

### Michael Clague

Thanks everybody and I appreciate everybody coming this morning. I hope we can survive the cold. I am Michael Clague from the Downtown Eastside Community Land Use Project - the outline today – I am going to provide a little background information and then pass on to Milt Wong who is really the driver of this project for the past 18 months. Joe Wai will also be saying a few words. In terms of information – we sent to you a blueprint for the downtown eastside, and in addition to that, there are two other pieces – which printed copies are located in the back of the room, which will provide guidelines for the assignments today. The goal of this project is to try to help ensure that the development is to the benefit of the current residents of the community, not to their detriment. Our goal is to find an approach that is agreeable to all. If we can find some common cause and some principles that we can share – and I know those of you who are here are those that can make that happen. My personal dream is that we can identify a range of built forms that support the social and community design as well as meet economic targets.



### Milton Wong

Good morning everyone, I would like to talk about myself, and to give context as to why we are here, and what is needed to move ahead. My father had a tailor shop in 1913 in this area. My history of this area goes back a long way. I remember the Hungarians, and the Russian immigrants in the area. I have seen successive changes and in the last two years, I have seen significant change. In addition, because of that, I look at what we are doing today is part of that transformation that is taking place. The common social principles - the social cohesion – when the Japanese moved in, there was a new social cohesion. In rebuilding the area, we need to get agreement. We have the social responsibility of rebuilding the society. This is not an original idea; I was on the board of Alcan – and what I was asked to adhere to was 10 basic principles when going into countries to do work. Goldman Sachs is leading the charge – any organization that they do business with, they ensure they follow the same 10 basic principles. I took that idea and put it into this idea today.



### **Joe Wai**

Thank you, I will not be long, as Norm has a very vigorous agenda for us. We need to find a way to establish a common understanding with various points of view – we are looking for a moral agreement, not a binding legal agreement. The group has decided to step it up to get more input from key stakeholders. Now there is no overall plan for the Downtown Eastside, the last City Zoning District Schedule was set in 1982 and we all know that much has changed since then. We all have copies of the blueprint, which is quite detailed. We have a concern with the onset of the desire for marching high-rises through the community. We have buildings that are 100 years old, historic buildings, and we need to balance the new with the old. The examples shown in the back are not what necessarily should be done, but what is being done in other areas on the downtown. Some examples from all over the world, high density, but not necessarily the high rise.



### **Norman Silins**

Hi, I am Norm. About 7 years ago, I said to Bell, we have a hard time working. I looked at a bunch of different ways of introducing collaborative work. We kicked out 5000 square feet in an office building in Toronto, and created a team and placed 3000 people through the centre within a year, which help in transitioning our company. I then took 30 people, set them up at the Vancouver Art Gallery for 3 months, and worked on a proposal, using our collaborative methodology, and through that, we successfully won the right to be the Telecommunication Partner for the Vancouver 2010 Winter Olympic Games. This model has been used by a variety of groups successfully. We are creating a model today. Models allow us to create conversations, and conversations lead to change. What are some models that are smaller (model cars). What are some models are larger than what they are (movies). What are some characteristics of a model (a vision), simplify – and has assumptions associated with it. What are some models that we use everyday (maps), computer models, spreadsheets, organizational models, models may not represent reality? How about some social models – co-op (social enterprise), where are some pitfalls of models- static, oversimplified. What is the hardest model to change? Models that people have attachments to, large organizations are hard to change as people have attachments to existing models – more people to change more difficult.



The first thing we are going to do is an **individual assignment** – on outcomes of what the solution might be. The model that Michael has created can be improved by using the collective intelligence of those of you who are here. We believe that an iterative model is an improved model. We believe in the process of documenting and iterating, a process that we are going to do today.

What we want is your intelligence, we do not want you to take notes, and we want you to work. I worked with a group in Toronto once in getting two groups together. It was the picture that represented their models, and the pictures were completely different. Once they saw the models, they could then begin to work through the differences to come up with a better model. Can you draw me a picture? If you want to express a thought, and you can use pictures to express that thought, sometimes it can add clarity to your thought.



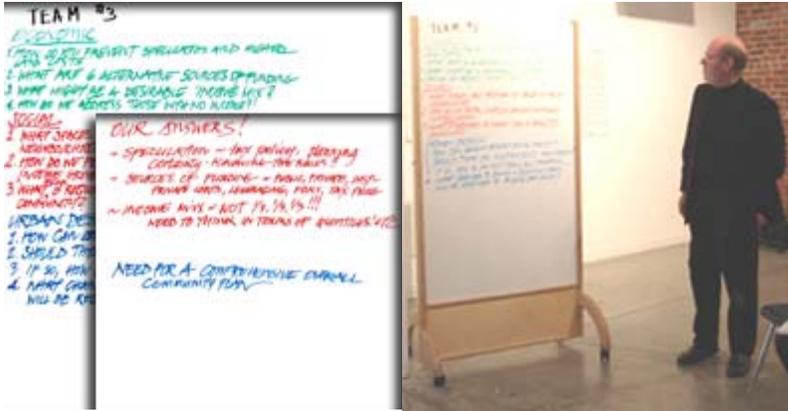
Try to work in the future/specific – if you are stuck in the past we are not going to get anywhere. If you are stuck in being too general, we are not going to get anywhere. We want to express how we are going to do things and we need to be specific. Please use as much detail as possible. ([View the matrix](#))

**Goal:** *To create an urban design model that ensures development in the Downtown Eastside is to the benefit of those who presently live and work in the community.*

## Assignment 2

### Team 3

[Team list:](#)



Focus on the three pillars of sustainability (Economic/Social/Design). We thought it would be best to frame it in a series of questions.

**Economic:**

How can we prevent the land speculation that will exasperate affordability?  
 How can we fund this opportunity? There are numbers of different sources of funding that can be brought to the area.  
 How many people are down here with no income?

**Social:**

What are the spaces that create a healthy neighborhood?  
 A very interesting social challenge is how to we foster cohesion between the different social groups

**Urban Design:**

Can you create designs that reflect the community values, specifically community values?  
 Should there be multiple build form models or do we follow other models like those in Washington DC, or Paris?  
 Do we use building codes and land zoning to effect change?

**Our Answers:**

Need a broad overall community plan must be put in place in order to reduce land speculation – i.e. – perhaps modular housing as a “far out” idea  
 Funding – private companies building housing for the employees downtown, institutional, create tax program  
 Income mix – 1/3 1/3 1/3 model is not appropriate down here. Would probably need to even segment the lowest 1/3 to include those who have no income. What will make this work is to come up with an overall plan for the area. There is nervousness within the City of Vancouver to do that.

In terms of speculation – if people want to do things here they should be part of the moral agreement – we expect that they should make money, but they need to subscribe to the overall moral community involvement. We need to address how that can be accomplished without having affordability of homes and lifestyle decrease for the current community residents. Transit needs to be improved in the area as well. Look at alternative funding for affordable transit pass as an example.

**Team 2**



Our model - overall is not only about the downtown eastside but for the entire city.

Blueprint brings all the “circles” together; I am going to talk about one circle. Change – change needs to happen so fast. The downtown eastside deserves a community vision. It deserves the same type of planning and services as other areas in the city. Perhaps the taxation models that we use today will not work in this area. We need to find collaboration between non-profit, the government and the private sector. Perhaps we should not call it non-profit and use the nomenclature “third party”. We need an economic contract that will address the community needs.

**Economic:**

We need an economic climate that contributes to vibrancy on the streets. When we talk about affordability, we should talk about affordable spaces. We need to allocate to “core need”. We need to look at taking the social aspects out when looking at the “core need” in order to identify what the public really requires in this community.

**Social**

The social component is something we see as an important integral component just as anything else - community acceptance and inclusion. We see relationship building as critical. We want to see people not only listening, but also engaging. We want to see whatever is developing that there is an opportunity for relationship building. We talked about ways on which we can engage human resources. Perhaps a bartering arrangement, which would encourage all in the community to participate.

**Team 1**



You people did such a good job. We could not come up with any consensus. We need to develop cohesion between the community and private sector. What I think what happened in our little group is exactly what is happening here, we just could not come together, there was not cohesion, we could not agree. Maybe we need to rethink – is this what the community may want, but are we really listening to the community. We somehow must make them part of it. Distinguish between consultation and decision-making. There is not such a thing as one community that talks with one voice. It is just like a community, my vision of the community – people who go to their various community groups, and the urban core meeting, etc. This does not include developers; it does not include government folks. I have never seen such cohesion in this community over the past 30 years and the cohesion in the need for government support on affordable housing, change of policy on welfare, etc. People like the community, it is a strong community, and they have many friends here. They have a different community than a lot of you have. There is community censuses that we need 400 sqft alternative housing, we need to continue to put pressure on the government.

That is the community ceiling, vs. that is the community floor (a disconnect between the various groups of what is the bare minimum vs. that would be the absolute maximum). It is not a bad community, yes, we have some problems in the community, but it is not a bad community. Yes, you hear a lot of bad community in the media, and you think that there is something wrong with the people in the community, which is not a fair assessment of the community.

If the community could get some of the things that the community wants, would the community be happy to see a different wealth group move into the area (say middle income) would the community be happy with that change. If the level of income of the people could go up in the community, would you think the middle class people would accept the poor people?

I think if the people who live here show respect for the community I do not think there will be a problem. However, if they show disrespect to the civic values I see that there would be issues.

Those who move here need to accept the community on its own terms. How do we convey to people who are moving to the area, to respect the community, you are welcome to join in. The poorer you are, the more punishment you get. We need housing that is safe and secure. One of the things that is frustrating is that other people that say they want to move into the neighborhood, but they do not endorse the community reality.

Housing is a basic human right. Moving the responsibility of this from government to the private sector is not the right solution.

I believe that getting more middle class moving into the area would actually assist in improving this area.

## Review

Knowing what we know now – what is the best that we can do on the 24. What is the best outcome we can have on the 24th?

### January 24

What is the best we can do?

Purpose – clear vision from the community

How can Jean help?

Let us embrace the fact that we have multiple communities here in the downtown east side. Let us embrace that there are multiple visions. And see how we can merge these multiple visions into a single vision (we need to knit it



together).

Again, what is the best we can do on the 24<sup>th</sup>?

Identify how to fund x – 400sqft units

Identify the type of housing that is needed, various sized, various locations

Needs to understand what the core needs are – and once that is understood then we can begin to add enablers to get to a solution to those needs.

We need to come up with solutions that meet the needs of the community for those who already live here.

We may not come to an agreement, but should come away with an understanding of the solutions.

Who needs to be there?

Balance is critically important

Concern if there are too many people that we may lose the intimacy of the group.

Thanks to everyone for coming. We did a lot of work and look forward to continuing this on the 24<sup>th</sup>.

