital Fund
	Canada Mortgage and Housing Corporation	Pre-development Funds (Affordable Housing)
	Community Forward Fund Assistance Corporation	Debt Financing
Technical Partners	Government of Canada	Debt Financing: Loan Guarantor / Post Security
Advocacy Partners	Minister of National Defence and Minister for Multiculturalism	Federal Grant Application Support
	MP Vancouver East	Federal Grant Application Support
Provincial Government		
Funding Partners	Ministry of International Trade (responsible for Asia Pacific Strategy and Multiculturalism)	Grant
	Heritage BC	Grant
	Province of British Columbia	Debt Financing: Loan Guarantor / Post Security
Advocacy Partners	Ministry of Community, Sport and Cultural Development	Provincial Grant Application Support
	Ministry of Jobs, Tourism and Skills Training	Provincial Grant Application Support
	MLA Vancouver-Mount Pleasant	Provincial Grant Application Support

Potential Partner Category	Potential Partner	Tool / Role
Municipal		
Funding Partners	City of Vancouver	Heritage Building Rehabilitation Program: Property Tax Exemption
		Heritage Facade Rehabilitation Program: Façade Grants
		Heritage Building Rehabilitation Program: Transferrable Bonus Density
Technical Partners	City of Vancouver	Community Bond: Post Security
		Debt Financing: Loan Guarantor / Post Security
Charitable Foundations / Not-for-Profits / Private Investors		
Funding Partners	Vancouver Foundation	Charitable Foundation: Donor Advised Funds
		Charitable Foundation: Program Related Investments
	Vancity Community Foundation	Charitable Foundation: Donor Advised Funds
		Charitable Foundation: Program Related Investments
	Andrew W. Mellon Foundation	Arts and Cultural Heritage Grants
	Fei and Milton Wong Foundation	Charitable Foundation: Donor Advised Funds
		Charitable Foundation: Program Related Investments
	The Getty Conservation Institute	Heritage Grant
	Private Investors	Charitable Foundation: Donor Advised Funds
		Community Investment Co-operative Social Equity Investments
Not-for-Profit	New Market Funds (Affordable Housing)	
Technical Partners	Charitable Foundation / Not-For-Profit	Community Bond: Issuer

華埠僑團傳統建築協會

CHINATOWN SOCIETY HERITAGE BUILDINGS ASSOCIATION

C/O 118 KEEFER STREET EAST VANCOUVER, BC V6A 1X4 (604) 879-5550

October 21, 2015

Brian Jackson, General Manager, Planning and Development Services
City of Vancouver
453 West 12th Avenue
Vancouver, BC
V5Y 1V4

Dear Mr. Jackson:

We would like to thank the City Council and staff for the continuous support of the various Chinatown initiatives, including this latest one – the Chinatown Society Legacy Project.

The report by the consultants on the Chinatown Society Legacy Project reviewed the conditions of the buildings, made some cost estimates for the potential rehabilitations and updated the analysis of the feasibility studies done previously.

As identified by the report, the estimated cost to rehabilitate and stabilize the buildings is a minimum of \$36M. We need to make strategic partnerships with other organizations, and with the provincial and federal governments to explore funding opportunities.

The Societies and Vancouver Chinatown have played an important role in the history of Canada. Chinatown's significance has been reaffirmed by its recent designation as a National Historic Site. The rehabilitation of these society owned buildings will help ensure future generations of Canadians will continue to appreciate the multicultural dynamics of our country.

Housing is a key component as the society buildings have traditionally provided affordable housing in the neighbourhood, many of their tenants are Chinese seniors. There are 196 housing units in five of the Society buildings, two of which are SRA designated. The rehabilitation of Society buildings will also provide an opportunity to upgrade these important housing units.

Our association wholeheartedly supports this report and the staff's effort to seek Council's support in establishing the Chinatown Society Legacy Program. The funding required is very significant. Our organization and member societies recognize there will be many fundraising activities we have to undertake. We are committed to organize and participate in any delegations to approach senior levels of government and other organizations for support.

Yours truly,



Fred Mah
Chair