

# CHINATOWN COMMUNITY VISIONING FOR PARCEL 12

Sponsored by  Asian Community  
Development Corporation  
亞美社區發展協會

Co-sponsored by Boston Chinatown Neighborhood Center, Chinatown Main Street, the Chinese Consolidated Benevolent Association (CCBA), Chinatown Community Land Trust (CCLT), Chinese Progressive Association (CPA), and Chinatown Resident Association (CRA)

12地段華埠社區願景

由亞美社區發展協會舉辦

共同贊助者：波士頓華埠社區中心、中華公所、華埠主街、華埠土地信託、華人前進會和華埠居民會



**Boston Chinatown  
Neighborhood Center, Inc.**  
波士頓華埠社區中心



華人前進會

**Chinese Progressive Association**  
*for justice, democracy, and equality*



**CHINATOWN  
COMMUNITY LAND TRUST**



**CHINATOWN  
MAIN STREET** 福  
華埠主街

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## Executive Summary

The Chinatown community visioning exercise for Parcel 12 furthers the mission of the Chinatown Master Plan 2010, which identified Parcel 12 as a priority development site for affordable housing. The Plan recognized that affordable housing is the lifeline that preserves the core Chinatown community of working-class, Asian immigrant households. In light of growing demand for affordable housing caused by recent displacement, Asian Community Development Corporation (ACDC) launched the Parcel 12 community visioning in July 2015 with co-sponsorship from the Boston Chinatown Neighborhood Center (BCNC), Chinatown Main Street, the Chinese Consolidated Benevolent Association (CCBA), Chinatown Community Land Trust (CCLT), Chinese Progressive Association (CPA), and Chinatown Resident Association (CRA).

The visioning process was conducted over 3 phases: due diligence, inclusive, high-yield outreach, and educational, interactive workshops facilitated by ACDC. The goal was to educate and engage the Chinatown community to create a community vision for what can and should be built on Parcel 12. The visioning facilitation team, comprised of ACDC staff and local youth volunteers, engaged its co-sponsors as well as ACDC's youth program to recruit attendees and conduct workshops that informed and inspired participants' development of a feasible community vision for Parcel 12.

More than 200 Chinatown residents and community members participated in the community visioning. Nearly all participants partook in an interactive exercise, where they considered financial, zoning, and design parameters for building on Parcel 12. Together the participants were representative of the working-class, immigrant Chinatown community. Nearly all participants were Chinatown residents and of Asian descent. Over half were working adults, and the rest students and retirees. Of those employed, 40% work in the food service industry as cooks and waiters and another 20% in child or domestic care.

The Parcel 12 Chinatown community visioning prioritizes: 1) the large-scale development of high-quality housing units that are affordable to and accommodate the needs of the working-class, immigrant Chinatown community, and 2) the enhancement of the Chinatown neighborhood at the intersection of Tremont Street and Oak Street West.

Recommendations that stem from the Parcel 12 community visioning are as follows:

1. Maximize the development of housing units that are affordable to and accommodate working-class, immigrant Chinatown community members. Parcel 12 should include as many affordable units as possible, preferably at least 50% of all units. It should maximize the number of affordable rentals that are restricted to 30% of the area median income (AMI), with the rest restricted to 60% AMI.
2. The ground floor should include both commercial/retail space AND community space that activate building frontage and increase foot traffic by local Chinatown residents. Together, they should make Parcel 12 a Chinatown community hub for all ages and family members.
3. Parking should occupy a moderate amount of gross square footage and should not dominate the street view.
4. Open space should consist of a courtyard and small green spaces, such as gardens.
5. Maximize height to maximize density, all the while accounting for the scale of the neighborhood.

## 內容提要：

華埠12地段的願景工作坊是根據2010年華埠整體計劃指明12地段是首選發展可負擔房屋，該整體計劃確定可負擔房屋是維護華埠社區工人階級和亞裔新移民家庭的核心原則，最近居民逼遷加速使可負擔房屋的需求增加，亞美社區發展協會於2015年7月開始舉辦12地段的社區願景工作坊，得到社區不同的組織支持，成為共同贊助者，有波士頓華埠社區中心、中華公所、華埠主街、華埠土地信託、華人前進會和華埠居民會。

這工作坊分為三階段：收集資料、宣傳和招攬居民參與和互動式工作坊，目的是教育華埠社區使他們參與怎樣去創造社區願景，在12地段該建什麼。主持工作坊的團隊由亞美社區發展協會職員和青年義工負責，共同贊助者和亞美社區發展協會的青年也幫忙招募出席者和主持工作坊，使參加者更踴躍對12地段提出有可能性的社區願景。

超過200名華埠居民和社區會員參加社區願景工作坊，幾乎所有參加者都參與互動活動，在12地段建造房屋時，他們必須考慮財政、規劃、和大樓的層數，他們代表了工人階級和華埠移民社區。幾乎所有參加者都是華埠亞裔居民，超過一半是在職成年人和其餘的是學生和退休人士。40%的在職人士工作於餐館行業，如廚師和侍應，其餘20%的參加者職業是看管小孩和家庭護理員。

12地段社區願景優先：1) 高質素的大樓房屋，要適合工人階級和華埠移民社區需要的可負擔房屋，2) 使天滿街和屋街西交界的華埠社區更繁榮和有活力。

12地段社區願景主要提議如下：

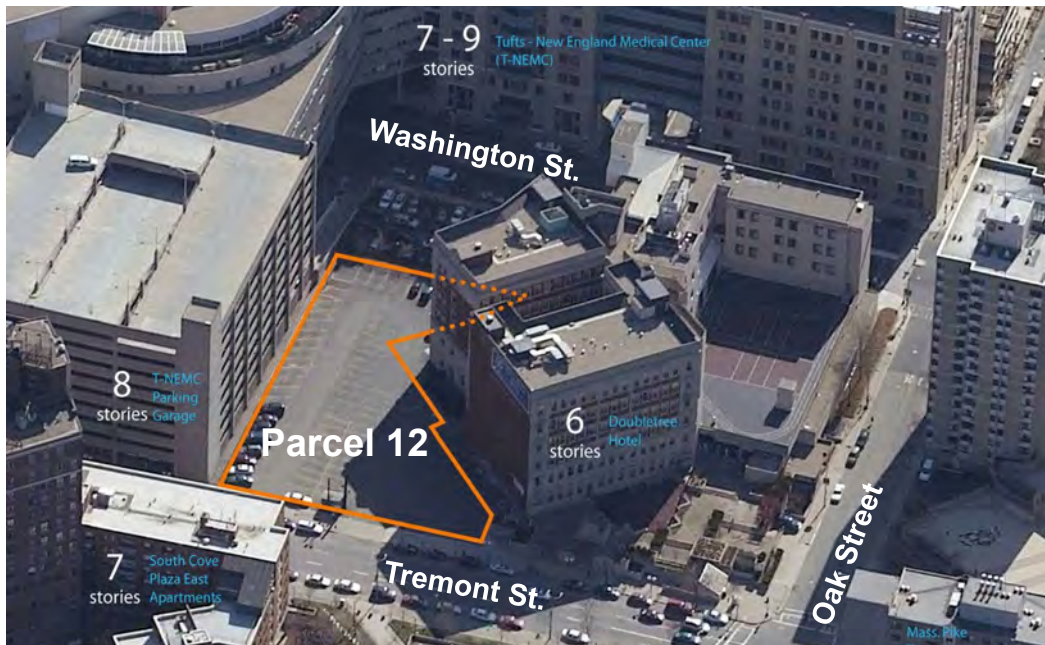
- 1) 盡量建造最多的可負擔房屋給工人階級、移民和華埠社區會員，12地段應包括越多越好的可負擔房屋，最少佔50%，而盡財政可能設定一些為地區中位收入30%的人士，其他就給地區中位收入60%的人士。
- 2) 底層是商店和社區用途，應在大樓正面，以增加行人徒步的機率，同時12地段是不分年齡人士和家庭成員的聚集處。
- 3) 停車場應佔少量的空間和不應面對大街。
- 4) 開放空間應包括一個庭院和小小的綠化地帶，例如：花園。
- 5) 高度和密度盡量高，也要考慮社區現有的大樓高度。

## About Parcel 12

Parcel 12 is a 30,000 square foot site owned by the Boston Redevelopment Authority. It is located between Tremont Street and Washington Street, abutting an eight-story Tufts Medical Center parking garage to the North and the Doubletree Hotel to the south. It is currently used as a surface parking lot.

Parcel 12 is in the Housing Priority Area of the Midtown Cultural Zoning District and part of the South Cove Urban Renewal Area. Boston Zoning Code Article 38 - Midtown Cultural District seeks "... to protect the quality of life and provide for expansion of the thriving Chinatown neighborhood by creating affordable housing and business opportunities, and by controlling institutional expansion in the area."

The Chinatown Master Plan 2010 identified Parcel 12 as a priority development site for affordable housing. Under Boston Zoning Code Article 38, the allowed uses for the Housing Priority Area are residential, cultural, and community services. The revised South Cove Urban Renewal Plan (1998) excludes institutional use in the South Cove Urban Renewal Area. The allowed building height on Parcel 12 is 250 feet and the Floor Area Ratio is 12.



## Community Visioning Exercise: Overview and Goals

The Chinatown community visioning exercise for Parcel 12 is an imperative and continuation of the mission of the Chinatown Master Plan 2010. A longtime community vision to safeguard the Chinatown neighborhood, the Master Plan identified Parcel 12 and other public Chinatown parcels as priority development sites for affordable housing. The Plan recognized that affordable housing is the lifeline that preserves the core Chinatown community of working-class, Asian immigrant families amidst a hot Boston real estate market. For these residents the Chinatown neighborhood hosts a unique and essential trinity: easy access to public transportation, culturally competent services and networks, and linguistically compatible jobs. Yet as the cost of housing far outstrips their earnings, residents are priced or bought out of their neighborhood without sustainable alternatives that allow them to remain part of the Chinatown community.

Recognizing that the demand for affordable housing has grown in light of recent displacement, Asian Community Development Corporation (ACDC) launched the Parcel 12 community visioning in July 2015 with co-sponsorship from the Boston Chinatown Neighborhood Center (BCNC), Chinatown Main Street, the Chinese Consolidated Benevolent Association (CCBA), Chinatown Community Land Trust (CCLT), Chinese Progressive Association (CPA), and Chinatown Resident Association (CRA).

The Parcel 12 community visioning exercise consisted primarily of a series of workshops facilitated by ACDC over an intensive two-month period. The goals of the exercise were to:

1. Educate the Chinatown community on the fundamentals of affordable housing development, so as to inform and ground their participation in a community visioning process;
2. Engage the Chinatown community in an inclusive and exhaustive Parcel 12 visioning exercise; and
3. Create a community vision for what can and should be built on Parcel 12.



## Process/Methodology

The Parcel 12 community visioning process was conducted over three phases: due diligence, inclusive high yield outreach, and the execution of educational and interactive visioning workshops. First, the community visioning facilitation team, comprised of ACDC staff and local youth volunteers, identified and assessed best practices for conducting these visioning exercises in the Boston Chinatown community. Second, the facilitating team engaged ACDC's youth program, Asian Voices of Organized Youth for Community Engagement (A-VOYCE), and sought the co-sponsorship of other Chinatown organizations to actively recruit attendees. Last, the team held a series of workshops to both inform and inspire participants' development of a feasible community vision for Parcel 12.

### 1. Due diligence

The visioning facilitation team researched and identified best practices for conducting educational and interactive workshops in a lower-income, working immigrant community. Recent behavioral economics literature suggests that lower-income working individuals suffer from a "bandwidth tax" on their cognitive capacity, caused not only by the demands of their jobs but also by their perpetual struggles with poverty and making ends meet. Many of these individuals are constantly putting out small fires in their immediate line of sight. They cannot afford to set aside time or mental capacity to engage in challenging educational workshops and community meetings, which yield no immediate benefits but can result in profound, long-term impact. Although many residents recognize the value of long-term investments such as more affordable housing for Chinatown, they are unwilling or unable to put off their more pressing concerns or sacrifice their personal time.<sup>1</sup>

To confirm ideal arrangements for the Chinatown community in particular, the facilitating team also conducted research of their own, surveying Chinatown residents for optimal workshop formats, schedules, provisions, and incentives. The team conducted multiple surveys of residents passing by Chinatown Gate and Mary Soo Hoo Park, waiting at bus stops for private buses to transport them to their jobs at greater Boston restaurants, and in their homes in Oak Terrace, The Metropolitan, and Tremont Village. Residents provided feedback on their job status and industry, break days and times, family size and demographics, language preferences, and any questions or concerns they had regarding the workshops. The team also solicited feedback on these questions from our co-sponsoring organizations, as well as from our workshop participants.

Combining the literature with the contextual analysis, the team structured these workshops and meetings to lessen the mental load and accommodate the schedules of working Chinatown families and individuals. Workshops were intentionally structured to accommodate:

#### a. Linguistic capacity

English, Cantonese, and Mandarin workshops offerings were available, with participants sorted to the appropriate groups prior to the start of the workshop. English and Cantonese translations were available for presentations.

#### b. Simple, relatable language stressing concepts, not jargon.

Workshops employed as many layman's terms as possible to ensure the majority of residents remained engaged in the workshop. The team avoided complexity and jargon to the best of our ability when discussing zoning and financing, taking the time to explain technical terms such as area median income, FAR, and present value.<sup>2</sup>

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<sup>1</sup> S. Mullainathan and E. Shafir, *Scarcity* (New York: Picador, 2014).

<sup>2</sup> A. Drexler, G. Fischer, and A. Schoar, *Keeping It Simple: Financial Literacy and Rules of Thumb* (London: Centre for Economic Policy Research, 2010).

### **c. Interactive yet achievable activities**

Community visioning workshops use simple, scaled-down numbers, easy to read handouts, and easy-to-use building blocks such as toothpicks, gumdrops, and foam blocks.

### **d. Workshop times to accommodate participants' schedules**

Most educational workshops required a greater time commitment and so were held on weekends when participants, particularly students and working adults, had more free time. "Build your own Parcel 12" workshops were held on weekday afternoons to catch some residents before work and to catch others returning from work. "Build your own" workshops required an average of 5-10 minutes of a participant's time.

### **e. Consolidated workshops**

Although a series of workshops allows for deeper exploration of concepts, the research literature indicates that many working residents do not have the time or mental bandwidth to attend more than one educational workshop, and once they miss a session they fall behind and lose interest. As a result, we consolidated our educational material into a single workshop over 2-3 hours to maximize the depth of understanding among those in the Chinatown community.

### **f. Lunch, breakfast, and childcare**

Meals and childcare were provided onsite to make it as feasible as possible for working families to attend these workshops.

### **g. Additional gift incentives**

For later iterations of the workshop, the first 30 participants were awarded a gift bag that included toys, foodstuffs, and a \$5-\$10 gift card. Participants for several workshops were also awarded gift flashlights for their participation.

### **h. Workshops held in central locations in Chinatown**

Workshops were held in central locations in the Chinatown residential area and easily accessible to the population. Locations included The Metropolitan Community Room, Chinatown Gate, and the Josiah Quincy Elementary School.

## **2. Inclusive, high-yield outreach**

Public outreach advertising the community visioning workshops sought to capture as many interested members of the Chinatown community as possible. Bilingual flyers were disseminated through multiple channels. This included the persistent flyering of Chinatown community bulletin boards, non-profit bulletins, affordable housing developments, and available storefront space, as well as handouts to Chinatown Gate passersby, mailbox stuffing, and door-knocking. Our team scaled up social media efforts on our website, Facebook, and Twitter to circulate the details of our community visioning workshops.

Co-sponsors Boston Chinatown Neighborhood Center, Chinatown Main Street, Chinese Consolidated Benevolent Association, Chinatown Community Land Trust, Chinese Progressive Association, and Chinatown Resident Association were instrumental in recruiting participants from their respective organizations, as well as spreading the word by distributing flyers, through social media and through word of mouth.

Both residents in our affordable housing developments and students in our neighborhood youth program, Asian Voices of Organized Youth for Community Empowerment (A-VOYCE), were also key



to our outreach efforts. As part of ACDC's resident engagement program, our community outreach coordinator organized residents in our affordable housing developments to help recruit workshop participants. Similarly, the A-VOYCE youth assisted in recruitment efforts as well as helped lead the affordable housing educational and visioning workshop. The residents and youth were given the opportunity to participate in small workshops and interactive focus groups to empower them with the knowledge to assist in the community visioning process, facilitate workshops, etc.



### 3. Educational and interactive visioning workshops

Each workshop was composed of two to three sections with different content pieces. The facilitating team designed four content pieces to be delivered in various permutations. The sections are as follows:

#### a. Affordable Housing 101 Educational Presentation

A bilingual, step-by-step overview of the affordable housing development process, including basic finance and zoning concepts. Participants were also able to suggest rental/ownership/affordable/market rate unit combinations. These were plugged into a financing spreadsheet to determine the viability of the unit mix for the Parcel 21 project.



### b. Small group visioning: Edible Charrettes Workshop

An interactive, small group activity that engaged residents in applying development concepts to designing and building affordable housing on Parcel 12, subject to financial, zoning, and physical site constraints. Residents worked in small groups to build a toothpick and gumdrop building on a limited budget. Affordable units and open space were factored in as a loss, market units and parking spaces a profit. Participants had the option of using algorithms to simplify the calculation process. Youth and residents facilitated the small group visioning using the charrettes model, demonstrating how to build the models and calculate the finances.



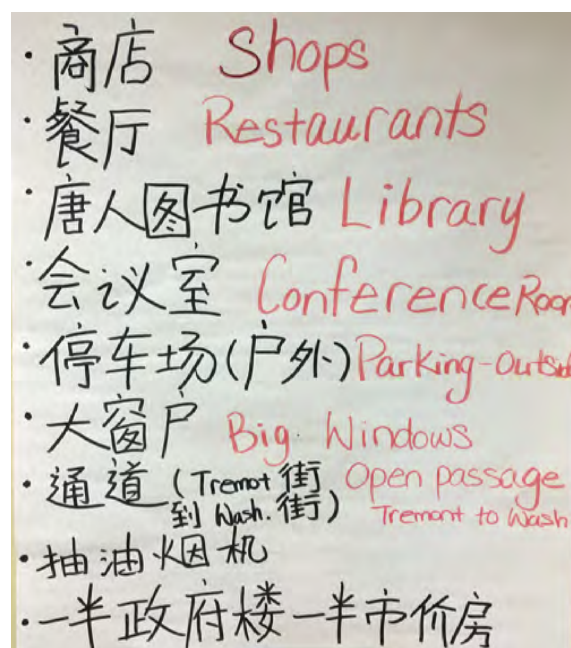
### c. Individual visioning: “Build your own Parcel 12” Massing Workshop

An interactive, individual visioning activity that engaged residents in foam block massing on scaled 3-D models of the Parcel 12 neighborhood. Participants experimented with the unit mix, height, ground floor usage, and shape of a potential Parcel 12 building against real world constraints of the site and its abutters. Some participants opted to consider financial constraints as well. They counted green foam blocks as loss-generating affordable units, gray foam blocks as profit-making market rate units, and white foam blocks as profit-making parking units. Some also designated blocks as commercial space, community space, and/or green space. All participants were briefed on these site constraints and asked to visualize building in context of the scaled neighborhood model, although some opted to complete oral/written surveys instead of physical ones.



### d. Collective visioning

A consensus-based visioning activity that engaged residents in visualizing Parcel 12 site’s possibilities and constraints and coming to a consensus on proposed programming. Each proposed item was vetted before the entire group, which consisted of 40 to 50 attendees per collective visioning, before it was accepted and written on the white board. Items such as parks and fitness centers were proposed by individual participants but rejected by the group on the grounds of redundancy in the neighborhood.



## Schedule

A series of 8 community workshops and 3 focus groups were held.

Community workshops:

1. August 8, 2015: Educational workshop, edible charrettes interactive visioning, collective visioning, The Metropolitan Community Room
2. August 22, 2015: Educational workshop, edible charrettes interactive visioning, collective visioning, The Metropolitan Community Room
3. August 27, 2015: “Build your own Parcel 12” massing and individual visioning workshop, ACDC Films at the Gate
4. August 29, 2015: “Build your own Parcel 12” massing and individual visioning workshop, ACDC Films at the Gate
5. September 15, 2015: “Build your own Parcel 12” massing workshop, Chinatown Park
6. September 23, 2015: Educational workshop and collective visioning, Josiah Quincy Lower School Cafeteria
7. September 26, 2015: “Build your own Parcel 12” massing and individual visioning workshop, BCNC Oak Street Fair
8. September 26, 2015: “Build your own Parcel 12” massing and individual visioning workshop, Chinatown Main Street Lantern Festival

Focus groups:

1. July 15, 2015: A-VOYCE youth affordable housing development fundamentals and edible charrettes workshop
2. August 19, 2015: Youth and Oak Terrace and Metropolitan residents individual visioning workshop
3. September 9, 2015: Youth, Tremont Village and Metropolitan residents individual visioning workshop



# Chinatown Community Visioning Results

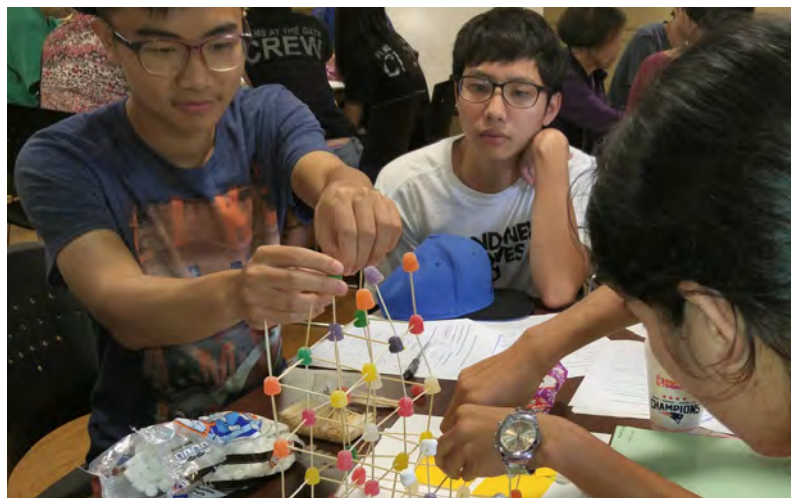
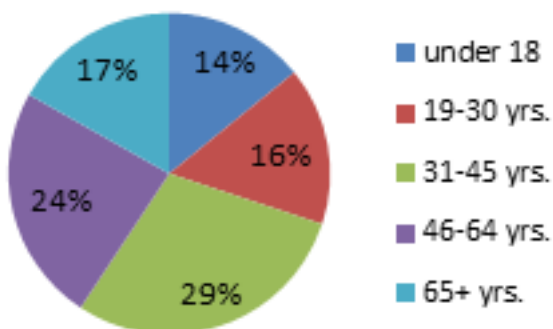


More than 200 Chinatown residents and community members participated in the Parcel 12 community visioning process. Over 100 individuals participated in an intensive educational workshop on the fundamentals of affordable housing development. All others received oral and written briefings on key terms relevant to Parcel 12. Nearly all participants partook in an interactive visioning exercise, where they considered financial, zoning, and/or design parameters for building on Parcel 12. See Appendix A for photographs of several interactive visioning products.

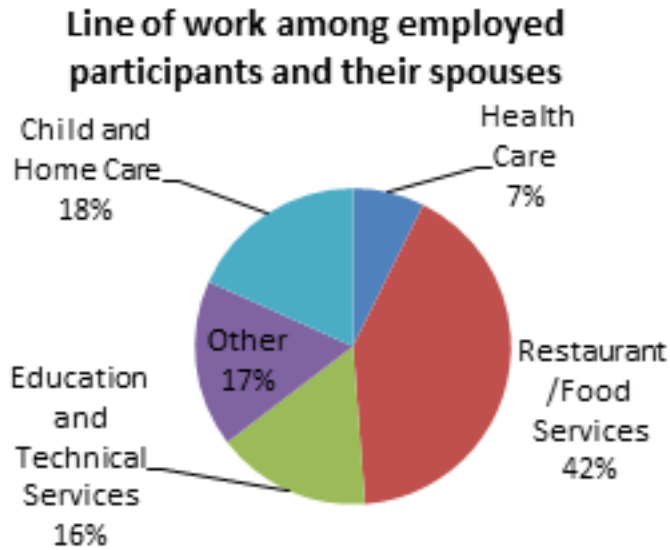
## 1. Who are our Chinatown community participants?

The Parcel 12 community visioning process sought to accurately represent the immigrant, working-class Chinatown community. Nearly 90% of all our community visioning participants are Chinatown residents. Of these Chinatown residents, approximately 90% are of Asian descent. Over half are 31 to 64 years old, with the remainder evenly distributed among younger and older members of the community.

Age breakdown among participants

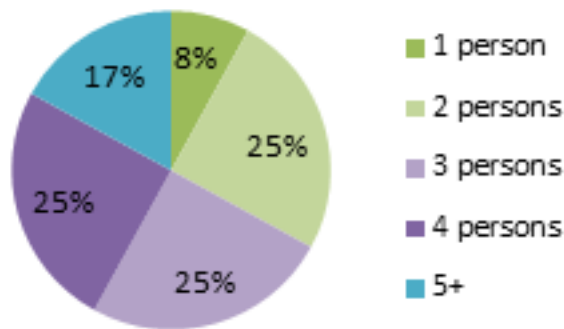


Approximately 20% of participants identify as students, 20% identify as retired, and 9% identify as unemployed, which may encompass both active and inactive job seekers. Of the employed participants (and their spouses), over 40% work in the restaurant or food service industry as waitresses, chefs, cashiers, etc. Another 20% work in child or domestic home care (both professionally and as stay-at-home household members). Others are employed as hospital and personal care aides, teachers, teaching assistants, administrative assistants, accountants, hotel hospitality workers, salespersons, factory workers, Uber drivers, and more.



Our participants live in a diverse array of household sizes, with as few as one to as many as 14 members. One quarter of participants live in, respectively, two-, three-, and four person households. Almost one fifth of all participants live in households with five or more members. Most of these participants report living in multi-generational households with both grandparents and grandchildren.

**Participants' reported household size**



## 2. Individual visioning priorities

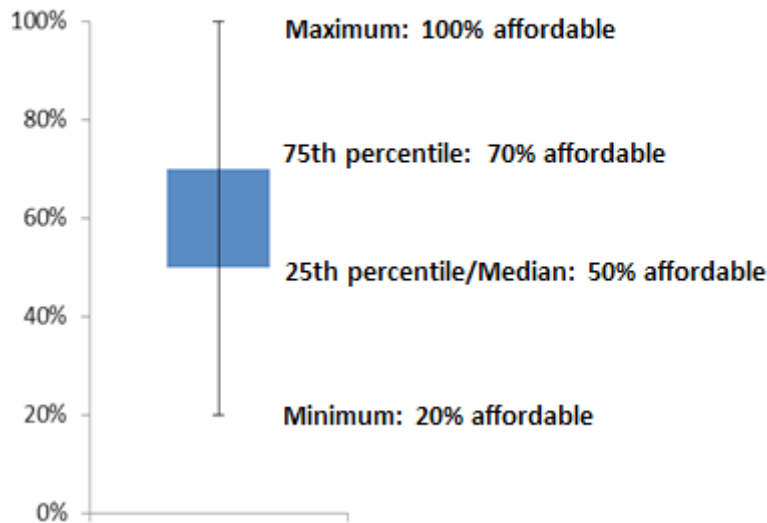
Among the 128 Chinatown residents and community members who participated in an individual visioning process for Parcel 12, participants expressed preferences for:

1. 50% designated housing units that are income restricted and affordable to them;
2. A mix of affordable rental and homeownership units;
3. A combination of ground floor uses including commercial/retail, community use, small green spaces, and moderate amounts of parking;
4. As much height as possible to maximize density.

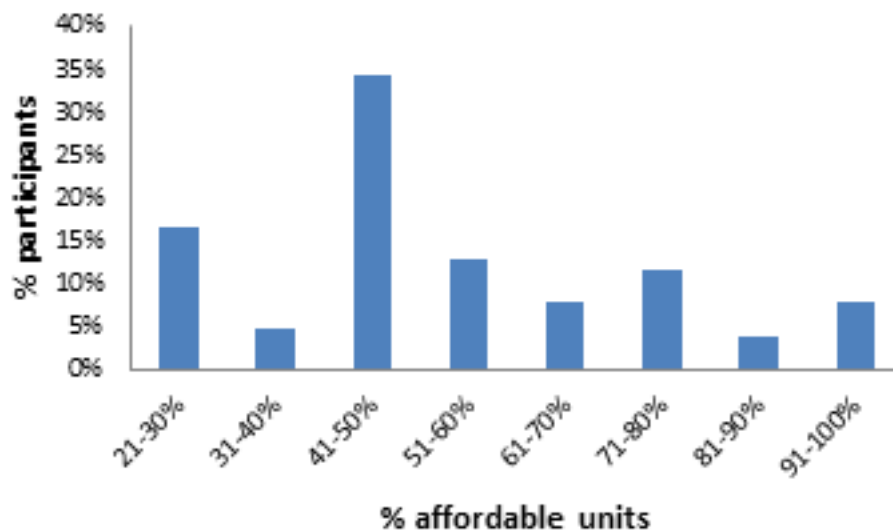
**a. Affordable vs. market rate unit mix**

Residents were taught to define affordable housing as units for which they would pay no more than 30% of their income. When asked what percentage of units on Parcel 12 they would prefer, by this definition, to be affordable, the majority preference was at least 50%. Participants' relative understanding of affordability, as defined by their own household incomes, is explored in Appendix B.

**Summary statistics for participants' desired percentage of affordable units**

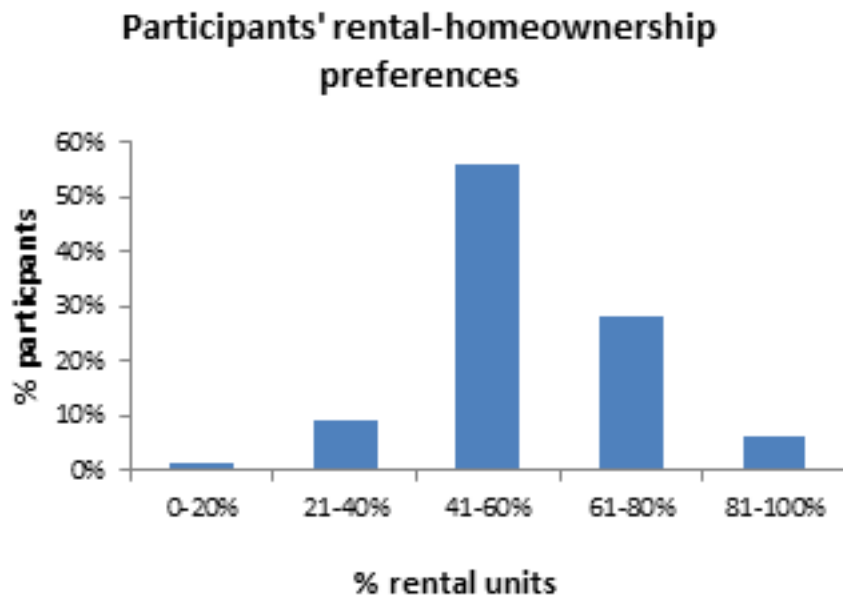


**Participants' desired percentage of affordable units on Parcel 12**



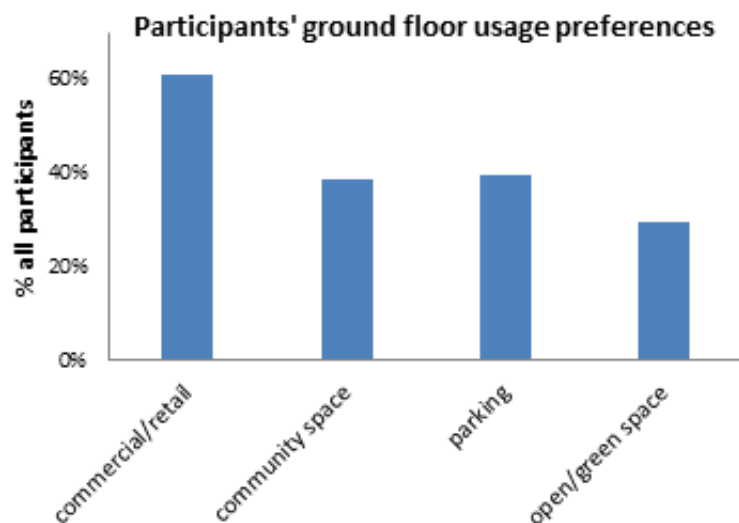
### b. Rental-homeownership mix

Residents prefer at least some mix of rental units and homeownership units that are affordable to them. 50% rentals and 50% homeownership is both the average and the most common response among residents participating in the individual visioning.



### c. Commercial/retail, community use, and parking as priority ground floor uses

60% of all participants listed commercial/retail space as a priority. Examples include shops, cafés, and grocery stores. Nearly 40% of all participants listed some form of community space. Examples of community space include library, community center, recreation center, “place for kids”, and senior center. Similarly, nearly 40% of participants listed parking as a priority. Of those who listed parking, approximately 60% prefer one to four floors of parking. Out of all participants who gave input on ground floor uses, 30% listed some form of open or green space, such as a small park, courtyard, gardens, and rooftop gardens.

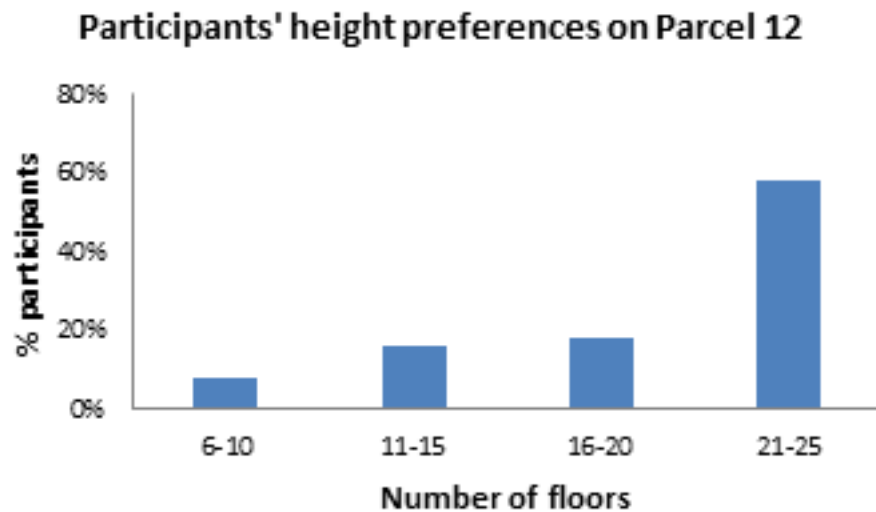


\*Most participants envisioned multiple ground floor uses, so percentage of participant responses do not sum to 100%.



#### d. Maximum height

Residents prefer that Parcel 12 be developed to the maximum allowable height possible to maximize the number of affordable units that can be built. The most common response is 25 floors, the maximum allowable height. 60% of all participants prefer the building be at least 21 floors tall.



#### e. Other considerations

Other common themes that emerged in the individual visioning components included disability access and high quality building materials.

### 3. Collective visioning priorities

#### a. Housing unit mix

50-50 affordable vs. market rate mix: Collective visioning groups called for at least 50% of all units to be affordable to Chinatown residents. One Chinatown resident called for more low income-restricted apartments. He urged for 50% of units be set aside for low income households earning less than 30% AMI, stating that \$25,000 is the average income in the working-class, Asian immigrant Chinatown community.

#### b. Rental-homeownership mix

All visioning groups raised the need for rentals and homeownership units, with one group calling for a 50-50 mix and other groups stressing fewer ownership units. One group suggested that one third of all units be set aside for homeownership.

#### c. Larger units

During the collective visioning participants favored two and three bedroom units over one bedroom units.

#### d. Ground floor uses

Commercial/retail space: Collectively, participants called for the presence of stores and restaurants on the Parcel 12 site. Some called specifically for a Chinese-style grocery store on the ground floor of the Parcel 12 site. Another group called for restaurants. A third group emphasized the need for commercial tenants that are small businesses.

Community space: Collectively, the visioning groups called for community space that caters to and enhances the Chinatown community. All groups called for a library on the ground floor. Other suggestions included multi-generational spaces and a conference room for community use. Some individuals called for a fitness space, but many others in the groups suggested it would be redundant due to the YMCA next door.

**e. Parking preferences**

Parking: All visioning groups called for a few stories of parking (ranging from 1 to 7 floors), especially parking for residents, as a priority. None of the groups called for underground parking because they understood the Orange Line ran under Parcel 12.

**f. Open space preferences**

No parks; some green space: Collectively, the groups decided against building any large park or open space because the Eliot Norton Park is across the street from Parcel 12. Groups expressed interest in a courtyard and some small gardens, possibly on the rooftop.

**g. Height and other design preferences**

Maximum height: Collectively, participants decided to build as tall a building as possible, again to maximize the number of affordable units. When told that the maximum height as of right was 25 floors, they expressed a desire for a 25-floor building.

Tall and big windows: Groups suggested tall and big windows to allow as much light in as possible.

One group called for a pedestrian passage on Parcel 12 linking Tremont Street and Washington Streets.

## Recommendations by the Chinatown community for Parcel 12

Participants in the Chinatown community visioning exercise for Parcel 12 prioritize:

1. The large-scale development of high-quality housing units that are affordable to and accommodate the needs of the working-class, immigrant Chinatown community; and
2. The preservation and enhancement of the Chinatown neighborhood at the intersection of Tremont Street and Oak Street West.

Recommendations for achieving these priorities include:

**1. Maximize the development of housing units that are affordable to and accommodate the households of working-class, immigrant Chinatown community members.** This means building as many affordable units as possible, preferably at least 50% of all units. In doing so: a) the division of affordable units among income brackets should reflect the income distribution of the working-class, immigrant Chinatown community; b) the breakdown of affordable unit sizes should reflect the spectrum of household sizes; and c) the ratio of rental to homeownership units, if any, should reflect demand among the working-class, immigrant Chinatown community.

### a. Affordability breakdown

Reflecting the needs of the working-class, immigrant Chinatown community, the breakdown should **maximize the number of affordable rental units restricted to 30% AMI**, with the rest of the rental units restricted to 60% AMI (See Appendix B for detailed breakdown). The development should maximize 30% and 60% AMI-restricted units subject to all available and appropriate funding sources.

### b. Unit size breakdown

**Approximately three-quarters of all affordable units should have two or three bedrooms.** The remaining should be one-bedroom units. This breakdown is based on the nearly 70% of residents who participated in the visioning and report living in households with 3 or more persons. This figure reflects the reality of Chinatown's working-class, Asian immigrant residents, as over 50% of all Chinatown households, including those who are neither working class nor recent immigrants, report living in families.<sup>1</sup>

### c. Rental to homeownership ratio

Community visioning participants desire **a mix of affordable rental and ownership units that reflect the demand** among Chinatown's working-class, immigrant population. Creating a mix of rental and homeownership options also helps to diversify the resident population in Chinatown.

**2. Ground floor uses should enhance the Chinatown neighborhood within a quarter mile radius of the Tremont Street and Oak Street West intersection and address the needs of the entire Chinatown Community.** The Chinatown community has expressed demand for commercial/retail, community, and parking space that serves the needs of the residents and increases the vibrant, neighborhood feel of the area.

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<sup>1</sup> ACS 2009-2013

a. **Commercial/retail space** should provide street level activity and increase foot traffic by local Chinatown residents. Restaurants and grocery stores that cater to the working-class, immigrant Chinatown community are highly preferred. Rents should be accessible to neighborhood-owned small businesses.

b. **Community space** should activate the building frontage and increase foot traffic by local Chinatown residents. Uses that complement existing neighborhood facilities and encourage linkages between the Parcel 12 community space and the Eliot Norton Park, Wang YMCA, Josiah Quincy Elementary School, and nearby public housing are highly preferred, e.g. a library. Community and commercial/retail spaces should also complement each other. Together, they should make Parcel 12 a Chinatown community hub for all ages and family members.



Chinatown neighborhood anchors within a ¼ mile radius of the Tremont Street and Oak Street West intersection.

Source: Google Maps

3. **Parking should occupy a moderate amount of gross square footage.** Parking access should avoid dominating the building footprint and frontage. Appropriate screening or design interventions should be utilized to minimize the visibility and impact of above-grade parking. Due to the lack of sunlight, the lower levels abutting Tufts Garage may be best suited for placement of parking.

4. **Open space should consist of a courtyard and small green spaces,** such as gardens both in the courtyard and on the rooftop. Like parking, open space should not dominate the building footprint; housing affordable to Chinatown community members should be the priority.

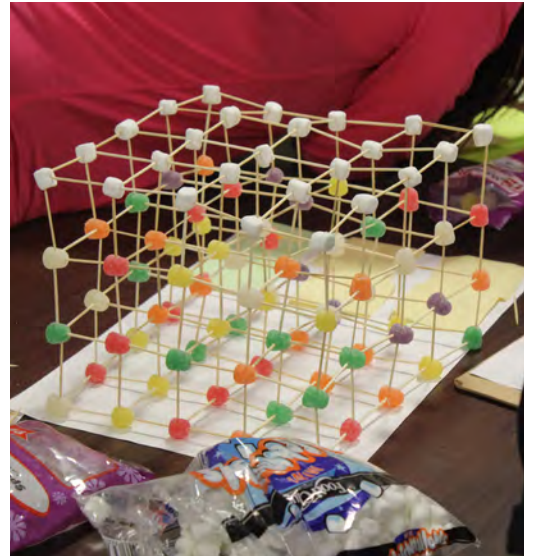
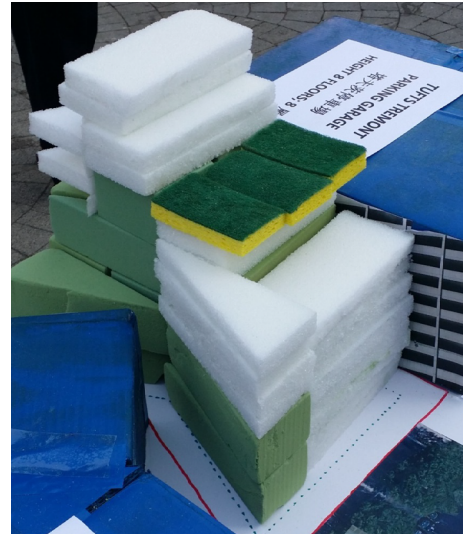
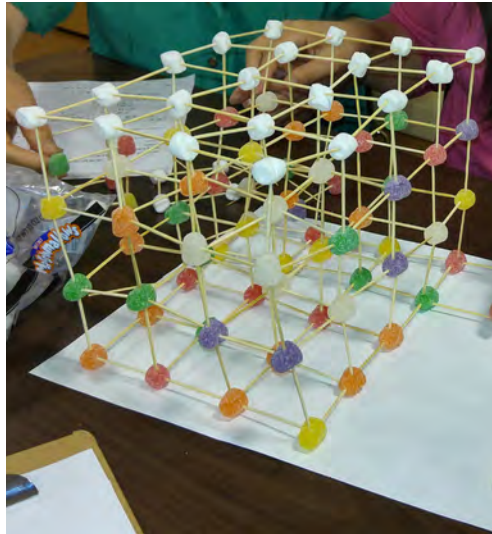
5. ***Height and other design considerations***

a. **Build to maximum height while accounting for the scale of the neighborhood.** To maximize density and build more affordable units, the development at least should reach maximum allowable height. It should account for neighborhood scale and ensure that sunlight penetrates ground floor spaces by placing less height along Tremont and Washington Streets. More height should be placed along the side abutted by Tufts Parking Garage.

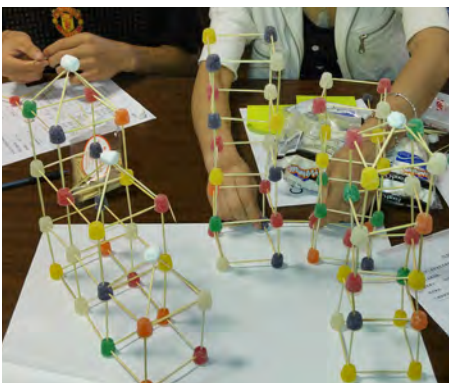
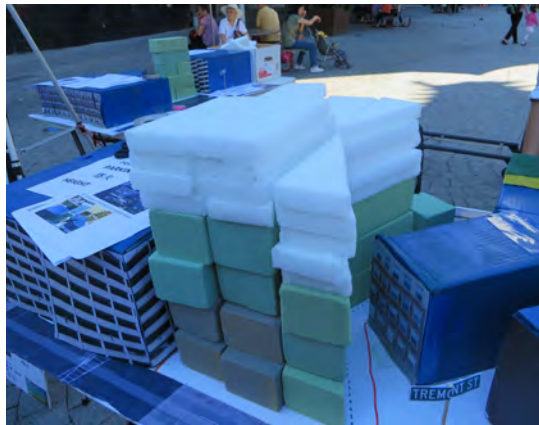
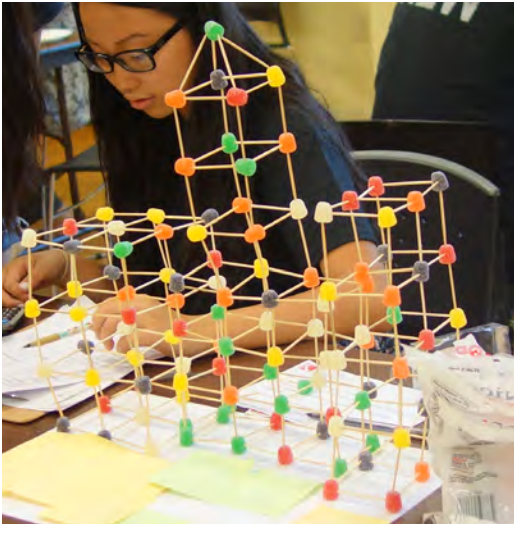
b. **A through passage** between Tremont and Washington Streets should be created to maintain pedestrian and public realm connections in the Chinatown neighborhood.

# APPENDICES

## Appendix A: Individual Visioning Exercises



# Appendix A: Individual Visioning Exercises (cont.)



## Appendix B: Affordability Breakdown

American Community Survey data on Boston Chinatown estimates that about 40% of all Chinatown households earn less than \$30,000 per year. However, this percentage takes into consideration many Chinatown residents who are neither working class members nor recent immigrants. Using information collected from the community visioning exercise combined with statistics from the U.S. Census and Bureau of Labor Statistics, the following calculations derive a closer approximation of the income distribution among working-class, Asian immigrant residents of the Chinatown community.

Approximately 50% of Chinatown residents who participated in the community visioning exercise are employed in positions such as waitress, cook, housekeeper, hospitality worker, day care provider, teaching assistant, etc. These positions pay on average \$10-\$15 per hour in the Boston area (and may pay less in Chinatown)<sup>1</sup>. Assuming a full-time 40 hour work week and 50 week work year, Chinatown community members can expect to earn \$25,000 per year.

It then can be expected that three, four, or more person households with two working family members earn a combined income of \$50,000 per year, which for most household sizes is less than 60% AMI, respectively. These families have a need for affordable housing that is restricted to this income level.

Among three or more person households with only one working family member (which according to demographic data collected accounts for up to one third of all households of participating residents), they may earn less than 30% AMI. These families, too, need housing that is affordable to their income bracket.

Another 20% of Chinatown residents participating in the visioning identified as students. Most of these students are high school students and live with families with two working parents.

The remaining 30% of Chinatown residents participating in the visioning identify as retired or unemployed, which also captures a portion of retirees. On average, Boston elderly (aged 65+) earn \$4,000 in cash public assistance and rely primarily on additional forms of income such as pension benefits and Social Security<sup>2</sup>. However, most retirees in Chinatown are late-arriving immigrants and do not collect pensions or qualify for Social Security income. Assuming they do not live in households with other working adults, these residents are in great need of housing that is affordable to households earning 30% AMI or less.

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<sup>1</sup> Bureau of Labor Statistics 2014 Occupational Employment Statistics

<sup>2</sup> American Community Survey 2009-2013 5 year estimates



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OCTOBER 2015

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