

Chinatown Masterplan 2000

Agenda for a Sustainable Neighborhood

The Chinatown
Initiative
Boston



CITY OF BOSTON • MASSACHUSETTS

OFFICE OF THE MAYOR
THOMAS M. MENINO

Dear Friends:

Welcome to the Chinatown Masterplan 2000. Chinatown is undergoing one of the most impressive transformations in the entire city.

There are a lot of positive changes happening in Chinatown. The streets are bustling with business activity. Lines of people are waiting to get into the restaurants. The markets are stacked with goods and shoppers. The Chinatown Gateway was just renovated and the park is being redesigned. More open space will be available from the North End through Chinatown once the Central Artery Project is completed. And Parcel C will bring affordable housing and community space for Chinatown residents.

Chinatown remains the focal point of the Asian community in Boston and for all of New England. Every year people come to Chinatown to celebrate the Chinese New Year as well as cultural festivals. On weekends, people come for the great restaurants—not only Chinese, but other Asian cuisines as well. When I go to Chinatown, I see generations eating dim sum together, or shopping for groceries together in the Asian grocery stores.

We are continuing to work together to build on our success in Chinatown. We are working hard to improve the quality of life. It takes all of us to make every neighborhood in Boston the best place it can be.

Sincerely,

Thomas M. Menino
Mayor of Boston

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LETTER TO THE READER

December 22, 2000

Dear Reader,

In the decade since the 1990 Chinatown Community Plan was completed, Boston's Chinatown and the Boston Asian community have both grown and changed.

The Asian population in the City of Boston doubled between the 1980 and 1990 census, and became more diverse culturally, ethnically, and experientially. The Chinatown business community grew and expanded into the adult entertainment zone, the Leather District, the South End, and the South Bay/Newmarket area. Although there continues to be a preponderance of restaurants in Chinatown, new businesses reflect and respond to the needs of a dynamic community: banks, traditional and non-traditional health care services, real estate, printing, insurance, law, travel, home entertainment, and electronic/cellular communications.

These changes alone warrant a review of the 1990 Chinatown Community (master) Plan, but a powerful national economic boom, which has fostered intense real estate development and escalating real estate prices, threatens the displacement of long time residents, low income residents and small businesses making a review of the plan even more important.

The community planning process to review and update the 1990 master plan has been facilitated by The Chinatown Coalition. This endeavor, **The Chinatown Initiative**, represented a broad spectrum of community members including residents, business owners, community-based organizations, local institutions, and the Chinatown-South Cove Neighborhood Council.

This update of the 1990 master plan builds upon the work of the many community volunteers and staff from the Boston Redevelopment Authority involved in the original process. This recent process has also relied upon the dedication and generosity of community members who have either worked to ensure the success of the initiative, or contributed their *Voice & Vision* for the future of Chinatown through interviews, focus group discussions and community wide meetings. This updated plan also includes data from several published planning documents produced by the city of Boston.

The updated plan, Chinatown Master Plan 2000, can help to guide the development and growth of the Chinatown community while preserving its cultural identity, history and its function as a social, economic and service hub. The plan, however, will only be as good as the community's commitment and ability to implement it. To that end, this community planning process must include development of the community's capacity to participate in the discussions, planning, and negotiations around Chinatown's

future. The robust economy, and heated real estate market present both opportunities and challenges for the community. The successful implementation of the updated plan will be critical to preserving the character, ambiance, vitality, and future of Chinatown.

Elena Choy, TCI Co-Chair

Rev. Thomas Lee, TCI Co-Chair

Betty Lam, TCI Secretary

Bruce Pulleyblank, TCI Treasurer

David Moy, Ex-Officio/Fiscal Agent

Sau King Chan

Wan Cheung

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Kwok C. Fong

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William Moy

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Joseph Wong

Michael Wong

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Henry Yee

Hin Sang Yu

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We would like to acknowledge the Mabel Louise Riley Foundation's generous support for The Chinatown Initiative. The Foundation's financial support has been instrumental in the efforts to create a community planning process that welcomed and engaged stakeholders from the various sectors within the community in order to produce a plan that genuinely represents Chinatown.

And our sincerest appreciation to Eswaran Selvarajah, Ryan O'Gara, Annie Chin, Carol Lee, Cheri Leung, Janet Fischer, Julie Gamponia, Richard Goldberg, Yvonne Lam, Ken Luo, Anna Situ, Julie Sung, Gladys Wells, and Beverly Wing for their many contributions to The Chinatown Initiative and to the success of the project. Their talent and dedication enabled the project to develop many tools and resources to help the community understand and participate in the planning process to shape the future of Chinatown.

Special thanks to Cheri Leung and Ken Luo for the extraordinary translation and interpreting skills without which we could not have done this work!

We would like to acknowledge the support and technical assistance from Sue Kim at the Boston Redevelopment Authority, Vineet Gupta and Ralph DeNisco at the Boston Transportation Department, and David Moy and the staff at the Boston Chinatown Neighborhood Center, the project's fiscal agent.

PLANNING FRAMEWORK

The planning process: The Chinatown Coalition and a number of collegial organizations designed The Chinatown Initiative, a community driven process to review and update the 1990 Chinatown Community Plan: A Plan to Manage Growth. In the spring of 1999 The Chinatown Coalition was awarded a grant from the Mabel Louise Riley Foundation for community planning initiative. The initiative began in April of 1999 and concluded in December of 2000.

The community planning process included project oversight by a 25-member Steering Committee that represented the various stakeholders in the community. Fifteen of the committee members were elected. These included the 13 neighborhood residents and 2 business representatives who were elected by their peers. Organizational members included the organizations that were involved in the design of TCI and community organizations with planning responsibilities.

RESIDENTS
Ms. Sau King Chan
Mr. Wan Cheung
Ms. Elena Choy
Ms. Claire Croghan
Mr. Kwok C. Fong
Mr. Sou Pong Lo
Mr. Yoke C. Mah
Ms. Marie Moy
Mr. Michael Wong
Mr. Chu Xie
Mr. Sik Lun Yan
Mr. Henry Yee
Mr. Hin Sang Yu

BUSINESS AND ORGANIZATIONAL MEMBERS
Rev. Minnie Davis, Church of All Nations
Ms. Vivian Huang, Asian American Bank & Trust
Ms. Betty Lam, New England Medical Center
Ms. Suzanne Lee, Josiah Quincy School
Rev. Thomas Lee, The Chinatown Coalition
Mr. Wilson Lee, Chinatown Main Street
Ms. Lydia Lowe, Chinese Progressive Association
Mr. Bill Moy, Chinatown South Cove Neighborhood Council
Mr. Bruce Pulleyblank, Asian Community Development Corp.
Ms. Barbara Rubel, Tufts University
Mr. Dick Wong, Chinese Consolidated Benevolent Assn.
Mr. Joseph Wong, Boston Chinese Cultural Center

Within the 18-month project period, TCI conducted monthly meetings, committee meetings, hosted five community meetings, and initiated *Voice & Vision* – a series of focus groups and key informant interviews to include residents', youths', and other stakeholders' visions for Chinatown into the updated master plan. Two of the community meetings focused upon providing feedback from the data collection process, emerging themes and priorities that would be included in the updated master plan.

In the spring of 2000, the TCI Steering Committee reviewed in the 1990 master plan, and concluded that the plan was still a valuable tool, and only needed to be updated. The 1990 Chinatown Community Plan, therefore, continues to be the framework for this updated plan. While the 1990 plan offered specific goals and objectives that are cited in the abstract of the plan (included in the following chapter), the updated plan, Chinatown Master Plan 2000, offers priorities and strategies that are based upon *Voice & Vision*. The priorities and strategies reflect the broad goals and flexibility that will enable community members to build consensus when developing implementation strategies.

Voice & Vision was launched in January of 2000 and consisted of 25 key informant interviews and 11 focus groups. Key informants were individuals with extensive knowledge about the community who offered important perspectives. A concerted effort was made to include as many business people as possible and to ensure that they represented the spectrum of businesses present in the community. Focus groups were identified and convened to represent a broad spectrum of community members: residents, parents, youth, visitors and service consumers, agency staff and community leaders. The TCI Steering Committee was also a focus group.

Data collected from interviews and focus groups were tabulated and the emerging themes formed the basis for the priorities for each element of the updated master plan:

- Promote Chinatown's significance and function as a cultural, service and residential hub with economic opportunities for businesses and individuals.
- Expand the land base of Chinatown by expanding its boundaries.
- Reinforce Chinatown's service function with amenities for youth, families, and individual community members.
- Harness development benefits from major investments in and around Chinatown to directly benefit the community.
- Address the shortage of housing.
- Address the shortage of affordable housing.
- Sustain the quality of family life in Chinatown by eliminating the Combat Zone.
- Address the continuing spillover effects (prostitution) from the Combat Zone.
- Maintain and enhance Chinatown's physical environment to help attract more visitors.
- Restore and build community leadership that serves the community and its development needs.

As certain themes emerged, so did thematic gaps. In particular the gaps in strategies, partners, and program ideas suggested that Chinatown Master Plan 2000 should not present specific strategies and objectives, and therefore allow these to be developed at the time of implementation through a consensus building process.

HISTORICAL CONTEXT

Boston's Chinatown was established between 1869 and 1870 when the completion of the Transcontinental Railroad brought Chinese railroad workers to manufacturing jobs in Boston and other parts of the Northeast. The first workers pitched their tents in Ping On Alley. Chinatown grew slowly over a hundred and thirty years, from a community of predominantly male "sojourners" to a 46-acre neighborhood that is one of the last ethnic communities in the city of Boston.

The growth of the Chinese and Asian communities in Boston, and in other parts of the United States, was hindered by restrictive immigration laws enacted to keep them out of the United States. Changes in the immigration laws after the Second World War, and beyond, helped to change the community from a predominantly male community to one of multigenerational families. Chinatown's physical growth, however, was impeded by urban renewal, institutional expansion, and two mega projects which occurred in the 1950s and 1960s, the construction of the Southeast Expressway/Central Artery and the Mass Turnpike.

The construction of the Southeast Expressway/Central Artery resulted in the displacement of over 300 families from the Chinatown and South Cove area in the 1950s. Urban renewal in the late 1960s displaced more families from the area bounded by Oak Street, Hudson Street, Harrison Avenue and Broadway. When the effort to convert parts of the South Cove into light industrial use was combined with the construction of the Mass Turnpike extension in the mid-1960s it resulted in the obliteration of the South Cove residential area, and created a canyon where the Mass Turnpike now exists.

In the 1960s two institutions in the South Cove, Tufts University and New England Medical Center, began to grow at the same time that Chinatown was beginning to grow. The competition for facilities and land became a major crisis and turning point for the Chinese community.

Chinatown's generally accepted boundaries are Essex Street to the north, the Surface Artery to the east, Washington and Tremont Streets to the west, and Marginal Road to the south. Chinatown continues to be a cultural, social and service hub for the Boston and New England Chinese and Asian community. Public transportation links sizable Asian enclaves in the South End, Allston-Brighton and Jamaica Plain neighborhoods to Chinatown, as well as enclaves in the neighboring communities of Malden, Quincy and Brookline.

Chinatown now is home to approximately 6,000, 40 percent of whom, in 1990, had been in the United States for five years or less, with 35 percent (35%) describing themselves as speaking English "not well." Many new immigrants choose to live in Chinatown until they have established themselves and have developed the English language skills and economic mobility to exercise options regarding their housing and employment. Additional data from the 1990 census included:

- Ninety-one percent (91%) of Chinatown residents were Chinese
- Median incomes for Chinatown households was \$9,059 compared to \$12,530 for Boston
- The per capita income for Asians residing in Chinatown and Castle Square was \$6,539
- Chinatown had a higher percentage of elderly (65 years and above) of 19.8% compared with an 11.5% for Boston and lower percentages for all other age groups compared to the entire Boston population

The following table provides a comparison of Chinatown to four other Boston neighborhoods:

COMPARATIVE DATA ON NEIGHBORHOODS

	CHINATOWN	SOUTH END	ALLSTON/ BRIGHTON	ROXBURY	NORTH END	BOSTON
POPULATION	5,100	25,372	68,413	58,475	12,000	601,000
AREA/ACRES	46	986	2,919	2,503	300	32,100
DENSITY	111	26	23	23	40	19
HOUSING STOCK	1,480	13,761	29,550	23,178	6,200	246,000
HOUSING DENSITY	32	14	10	9	21	8
MEDIAN HSE INCOME	\$9,060	\$22,200	\$22,400	\$13,000	\$32,500	\$19,300
MEDIAN AGE	32	31	26	28	36	29
% ASIANS	91	11	12	5	5	5

A detailed history of Chinatown and its growth and demographic change is included in Appendices B, C, and D. Appendix E provides a chronology of significant events for Boston's Chinatown from 1790 – 2000.

1990 CHINATOWN COMMUNITY PLAN: A PLAN TO MANAGE GROWTH

Context: In 1990 the Chinatown-South Cove Neighborhood Council and Boston Redevelopment Authority published and adopted the 1990 "Chinatown Community Plan: A Plan to Manage Growth." This was a major milestone in the history of Boston's Chinatown. The plan, which was the culmination of a two and a half year planning effort, became an invaluable tool for guiding Chinatown's growth and development.

The 1990 master plan prompted zoning amendments that recognized Chinatown as both a commercial district and a vibrant residential neighborhood, home to successive waves of new immigrants.

The principles set forth in the 1990 master plan are as valid today as they were ten years ago. Yet because of the community's continued growth, physical and demographic changes, recent development trends, and development opportunities, visions for the future of Chinatown which once seemed so far into the future are now very real.

The 1990 Chinatown Community Plan was and remains an excellent urban planning tool that laid the foundation for current efforts to guide the next phase of Chinatown's growth and development. To that end, this new document follows the same general structure as the 1990 plan. Individual sections that relate to the elements of the plan, however, have been designed to present current development trends and development expectations that reflect the *Voice & Vision* of community members.

1990 Policy Goals and Objectives included the following:

- Strengthening the family orientation of the neighborhood by containing the Combat Zone activities and by creating affordable housing;
- Expanding Chinatown's economic base by reinforcing community services and providing opportunities for the growth and diversification of business and employment;
- Strengthening Chinatown's cultural heritage, historic legacies, and environment by enhancing its unique streetscape, upgrading its pedestrian-oriented environs, and reinforcing its community infrastructure;
- Protecting Chinatown's land base by redirecting institutional growth to the periphery of the district and preventing further highway construction that infringes on the neighborhood; and
- Supporting Chinatown's future growth by building "land bridges" at the Hinge Block, the Chinatown Gateway area, and the Mass Turnpike Air-Rights area which connect Chinatown with the Midtown Cultural District, South Station Economic Development Area, and the South End.

Since 1990 the following goals and objectives have been realized:

- The Combat (adult entertainment) Zone has been reduced, but not eliminated. *While adult entertainment establishments are fewer in number, they still exist, and zoning affords them the right to continue and to expand again. Criminal activities attributable to the existence of the "Combat Zone" continue to generate negative effects on the quality of life in the residential areas of Chinatown.*
- Within the BRA boundaries for Chinatown, 145 units of housing have been created including affordable housing and assisted living. *On the periphery of Chinatown, in Bay Village and the South End, a community developer has constructed 60 units of affordable and market rate housing, for a total of 205 units constructed since 1990 towards an original goal of 500 within the boundaries of Chinatown. Meanwhile, the demand for affordable housing has steadily increased fueled by the elimination of rent control laws and a heated real estate market. A 1999 proposal for Parcel C would create an additional 206 units of housing.*

Commercial real estate developers are responding to the general call for more housing with proposals to create market rate and luxury housing. The loss of government programs supporting the development of affordable housing has drastically reduced the number of units planned for construction.

- In 1987 the BRA conducted an inventory of businesses located in Chinatown. There were 176 businesses. *Recent estimates suggest that there are over 300 businesses located within Chinatown, with at least 198 businesses occupying street level commercial spaces in the same geographic area. The array of businesses has broadened to include health care providers (traditional and non-traditional), real estate, insurance and travel agencies, home entertainment (video and electronics) stores, furniture, book and jewelry stores, banks, mortgage companies, gift/retail stores, personal care/hair salons, grocery stores, bakeries, tailors and small, mid-size and large restaurants with seating capacities up to 1,000 diners.*
- The expansion and diversification of employment opportunities was hindered by the recession of 1989-92 that resulted in job losses in the banking, real estate, manufacturing and health care industries. *Initial employment opportunities for new immigrants with limited English language skills, or limited transferable work skills, continue to be restricted to the restaurant or hospitality industries. The current economic boom, however, presents new opportunities for expanding the employment opportunities for Chinatown residents and new immigrants.*
- Chinatown's cultural heritage and environment were enhanced by the replacement of standard cement sidewalks with brick sidewalks that included Chinese symbols for health and prosperity. The Chinatown Beautification Committee instituted campaigns to minimize litter and expanded neighborhood clean-up efforts for this very densely populated neighborhood. The Chinatown Main Street Program initiated programs to renovate storefronts and redesign and improve the area of Philips Square. *Continued efforts to improve street cleaning, enhance streetscapes, and develop historical markers are priorities for community stakeholders.*
- While some institutional expansion occurred within the community's core, much of it was on land long-owned by the institution. Efforts to contain and redirect institutional expansion were addressed by the development of long range master plans for both New England Medical and Tufts University which attempt to balance their growth and the community's desire to contain them. The oft-mentioned Ramp DD from the Ted Williams Tunnel was eliminated as a result of a successful community campaign to prevent the circulation of 25,000 cars, daily, through the residential core of Chinatown. *The completion of the Central Artery will generate three parcels of land for development, as well as open/park space along side Chinatown's commercial district.*
- The recession of 1989-92 precluded the development of the Hinge Block, Midtown Cultural District and the South Station Economic Development Areas. *New projects have either been proposed, or are now underway. The Chinatown Gate Area is included in the Central Artery Corridor Master Plan process, and the development of air rights over the Mass Turnpike has been studied by both the Asian Community Development Corporation and the Strategic Development Study Committee (SDSC). The SDSC report addresses Chinatown's need for housing and open space.*

In 1990 "Achieving the Plan" would rely upon the policy intent and commitment of the City government and the Chinatown community's ability to foster community participation through public education, capacity building and community empowerment. The long term success of the 1990 Chinatown Community Plan depended upon the collective efforts of the community, City and State agencies, and private entities. Achieving the plan in 2000 will also require the same multi-sectoral support.

The 1990 Chinatown Community (master) Plan is a document that provides an historical context, policies, and elements of the plan. It has been the foundation for The Chinatown Initiative and for this document, "Chinatown Master Plan 2000." An abstract of the 1990 master plan will provide the reader with the framework for this updated plan. A Chinese translation of the abstract is included as Appendix F.

ABSTRACT: 1990 CHINATOWN COMMUNITY PLAN

APPENDIX A:

QUESTIONS AND ABBREVIATED ANSWERS – CHINATOWN COMMUNITY PLAN

1. HOW IS THE CHINATOWN COMMUNITY DEFINED?	As an ethnic, cultural and social Asian community not defined by geographic boundaries.
2. WHAT IS THE CHINATOWN COMMUNITY PLAN?	A comprehensive development report addressing social, economic and environmental concerns.
3. WHY DO WE NEED A CHINATOWN COMMUNITY PLAN?	It provides a central reference for evaluating and shaping public and private actions.
4. WHAT CAN WE EXPECT AS THE END PRODUCT OF THE PLANNING PROCESS?	A source book for developers and community stakeholders that will influence future projects.
5. WHY IS BROAD-BASED COMMUNITY PARTICIPATION CRITICAL?	It includes as many community interests and needs as possible.
6. WHAT ARE SOME OF THE MAJOR BARRIERS TO A SUCCESSFUL COMMUNITY PLAN?	Community apathy or mistrust, poor communication, lack of public and private support.
7. HOW CAN COMMUNITY MEMBERS PARTICIPATE IN THE PLANNING PROCESS?	Through focus groups, public meetings, volunteering, survey participation, letter writing.

SUMMARY OF THE CHINATOWN INITIATIVE PROJECT

The Chinatown Community Plan: A Plan to Manage Growth, was published in March of 1990, a product of two and a half years of work by the Chinatown Neighborhood Council, community members and staff from the Boston Redevelopment Authority. The plan was, and remains, an excellent community-planning tool. Twelve years, however, have elapsed since the start of that important process. Many things have been instituted and accomplished. One goal of The Chinatown Initiative is to review and update, as appropriate, the "master plan" so that it reflects the current circumstances, opportunities and challenges.

The 1990 Chinatown Community Plan (or master plan) is a 135-page document with appendices. A 16-page summary has been prepared to capture the process, key elements and recommendation contained in the master plan. This abstract has been developed to allow for translation into Chinese and distribution to community members.

Note: Sections 2 (Chinese version of Executive Summary) and 4 (Chinatown History) are omitted from this abstract in place of the more relevant facts and proposals of the plan. The underlined words found within are defined in the Glossary of Terms section at the end of this document.

SECTION 1: EXECUTIVE SUMMARY

The Chinatown-South Cove Neighborhood Council (CNC) and the Boston Redevelopment Authority (BRA) began the process of developing a master plan for Chinatown in 1987. The master plan provided for an historic context, a needs assessment and recommendations for achieving the plan based upon eight principle elements:

- Housing
- Community services
- Business and economic development
- Land Use
- Open space
- Historic preservation
- Urban design and development control
- Traffic & transportation

The common vision shared by the majority of residents, business owners and users (customers, visitors) was described as protecting and promoting Chinatown as an historic and residential neighborhood, and a cultural, business and service center.

Readers who would like to review the English or Chinese versions of the Executive Summary may request a copy from The Chinatown Initiative (TCI) at (617) 357-7079.

SECTION 3: FRAMEWORK FOR THE PLAN

The Chinatown Community (master) Plan was written in response to:

- Population growth in the neighborhood
- Loss of land due to institutional and infra-structural expansion
- Decline in environmental quality
- Rising property values
- Need for affordable housing
- Need for more economic opportunities
- Traffic problems

The first step in the Master Plan process involved a survey that focused on:

- Housing Conditions
- Land Use
- Neighborhood Businesses
- Employer Characteristics
- Characteristics of Chinatown Users

The second step was separated into two phases. Phase 1 attempted to develop community consensus on goals and objectives. The Master Plan Committee organized and carried out focus groups, workshops, small group discussions, direct mailings and media reports to develop a draft plan that established goals, objectives and policies for each of the topics listed above.

Phase 2 established the development of implementation strategies such as the Chinatown Housing Improvement Plan (CHIP), Chinatown District Zoning Amendments and Chinatown Traffic Improvement and Implementation Plan. The objective of phase 2 was to have the City of Boston adopt the Chinatown Community Plan and the Zoning Amendments to support the growth of the community via business opportunities in the Midtown Cultural District, the development of air rights for the expansion of residential and open spaces, and opportunities to expand business, residential and open spaces through the re-design of the Central Artery.

SECTION 5: POLICIES FOR THE PLAN

Five policy categories include:

1. STRENGTHEN THE WORKING CLASS FAMILY NEIGHBORHOOD

- Issues rising from these statistics include significant overcrowding, unsanitary living conditions, insufficient housing stock for newcomers and growing families, low incomes, increasing rents and expiring Use Restrictions
- Safeguards in the form of state and federal housing subsidy programs protect approximately 76% of the housing in Chinatown.

2. EXPAND CHINATOWN'S ECONOMY

- Chinatown is a residential, regional business, cultural and service center
- Chinatown residents account for 21% of users of Chinatown, 44% came from outside Boston, 35% from other neighborhoods in the city.

<p>2. EXPAND CHINATOWN'S ECONOMY (CONTINUED)</p> <ul style="list-style-type: none"> ● 55% of those passing through Chinatown are Chinese ● 30% of users of Chinatown come to eat while 24% come to work and another 24% come to shop. ● 75% of business have less than 10 employees – 50% have less than 5 ● Most Chinatown businesses average over 1,000 square feet ● Average rent/square foot is \$15 ● Workforce mainly comprised of first- generation immigrants ● 70% of residents do not own a car ● 39% of the employed work outside of Boston ● Leading barriers to employment include language barriers, lack of employment information and services, insufficient transportation, limited education ● Boston's economy has shifted from manufacturing to service, professional, health, education and high tech ● To secure Chinatown's economic future the city should target financial resources (job <u>linkage payments</u>, job training), establish goals for temporary construction jobs and permanent on-site jobs as well as facilitating distribution of goods and services provided by minority businesses, generate minority equity participation in downtown real estate market, create on/off site child care facilities, establish a small business expansion zone
<p>3. ENHANCE CHINATOWN'S CULTURAL HERITAGE, HISTORIC LEGACIES AND ENVIRONMENT</p> <ul style="list-style-type: none"> ● Chinatown streetscape and ambiance, historic preservation, community <u>infrastructure</u>
<p>4. REDIRECT INSTITUTIONAL GROWTH</p> <ul style="list-style-type: none"> ● 32% of the land in Chinatown is held by the New England Medical Center and Tufts University ● New agreements, such as the Memorandum of Understanding, were created to combine community support for several institutional projects, with specific institutional commitments to community housing, scholarship, and job training funds, and provide for future community participation in institutional planning and development.
<p>5. BUILD <u>LAND BRIDGES</u> FOR THE FUTURE CHINATOWN</p> <ul style="list-style-type: none"> ● Chinatown's future economic and physical connections with the rest of Boston lie on the <u>Hinge Block</u>, Gateway, Turnpike Air-Rights ● Guidelines for economic development on these reclaimed parcels include: Community ownership and management of the site, new neighborhood-based business opportunities (including employee-owned enterprises) and support services for them, appropriate job training and targeted placements, subsidized space for community human-service agencies and providers

SECTION 6: ELEMENTS OF THE PLAN

This section offers recommendations for future development in the following areas:

<p>1. HOUSING</p> <ul style="list-style-type: none"> ● Preserve affordability of housing units in Tai-Tung Village, Mass Pike Tower and Castle Square ● Increase the supply of affordable housing. ● Ensure that obligations made in the Community Reinvestment Act are satisfied ● Encourage non-profit organization formation that could facilitate a tenant education program stressing alternative forms of home ownership

1. HOUSING (CONTINUED)

- CHIP: Chinatown Housing Improvement Program (650 housing units to be developed on BRA land totaling 8.7 acres with half of these to be affordable housing). These parcels include:
 1. Parcels A, B and C (Phase One of CHIP)
 2. Parcel R-1 (Tyler and Hudson Streets) or Posner Lot site (Phase Two of CHIP)
 3. Parcel P-12 (Don Bosco parking lot site) (Phase Two of CHIP)
 4. 150 units planned for Hinge Block (Phase Two of CHIP)
 5. Turnpike Air-Rights is separate from 8.7 acres but would be part of Phase Three of CHIP

2. COMMUNITY SERVICES

- Create a visible and centrally located community information center
- Expand scope and availability of services
- Enhance and increase the financial, physical and human resources of community service agencies
- Chinatown Community Service Facility (to be constructed on Parcel C and comprising 90,000 square feet)

3. BUSINESS AND ECONOMIC DEVELOPMENT

- Improve sanitary, pedestrian, safety and streetscape conditions
- Greater marketing efforts, form a Chinatown Chamber of Commerce, develop multi-use cultural facility, expand Chinatown businesses into neighboring areas
- Diversify economic base (form a workers cooperative)
- Strengthen and improve worker conditions and status (create a job bank, monthly job bulletin)
- Kingston-Bedford/Essex Street Parcel-to-Parcel Project (2000 construction jobs and 4000 permanent jobs at One Lincoln Street project site)
- CARD: Commercial Area Revitalization District Program (provides economic incentives for industrial enterprise by making available below-market rate revenue bond financing for industrial, commercial and mixed-use projects). To qualify a project must:
 1. Be limited to renovation of an existing building
 2. Include a commercial development
 3. Have 15 - 20 % of rental units for low and moderate income households – no condos
- Entrepreneurship development strategy (assistance needed in financing, financial packaging, identification of low-cost space, management assistance)
- Chinatown Beautification Agreement (outline of respective responsibilities by the city and community with regards to city Chinatown beautification as reflected in Appendix B)

4. LAND USE

- Establish Chinatown as an integral neighborhood planning unit, institutionalize planning boundaries and database
- Control, regulate, and mitigate institutional growth
- Expand Chinatown land base (Gateway and Air-Rights)
- Protect residents from downtown encroachment and real estate speculation (Institutionalize a group like the CNC with secure funding and staff to monitor land use)
- Land Use Guidelines for the six Chinatown Sub-districts

5. URBAN DESIGN AND DEVELOPMENT CONTROL

- Preserve historic or representative structures or symbols
- Improve signage and other markers indicating Chinatown's presence and significance
- Improve built environment such as façade designs and street furnishing to reflect presence of Chinatown
- Ensure façade treatment reinforces visual transition in uses
- Encourage commercial signage designs that enhance the cultural character of the community
- Development Control Guidelines include increasing water table management, minimize shadow and wind impacts from new developments, minimize disruption to Chinatown businesses and residents due to construction projects and compensate as necessary or required

6. HISTORIC PRESERVATION

- Commemorate Chinatown's landscape, artifacts and buildings, etc.
- Encourage architectural designs that reflect cultural heritage
- Increase public awareness of historic and cultural heritage

7. OPEN SPACE

- Increase and extend accessible quality open space in Chinatown while protecting and enhancing the pedestrian-oriented street environment
- Explore and create alternative forms of green places throughout Chinatown
- Create a neighborhood common (taking the form of either a street (Beach Street), park or a combination of both)

8. TRAFFIC AND TRANSPORTATION

- Prevent further land loss, isolation and environmental degradation generated from new developments and transportation projects in and around Chinatown
- Regional and by-pass traffic should be diverted from local streets
- Manage commercial deliveries, enforce loading/unloading time restrictions, manage, coordinate better pick-up/drop-off practices for employees who work in suburban areas
- Provide adequate parking for residents, workers, shoppers and visitors of Chinatown
- Maintain and upgrade public transportation access to jobs and recreation resources beyond Chinatown
- Short Term Traffic Circulation Strategies
 1. Eliminate access to Beach Street from the Surface Artery, Central Artery Ramp and Kingston Street
 2. Redesign the intersection of Kingston and Edinboro Streets
 3. Increase enforcement of "No Parking/No Stopping" regulations on Essex and Kneeland Streets
 4. Provide weekend enforcement. Eliminate double parking and illegal parking especially on Essex, Beach and Harrison.
- Long Term Traffic Circulation Strategies
 1. Close Beach Street exit from Central Artery
 2. Widen Essex Street from Surface Artery to Avenue de Lafayette and reverse Avery Street
 3. Protect Marginal Road from use as connector to/from regional highway network

8. TRAFFIC AND TRANSPORTATION (CONTINUED)

- Short Term Pedestrian Circulation Strategies
 1. Widen sidewalks on Beach Street
 2. Redesign Phillips Square intersection
 3. Widen sidewalks on Harrison Avenue
- Short Term Pedestrian Circulation Strategies (continued)
 4. Develop guidelines/enforcement strategy for sidewalk vendors and stores to reduce sidewalk encroachment
 5. Improve pedestrian crossing of Surface Artery at Beach Street
 6. Improve pedestrian crossings of Kneeland Street
 7. Improve uneven surfaces, increase number of trash cans, place newspaper boxes in unobtrusive locations, reconfigure poorly placed sidewalk furniture
- Short Term Parking Strategies
 1. Encourage rate structures and other measures at existing off-street lots that ensure adequate short-term supply
 2. Provide necessary enforcement of on-street regulations
 3. Include Chinatown residents and short-term parking spaces in new commercial development projects
 4. Provide shuttle services from lots/garages
- Short Term Commercial Vehicles Strategies
 1. Designate common loading areas in commercial areas
 2. Provide enforcement to encourage access to loading areas
- Long Term Commercial Vehicles Strategies
 1. Ensure that new development projects provide adequate off-street loading facilities
- Short Term Public Transit and Private Transportation Services Strategies
 1. Develop and distribute bilingual transit information
 2. Designate on-street drop-off/pick-up location for worker shuttle vans
- Long Term Public Transit and Private Transportation Services Strategies
 1. Develop off-street drop-off/pick-up locations for worker shuttle vans
 2. Develop surface bus transit node at Chinatown Gate
 3. Incorporate transit service needs of Chinatown community and business area into proposed transit projects
- Development and Infrastructure Construction
 1. Monitor and participate in the review/design process for development projects and transportation projects
 2. Promote Central Artery design that maximizes land use goals of Chinatown community

SECTION 7: ACHIEVING THE PLAN

Six implementation strategies for achieving the plan include:

1. CHINATOWN DISTRICT ZONING AMENDMENTS

- Business and Economic Development – The Zoning Plan:
 - i. Encourages businesses to expand into the old Combat Zone and Hinge Block
 - ii. Favors large commercial development and offers density incentives for development of community services as well as expansion opportunities for businesses in the commercial core
- Land Use and Urban Design – The Zoning Plan:
 - i. Regulates community retail, community facilities, cultural activities, education, general retail, office, service, take-out, and trade shop uses by floor encouraging multiple uses on the lower floors (retail, restaurants) while protecting the residencies on the upper floors
 - ii. Regulates restaurants by floor area only (allowing large-scale establishments while maintaining the variety of modestly-scaled businesses)
 - iii. Proposes building setbacks to enhance the streetscape
 - iv. Proposes a 60% "transparency guideline" (preventing blank walls and reinforcing street-level activities)
- Open Space Districts – The Zoning Plan:
 - i. Proposes four permanent open space zones including the Gateway Park, Gateway Park Expansion Area (area reclaimed with Beach Street ramp closure), Tai-Tung Park (116 Tyler Street) and Pagoda Park
 - ii. Looks for open space opportunities on the new strip of land east of Hudson Street that will be created by the realignment of the Southeast Expressway
 - iii. Seeks to designate open space in the comprehensive planning study for the Turnpike Air-Rights
- As-Of-Right Height and Density Regulations – The Zoning Plan:
 - i. Limits building height for future developments to 80 feet (six stories) and a gross floor area six times the building height (FAR 6)
 - ii. Allows – with design approval – a building height of 100 feet (8 stories) with a gross floor area seven times the building height (FAR 7)
 - iii. Allows institutional uses to build to 125 feet (9 stories with higher floor-to-floor clearance required for medical facilities) with a gross floor area eight times the building height (FAR 8)
 - iv. Specifies "Protection Areas" that restrict any new development to 65 feet (5 stories) with a gross floor area five times the building height (FAR 5). With design approval the building height can reach 80 feet (6 stories) with a FAR 7. The protection areas include Liberty Tree National Register District, Beach/Knapp Street National Register District and the Historic Chinatown area
- Planned Development Area – The Zoning Plan:
 - i. Designates Planned Development Areas (PDA) in the Residential Chinatown Area, the Turnpike Air-Rights, and the Chinatown Gateway Areas (A PDA is an area where a more flexible zoning law is established to encourage desirable, large-scale growth on under-utilized sites)
 - ii. Chinatown Residential Area PDA 1: 175 feet building height and FAR 6 allowed
 - iii. Turnpike Air-Rights PDA 2: 250 feet building height and FAR 6 allowed
 - iv. Chinatown Gateway/South Bay Interchange PDA 3: 300 feet building height and FAR 10 allowed

1. CHINATOWN DISTRICT ZONING AMENDMENTS (CONTINUED)

- Special Study Areas – The Zoning Plan:
 - i. Sets aside three areas of Chinatown for a more comprehensive planning study including Tyler Street, Chinatown Gateway and Turnpike Air-Rights
- Institutional Master Plan – The Zoning Plan:
 - i. Requires institutions in the Chinatown area to have their master plans approved by the city only if they are consistent with the Chinatown Community Plan
 - ii. Allows neighborhood groups 60 days to review a proposed institutional master plan prior to any city approvals
 - iii. Authorizes that the Tyler Street Special Study Area will be conducted in conjunction with the institutional master plan being prepared by Tufts University
 - iv. Authorizes that the Chinatown Gateway Special Study Area be conducted in conjunction with the comprehensive plan for the Central Artery Corridor
 - v. Authorizes that the Turnpike Air-Rights Special Study Area be conducted in conjunction with both the Central Artery Project and the Orange Line Replacement Service Project

2. CHINATOWN HOUSING IMPROVEMENT PROGRAM (CHIP)

This program was initiated in 1988 with the tentative designation of two community-based developers (R-3A Associates Limited Partnership and ACDC) as developers for Parcels A and B while development rights for Parcel C was being finalized. The CHIP:

- Acquired a \$500,000 linkage-payment contribution from the One Lincoln Street project that, subject to the approval of the Neighborhood Housing Trust, will be utilized to help cover the front-end development cost of the on-going CHIP projects
- Will receive \$20 million for affordable housing from Boston Crossing and Commonwealth Center's Housing Creation Proposals
- Is receiving 10% of Housing Contribution Grants for affordable housing from development in the Midtown Cultural District

3. NEIGHBORHOOD ECONOMIC DEVELOPMENT INITIATIVES

- One Lincoln Street Parcel-To-Parcel Project
- South Station Technopolis Center

4. CHINATOWN BEAUTIFICATION AGREEMENT

- The Code Enforcement Program, Inspectional Services Departments' Health Division and Rodent Control Division, Public Works Department, Mayor's Office of Neighborhood Services, BTB, CEDC, CBC, CCBA and CNC agree to meet regularly to review and monitor progress and coordinate additional efforts to further the beautification of Chinatown.

5. CAPITAL IMPROVEMENTS, STREET REPAIRS, GROUNDWATER MONITORING

- Repaving/Patching Edinboro, Knapp, Oxford Streets
- Lighting on Edinboro, Tyler, Hudson and Oak Streets
- Drainage for Oxford, Knapp, Beach Streets and Harrison Avenue

6. CHINATOWN TRAFFIC IMPROVEMENT PROGRAM

- Beach Street Trial Improvement Program to reduce regional by-pass traffic on Beach Street
- Improvement Options Pending Additional Resources through placing cadets at key intersections, providing enforcement personnel on weekends and extending the Traffic Relief Program to Kneeland and Essex Streets
- Options Requiring Further Analysis and Engineering
 1. Discontinuing a short section of Kingston Street to make a one-way loop connection out of Kingston (south of Essex) and Edinboro
 2. The design of the intersection at Phillips Square
 3. Improving sidewalks along Beach Street and Harrison Avenue
 4. Developing alternative drop-off/ pick-up locations for restaurant shuttle vans
 5. Providing bilingual maps and transit information in coordination with the MBTA and Midtown Cultural District Task Force
- On-going Efforts
 1. Negotiating fee structures and a validation program with existing off-street facilities to encourage short term parking
 2. Pursuing necessary changes in the parking freeze regulations to provide a joint use of off-street private spaces by residents and visitors
 3. Conduct a feasibility analysis of a parking shuttle service to remote garages in the area
 4. Reducing through traffic from Herald Street and Marginal Road ramps
 5. Closing the Beach Street exit ramp
 6. Design of the widened Essex Street and potential pedestrian impacts
 7. Impacts of Orange Line Replacement Service and South Boston Piers Transitway
- Further Collaborative Efforts
 1. Systematic monitoring and control of water table problems
 2. Moderate home repair program
 3. Commercial and housing rehabilitation
 4. Tenant education
 5. Neighborhood historical survey
 6. Demonstration project for streetscape improvement and historic preservation

APPENDIX A: QUESTIONS AND ANSWERS – CHINATOWN COMMUNITY PLAN

- Please see page one

APPENDIX B: AGREEMENTS

- The city of Boston, the CCBA, CNC, CEDC, and CBC established eleven agreements to further street maintenance and garbage disposal efforts.

APPENDIX C: STREET HIERARCHY TABLE

- This section classifies Chinatown streets area into Arterial (Essex westbound to Surface Artery), Collector-Feeder (Washington Street from Kneeland to Downtown Crossing), Local Commercial (Kingston south of Essex), Local Residential (Oxford)

GLOSSARY OF TERMS
Building Setbacks: A law requiring all new building construction to be a set distance from the street (allowing room for wider sidewalks, streets or green space)
Built Environment: Buildings and all other non-living, human constructed features in a city.
Gentrification: The result of replacing a deteriorating structure or neighborhood with newer and more expensive construction that increases rents and causes an influx of higher income individuals and displaces lower income individuals.
Hinge Block: Area of the City of Boston bounded by Boylston, Tremont, Washington and Stuart streets; seen as an area of economic opportunity.
Implementation Strategies: Ways of achieving a goal or objective.
Infrastructure: Basic facilities, services and installations needed for a community (example: MBTA, electric/ water/sewer service)
Institutional (uses): Organization or foundation dedicated to education or public service (example: New England Medical Center/Tufts Medical School)
Land Bridges: An area of urban land that, if developed in the proper way, has the potential to link an existing community with a like community or with a desired part of a city.
Land Use: The function or characteristic of a parcel of land in a city (residential, park, commercial).
Linkage Payment: Compensatory monies contributed to a neighborhood trust by a developer whose development impacts a neighborhood in some significant way.
Master Plan: A reference document that is intended to provide a comprehensive observation of a particular place or center of activity with the intent of guiding future developments therein based on a series of recommendations.
Mixed-Use Projects: The combination of uses on a single parcel of land (i.e., commercial store on first floor and residential apartments on upper floors).
Needs Assessment: The action of discovering the most important needs and desires of a particular community.
Parcel-to-Parcel Project: The development on a public site in a city is linked to the development of another site via a set of agreed upon criteria that benefits a community in need of reinvestment.
Planned Development Areas (PDA): An area in a city where more flexible <u>zoning</u> laws are established to encourage desirable, large-scale growth on under-utilized sites.
Use Restrictions: Time limits placed on the affordability of a housing unit.
Zoning (Rezoning): The act of assigning a parcel of land a specific function or use at a variety of densities (combat zone, etc.)

POLICIES FOR THE CHINATOWN MASTERPLAN 2000

The 1990 community plan presented five over-arching goals to guide the development of priorities and strategies to manage the growth and development of Chinatown. These five goals were reviewed and accepted by The Chinatown Initiative's Steering Committee in March of 2000. At the completion of *Voice & Vision* the themes that emerged support the five over-arching goals, which are:

1. Strengthen the working class family neighborhood.
2. Expand Chinatown's economy.
3. Enhance Chinatown's cultural heritage, historic legacies and environment.
4. Redirect institutional growth.
5. Build land bridges for the future Chinatown.

1. Strengthen the working class family neighborhood. Chinatown continues to be a sought after destination for new immigrants. Living in Chinatown offers newcomers a supportive community in which they may function independently while they establish themselves in a new country and learn about a new culture and language. Chinatown offers new immigrants a supportive community in which their native language is not a barrier to social activities, services, or employment. Continued efforts to preserve and create affordable and moderate income family housing, multigenerational, elderly and handicapped housing are important goals to address the existing demand for housing and to avoid the gentrification and displacement of residents of modest means that has occurred in other Boston neighborhoods.

2. Expand Chinatown's economy. Chinatown's economy has diversified over the last 30 years. The many small businesses located in the commercial district reflect a greater diversity than the traditional restaurant, grocery and gift stores and now include personal care, professional services, and retail outlets. There remains, however, a preponderance of restaurants located in Chinatown, and a high level of under-employment. Many new immigrants are unable to transfer their prior work experiences into the local job market either because of language barriers, or lack of familiarity with the available employment opportunities or job search process.

Many community members have overcome barriers to employment and over the last 30 years more and more of them have obtained work outside of the community and the traditional industries (restaurant and garment) that were the major employers in the 1960s. Community members are now participating in the construction industry, banking and financial services, health care, public service, and the hotel/hospitality industry. This diversification is important to the economic health of families. It eliminates the reliance on one sector alone to provide employment and other economic benefits to families and the community.

3. Enhance Chinatown's cultural heritage, historic legacies and environment. Chinatown is one of the most densely populated neighborhoods in the city of Boston. Its streets and buildings were laid out and constructed in the mid to late nineteenth century and offer a "scale" that fosters social interaction. It is however, that small human scale that now contributes to an overcrowded and overused environment in need of enhancements.

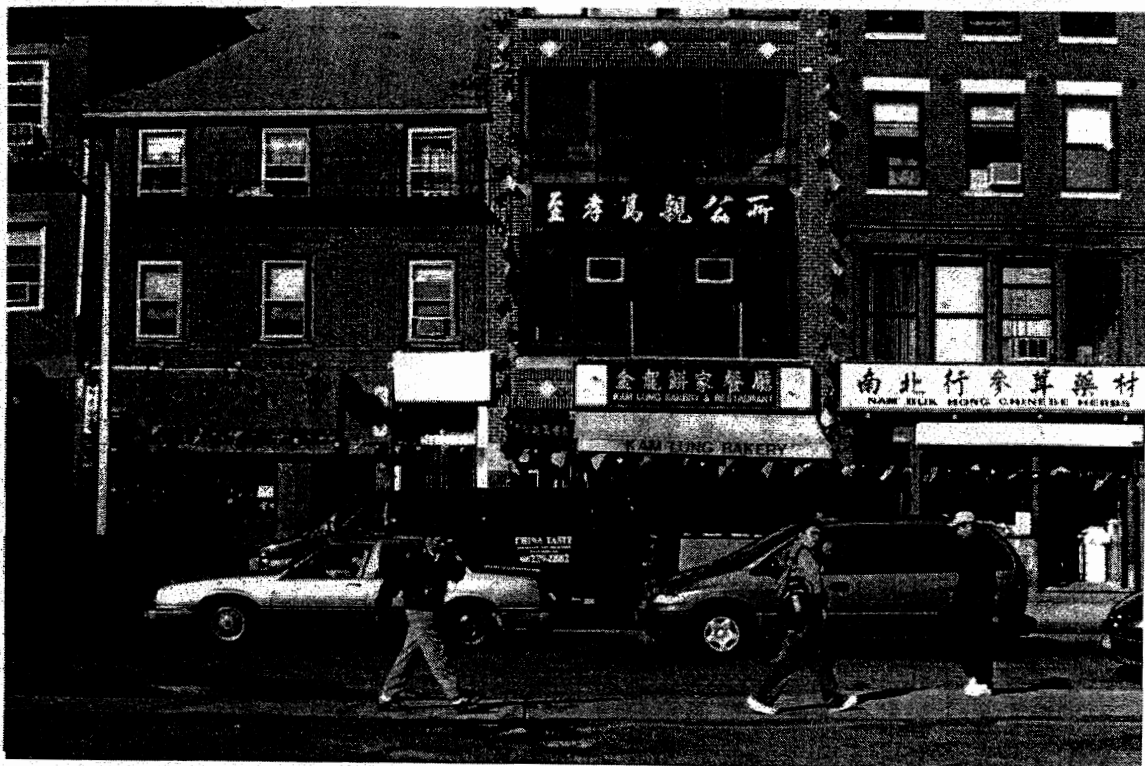
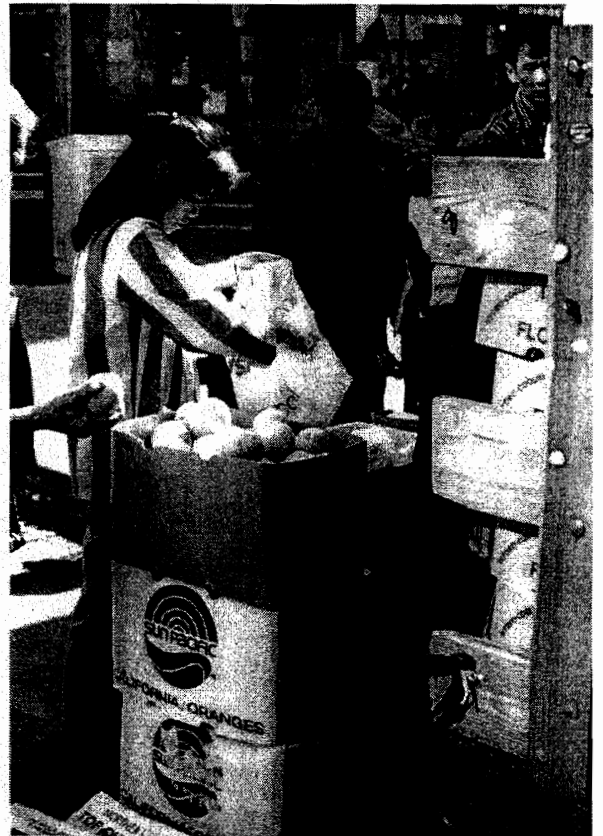
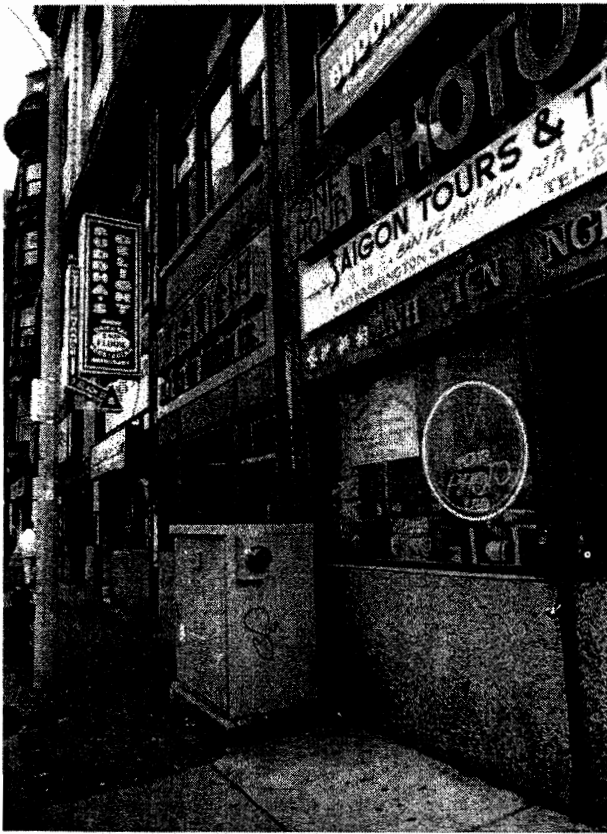
Community members envision Chinatown contributing to Boston's cultural life through its celebrations, its cultural and historic legacy through performance venues, exhibitions, visual markers, and statuary.

4. Redirect institutional growth. One of the goals in the 1990 Chinatown Community Plan was to direct institutional growth to the periphery of Chinatown and to secure opportunities to restore precious housing for a growing community. The growth and expansion of the New England Medical Center and Tufts University are now governed by master plans developed by the institutions and the Boston Redevelopment Authority. These master plans acknowledge the need to

preserve Chinatown as a residential community while authorizing limited growth within the institutional sub-district in Chinatown. At the same time, the arrival of new institutions and rapid commercial development continue the intense competition for land use in and around Chinatown.

5. Build land bridges for the future of Chinatown. The opportunity to build land bridges would not only re-connect Chinatown to other neighborhoods from which it is now separated by mega-projects such as the Mass Turnpike and Surface Artery but would also offer opportunities to build a variety of housing that would meet community members' needs and create desperately needed open space.

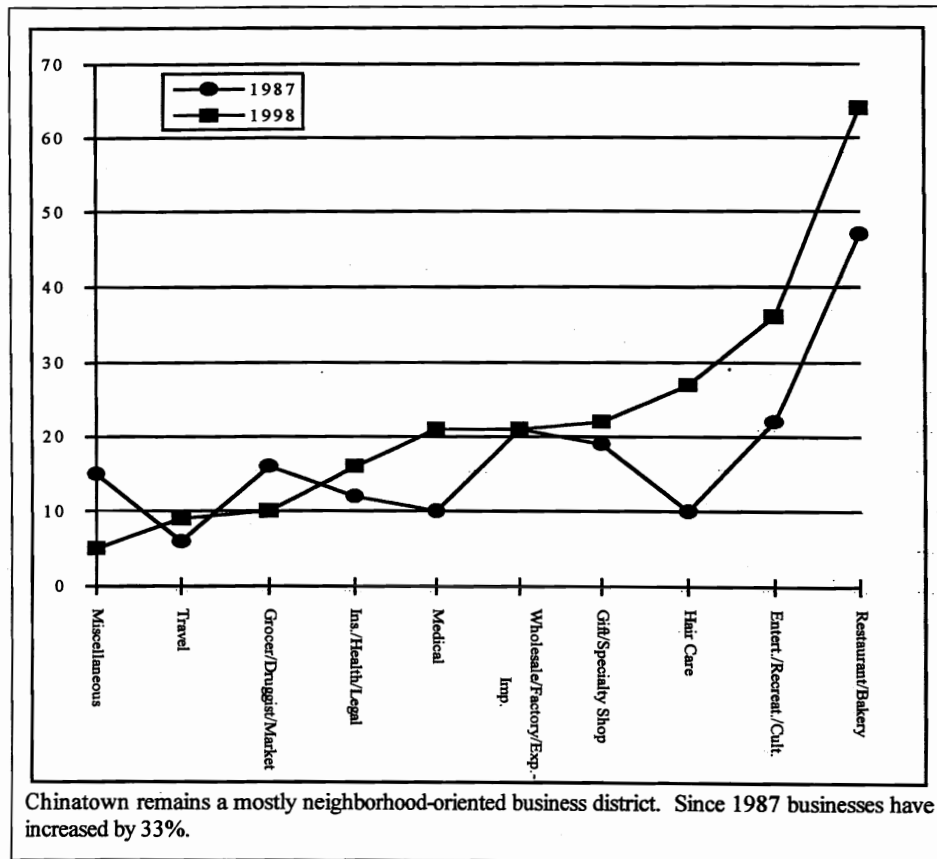
Business & Economic Development
貿易及經濟發展



BUSINESS AND ECONOMIC DEVELOPMENT

Context: Recent estimates indicate that approximately 300 businesses are located in Chinatown, the majority of which are located in the commercial district. Despite the increases in professional service, banking, personal care, retail shops, travel and insurance agencies, bakeries, and grocery stores, restaurants still dominate the local business scene. Many of the smaller businesses, including restaurants, are located in buildings constructed in the early 19th century as residences and are now substandard for contemporary business use. The buildings do not provide adequate space to support the growth of a business on the same site. Building footprints are small, and do not allow for expansion because adjacent buildings are often owned by different individuals.

Chinatown's unique strategic location offers the business community the opportunity of serving not only the local audience of residents and workers, but the broader community which includes the Financial and Theater Districts, and the many who use the various transportation nodes located near Chinatown to reach their work, home, or travel destinations. This advantageous location also provides businesses with an easy way to move products and services in and out of the community easily, as well as the opportunity to generate a wide audience for the many businesses and services located in Chinatown.



The proximity to the transportation nodes, however, also presents challenges to the quality of life for residents. This creates the dilemma that the very same traffic that brings customers to Chinatown, create congestion and pollution, and deters people from wanting to visit Chinatown. At times the competing needs and interests of the business and the residential communities seems unsolvable, but the economic health and vitality of the community as a whole depends upon a successful and creative solution to the traffic and transportation problems and a mix of uses.

For over thirty years, as the restaurant industry flourished through late 1990s, there was always

concern both within and outside the community, that there eventually would be a saturation of Chinese restaurants and over-dependence on the industry for jobs. Some evidence was available during the last recession, when the industry that had weathered two other short recessions, and the depression, instituted lay-offs for the first time ever. The staff affected were usually male heads of households who, with limited English and limited transferable skills, experienced a long period of

Chinatown Businesses

	1987	1998
Miscellaneous	15	5
Travel	6	9
Grocer/Druggist/Market	16	10
Inc./Health/Legal	12	16
Medical	10	21
Wholesale/Factory/Exp-Imp	21	21
Gift/Specialty Shop	19	22
Hair Care	10	27
Entert./Recreat./Cult.	22	36
Restaurant/Bakery	47	64
Total	178	231

Source: ACDC

unemployment. The diversification of employment options in Chinatown will support a healthier business and family oriented community.

Development trends: In the last 10 years, there has been a diversification of sorts in the restaurant industry. Chinatown restaurants now serve Korean, Japanese, Vietnamese, Cambodian, Malaysian, and Thai food. This variety of businesses in Chinatown, however, is still marked by very small businesses that create fewer than 10 jobs each. The numerous jobs historically available to new immigrants in manufacturing, most notably from the garment and leather industries, no longer exist in the neighborhood or in Boston. Very few entry-level manufacturing jobs exist within the city of Boston to provide the very important first jobs for new immigrants. Diversification of the economic base for Chinatown relies upon facilitating the entry of community members into new fields - financial services, health care, academic institutions, biotechnology, construction and related fields, transportation, and e-commerce, and encouraging community entrepreneurs to explore niche markets.

Increasing the availability of English language classes is necessary to help community members enter the new fields where higher levels of English proficiency are required.

The continuing preponderance of restaurants suggests that this trend will go on for the foreseeable future. The potential for developing and expanding the types of businesses and new entrepreneurial initiatives in Chinatown will be limited by the lack of appropriate space to physically house new businesses as well as the lack of market data and technical support to help young aspiring entrepreneurs to identify the emerging business opportunities.

Development expectations: Community members' expectations included diversifying businesses to include "everything" that is available in the general community, including a car dealership; modernizing and improving Chinatown's aesthetics via street cleaning, landscaping and other amenities such as outdoor cafes, benches and trash cans; improved (street) lighting and modernized business facades; expanded types of retail shopping available; preservation of family owned businesses; elimination of prostitution; street cleaning; and creation of more ESL, job training and employment opportunities for limited English speakers.

Priorities: Among the goals for strengthening the business community and expanding Chinatown's economic base are:

- Promoting business initiatives that create new businesses in emerging and niche markets.
- Promoting business opportunities for community members to start new businesses, or their own businesses
- Promoting the revitalization of the China Trade Center and Liberty Park area.
- Marketing Chinatown as a cultural and historic destination for tourists and workers from the abutting business districts.
- Cultivating new entrepreneurial skills.
- Eliminating prostitution.
- Improving the streetscape.
- Continuing efforts to keep Chinatown clean need to be incorporated into implementation strategies developed within "Infrastructure and Amenities."

Strategies and objectives: Efforts to strengthen businesses and expand and encourage economic development need to include the following objectives:

- Offering technical assistance and market data to help established business owners and new entrepreneurs create businesses in emerging and niche markets.
- Supporting and promoting business assistance services offered by community based development corporations.
- Cultivating businesses that create new jobs offering good wages and benefits.
- Participating in the Business Improvement District, or comparable initiative, to improve public safety, revitalize the Downtown and Midtown Cultural District, and market Chinatown to a broader audience.
- Continuing efforts to eliminate prostitution and the Combat Zone.
- Continuing and expanding efforts to keep Chinatown clean, including waste reduction and recycling initiatives.
- Evaluating and incorporating businesses' needs into upcoming development opportunities, including the need for larger commercial spaces, warehouse space and parking, as well as the financial resources to support business expansion.
- Encouraging developments that capitalize on Chinatown's heritage, strengths, existing businesses and identity.

Potential partners: To help achieve the development expectations that all associated with business improvements or infrastructure, potential partners include: Asian Community Development Corporation, Boston Chamber of Commerce, Business Improvement District, Chinatown Beautification Committee, Chinatown Business Association, Chinatown Main Street, Chinatown Safety Committee, Chinatown-South Cove Neighborhood Council, Chinese Consolidated Benevolent Association, Chinese Merchants Association, Department of Public Works, and Lower Washington Street Task Force. Potential partners for the development of job training opportunities include the Asian American Civic Association, Boston Chinatown Neighborhood Center, Chinese Progressive Association, and the Chinese Economic Development Council.

Program ideas: Among the program ideas proposed by community members: a theater or performance center, museum, a centralized tourist information center, a Chinatown map and directory of shops, restaurants and services, Chinatown tours, and links to the Boston Chamber of Commerce and the city's Office of Tourism.

Community Services
社區服務



COMMUNITY SERVICES

Context: The term community services encompasses a very broad range of services which includes: childcare, English language and literacy programs, vocational or job training, education, recreation, social and mental health services, youth and elder services, employment, legal assistance, advocacy and community health education. Individually, or sequentially, community services are designed to help community members to fully participate and contribute to the life of their community. The services support a broad range of goals: family stability, good health and economic self-sufficiency.

Funding trends: Within the City of Boston there have been some efforts to tailor resources to meet community and neighborhood needs. A complex array of federal and state funding sources, supports alternative education programs, childcare programs, job training, English as a Second Language (ESL) and youth programs. In 1998, Boston was designated as an Empowerment Zone and slated to receive \$10 million in human services funding, annually, for a period of ten years, to develop its "human capital" and to help city residents in the poorest neighborhoods develop the skills they need to be successful in the changing labor market. This infusion of new funding, along with the linkage payments made by private developers to the Neighborhood Jobs Trust, provides the City with the opportunities for alleviating some of the highest service needs in the Chinatown community.

Another recent trend has been to encourage collaborative efforts in every neighborhood and community to sustain assets as well as develop strategies and resources to better serve the community. Two examples of this recent trend are the Healthy Boston Initiative, of which The Chinatown Coalition is a member, and the Boston and Chinatown Against Drugs coalitions. These collaborations represent historical milestones within the community.

Human and Social Service Organizations	
1	American Chinese Christian Education and Social Services
2	Asian American Civic Association
3	Asian American Resource Workshop
4	Asian Community Development Corporation
5	Boston Asian: Youth Essential Service
6	Boston Chinatown Neighborhood Center
7	Boston Chinese Evangelical Church
8	Chinatown South Cove Neighborhood Council
9	Chinese Catholic Pastoral Center
10	Chinese Economic Development Council
11	Chinese Headstart
12	Chinese Progressive Association
13	Greater Boston Chinese Golden Age Center
14	Ni Lun Welfare Association
15	South Cove Community Health Center
16	Wang YMCA

Service expectations: Community stakeholders, through focus groups and individual interviews, viewed Chinatown as a service hub and expressed their anticipation that it would continue to be a focal point for service delivery to the Chinese and Asian community in the greater Boston area. English language services, affordable childcare, youth programs, youth recreation, and job training and job placement assistance were the specific services key informants identified as important to themselves, families and friends. On one occasion, a focus group of predominantly Mandarin speaking ESL students, requested that bilingual ESL classes in Mandarin be considered. Though there is an acknowledged role for higher (formal) education, there is an emphasis for "education" which focuses on the development of vocational skills training and work place skills.

Priorities: For over twenty years, community based service organizations have acknowledged that the demand for services has exceeded their individual and sometimes collective resources and facilities. There have been times when the policies that govern public funding exclude community members from services, or do not support the services that are needed.

Based upon *Voice & Vision* the priorities to address would be: (1) increasing the availability of childcare services, (2) increasing the availability of youth programs, including more creative after-school programming, (3) developing more family recreation programs, and (4) adding bilingual (Mandarin) ESL to the available options for adult learners.

Increasing the availability of services presents a major challenge for community based organizations. Where to house the new services? Most community service organizations do not have the physical facilities for new programs. This has been a serious problem since the late 1980s, when Parcel C was envisioned as a site specifically for community agencies and services.

An ever-growing community of newcomers, however, warrants a comprehensive approach to meet the needs of not just individuals at a particular juncture in their lives, but the needs of family members throughout their lives. Programs and services that address the following needs must be enhanced to ensure that every individual and family achieves a successful transition to life in the United States. This must include attainment of economic self-sufficiency. These are:

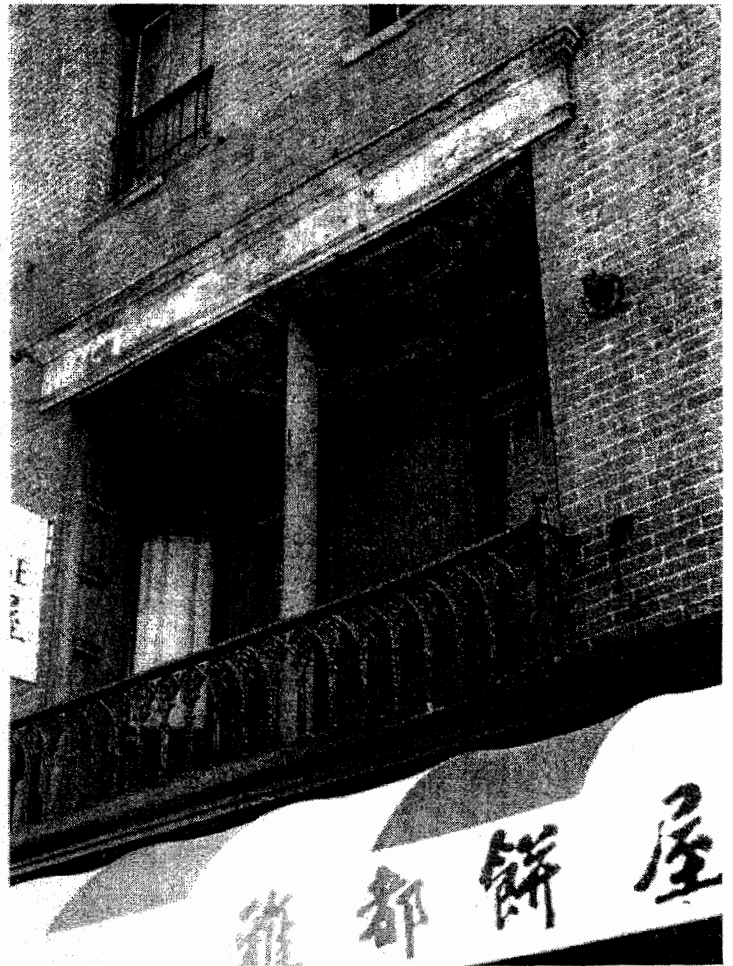
- Language barriers
- Employment skills
- Employment
- Child care
- Youth development and recreation
- Recreation
- Civic participation
- Elder services
- Health care
- Legal rights

Strategies: Emphasis should be placed on advocacy to ensure that the available public and private funding, including developers' linkage fees, serves those in need, and that there is a responsible, coordinated and timely allocation of resources to address community members' needs. Emphasis should also be placed on maintaining communication and collaborative opportunities for all Chinatown agencies and programs.

Favorable consideration should be granted to development projects that are responsive to the community's needs, especially if they help to address priorities established in this plan, create physical facilities to support on-going programs or program expansions, and create program space that complies with the Americans with Disabilities Act (ADA).

Potential partners: Asian American Civic Association, Boston Asian: Youth Essential Service, Boston Chinatown Neighborhood Center, Boston Connects, Inc., Boston Public Schools, Chinatown Adventure, Chinatown Committee (Phillips Brook House Association), Chinese Economic Development Council, Chinese Progressive Association, Department of Education, Department of Parks and Recreation, faith based organizations, Greater Boston Chinese Golden Age Center, Greater Boston Legal Services, New England Medical Center, South Cove Community Health Center, Wang YMCA.

Historic Preservation
歷史保存



HISTORIC PRESERVATION

Context: Boston's Chinatown was established in 1869 on Ping On Alley (located between 66 and 70 Beach Street). Chinese workers who had helped to build the eastbound tracks of the Transcontinental Railway continued on to Massachusetts in search of work at the many manufacturing centers in the state. The workers settled in the South Cove area, already home to other immigrant groups.

Chinatown has slowly, and steadily grown over the past 130 years, and might have had a larger land area had it not been for the construction of two mega-projects in the 1950s and 1960s the Southeast Expressway and the Mass Turnpike.

Despite the passage of so much time, a significant number of buildings remain in the historical and commercial district that are significant in Chinatown's long history. These buildings include houses where the original settlers first lived, the site of an early restaurant, a Chinese language school, and family associations. Preservation in an area like this is complex and vulnerable to the pressures of development. Efforts to preserve old buildings encounter resistance from the development community and can be interpreted as a barrier to economic and business growth.

Development trends: Most of the buildings in the historical and commercial district of Chinatown were built in the early nineteenth and early twentieth century and were designed to address the housing and business needs of the times. All of the buildings were constructed on filled in land, and have been well used throughout the last century and a half. They also reflect their history: many have not been well maintained and have health hazards such as lead pipes and lead paint. Many of the residential buildings that have been converted for commercial use are built on small footprints that limit a business' potential growth at the same site. Residential units within the same buildings offer small apartments that are not responsive to the contemporary space needs of young or growing families. Few of these buildings are compliant with the American Disabilities Act. In light of the heated real estate market, many buildings may be vulnerable for "redevelopment."

Development expectations: Community residents, business owners, and other stakeholders advocate for various approaches to preservation. These expectations include keeping and enhancing the architectural and cultural identity of the community, as well as publicizing the historical significance and contribution of Chinatown to the city, state and country.

Priorities: The proposed priorities include ones which might help to reconcile the desire to preserve Chinatown's history and the potential to further develop Chinatown as a regional economic center for the Greater Boston Asian community:

- Preserve historic buildings and sites that commemorate the community's history.
- Create a Chinatown Heritage Trail to publicize popular historic elements in Chinatown.
- Promote children and youth's awareness and interest in Chinatown's history.
- Encourage youth's involvement in preserving the community's history.
- Promote a sensitive blending of new physical developments within the historic area of Chinatown.
- Initiate storefront improvements that meet both business needs and preservation goals.

Strategies: To achieve the historic preservation priorities, the following strategies are needed:

- Identify the community's most endangered icons and institute interventions.
- Create a database of sites, buildings, current uses and interested parties.
- Promote public participation in preservation efforts.
- Create incentives, or access to resources, to encourage rehabilitation of historically significant buildings, areas, or landmarks.

- Study and publicize the economic impacts (benefits) of preservation.
- Develop a thematic composition of Chinatown's historic sites and buildings.
- Popularize historic merits of and attractions in Chinatown.
- Support the Chinese Historical Society of New England's preservation efforts.

Partners: Potential partners for this endeavor include the Campaign to Protect Chinatown, Chinatown Business Association, Chinatown Main Street, Chinese Historical Society of New England, National Historic Trust, and Historic Neighborhoods Foundation.

Housing & Real Estate
房屋及地產



HOUSING AND REAL ESTATE

Context: Establishing an inventory of the housing in Chinatown is difficult. Census data, because it includes three census tracts that each extends beyond Chinatown's boundaries and includes parts of other neighborhoods, limits the precision of the available data. There are, however, approximately 1500 units of housing in Chinatown. The type of housing includes:

- Small three and four story, row houses, many of which were built in the early 19th and early 20th century and are being used as apartment buildings.
- A very small number of row houses in use as single family dwellings.
- Large, affordable family housing developments include Tai Tung Village, Mass Pike Apartments, and Oak Terrace, representing approximately 500 units of housing.
- Senior and assisted housing include the Mei Wah Village (35), Quincy Towers (98), and Hong Lok House (28), and represent a total of 159 units.
- The newest housing stock is represented by Oak Terrace (88 units constructed in 1994) and Mei Wah Village (constructed in 1996).
- Housing that was created by the Chinese Economic Development Council through the conversion of industrial space for housing at 65 Beach Street (32 units).
- A number of affordable housing developments on the border of Chinatown with high percentages of Chinese/Asian residents include: Castle Square Apartments, Mason Place, Chauncy House, The Sterns, South Cove Plaza East, and South Cove Plaza West.

Housing Developments & Apartments	
Development Name	Total Units
Quincy Tower	162
Tai Tung Village	214
Masspike Towers	200
Oak Terrace	88
Mei Wah Village	35
Hadaya Apartments	10
CEDC Apartments	32
Oxford Place	39
Chauncy House	80
Chau Chow Apartments	48
Hong Lok House	28

For over thirty years the Chinese and Asian community has continued to grow. The population in Chinatown tripled between 1970 and 1980 despite a very limited increase in the housing stock. This rapid growth resulted in overcrowding, and in Chinatown becoming the most densely populated neighborhood in the city of Boston. Efforts to assess the demand for housing in the late 1980s and early 1990s revealed that waiting lists for affordable housing were as long as 6 - 8 years.

Development trends: The housing market in Boston has recorded an unprecedented escalation in prices for every type of housing. This is accompanied by an escalation in land values. The increasing costs of housing coupled with low levels of housing creation have placed heavy stresses on high density neighborhoods such as Chinatown which are considered desirable because of their central location, proximity to the Downtown Retail, Financial and Theater Districts, and still affordable rents. Concerns about gentrification are raised as the new condominiums created in former industrial space, in Chinatown sell for \$300,000. The median family income in Chinatown, according to the 1990 Census, is \$9,059. While this has increased, the median income probably continues as one of the lowest in the city of Boston.

In Chinatown's immediate periphery there is a building boom of luxury apartments and condominiums occurring on Lower Washington Street, Tremont Street, Boylston Street, and Park Square. Two projects are underway – the "Millennium," scheduled for completion in 2001, and its neighbor the "Landing." Proposed projects include Liberty Plaza, Park Square and Piano Row. A May, 1999, Boston Globe article identified two additional housing developments for the Hinge Block - a proposed apartment complex from Kevin Fitzgerald (not related to Liberty Plaza), and an apartment and office complex from Kensington Investments.

Development expectations: Community expectations as expressed by focus group participants and key informants includes:

- Preserving the current stock of affordable housing.
- Expanding the inventories of affordable, low and moderate income, and mixed rate housing.
- Creating home ownership opportunities.
- Creating new housing that accommodates larger families.
- Helping homeowners to rehabilitate and upgrade their properties and available housing stock.

Priorities: The priorities for this element of the updated master plan, are derived from, and therefore, reflect the five development expectations cited in the previous section:

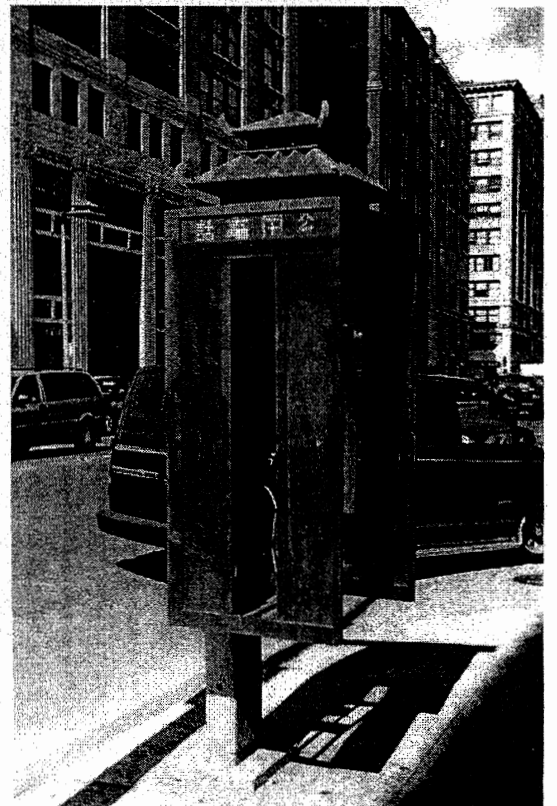
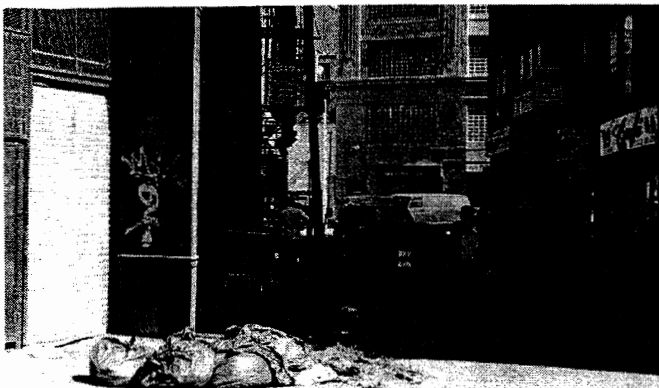
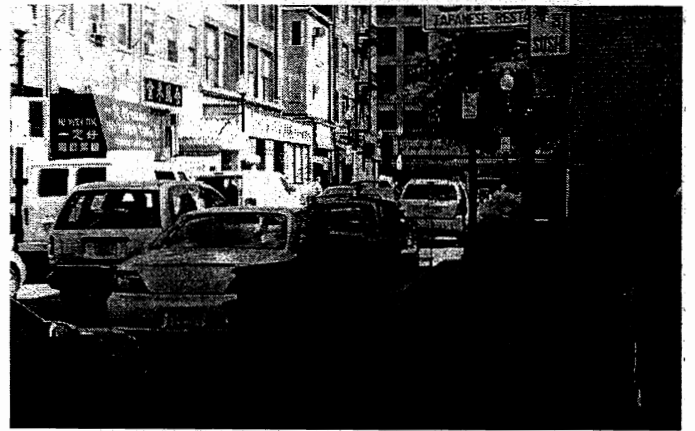
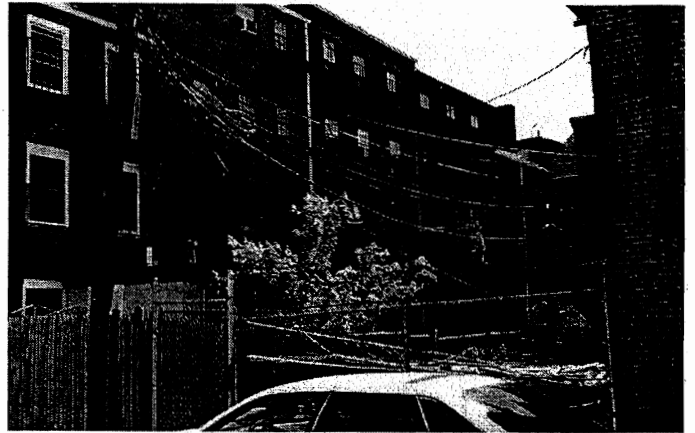
- Preserve the affordable housing stock that currently exists.
- Strengthen the working class, family oriented neighborhood by expanding the residential community.
- Expand, through new developments and construction, the inventory of affordable and mixed income housing.
- Maximize percentage of affordable housing for low-income individuals and families.
- Enforce the Mayor's Executive Order to ensure that all new housing developments include a minimum of 10% of affordable units on site.
- Assist community members to become homeowners by providing technical assistance and access to first time homebuyers' programs.
- Create home ownership opportunities, including cooperative housing.
- Design and construct housing that accommodates larger and/or multi-generational families.
- Provide technical assistance to help owners access programs and resources to rehabilitate their apartments.

Strategies: Specific strategies for achieving the above listed goals, include community members and organizations supporting the efforts to:

- Preserve the existing affordable housing.
- Support efforts of community organizations attempting to develop housing for the community.
- Sponsor more workshops on home buying
- Facilitate the dissemination of information on affordable home ownership opportunities.
- Create mixed rate housing.
- Advocate for increase public sector investment and private sector involvement in the creation of mixed income housing.
- Encourage community participation in processes that relate to housing development.
- Articulate housing goals at external planning processes with public and elected officials or potential developers to address the critical need for housing.

Potential partners: At the community level, potential partners include the Asian Community Development Corporation, Chinatown Resident Association, Chinatown-South Cove Neighborhood Council, Chinese Economic Development Council, and Chinese Progressive Association. Public partners would include the Boston Redevelopment Authority, Department of Neighborhood Development, Neighborhood Housing Trust, and Executive Office of Community Development.

Infrastructure & Public Utilities
基本架構及公共事務



INFRASTRUCTURE, PUBLIC UTILITIES AND AMENITIES

Context: Chinatown is the most densely populated neighborhood in the city of Boston. Its historical and commercial districts still consist primarily of buildings constructed in the early nineteenth and early twentieth century for the housing and/or the manufacturing needs of the times. The width of streets and sidewalks has remained unchanged for over 100 years and now must accommodate pedestrian, commercial and traffic volumes that have far exceeded the original and respective capacities.

This over-utilization of a small neighborhood requires that community and external stakeholders (city departments, public utilities) evaluate the adequacy of the current infrastructure (public safety, traffic and transportation, utilities, water, and communication services) to meet the community's present and future needs. The affirmation that Chinatown serves a vital role in the social, cultural and economic life of the larger Asian community also suggests that amenities serve residents as well as visitors and businesses.

Development trends: The continued growth and diversification of the business community encourages additional pedestrian and vehicular traffic along with ensuing results: traffic jams, parking problems, threats to pedestrian safety, increased littering and greater amounts of trash and garbage. The diversification of businesses that now includes professional services, real estate, banking and e-commerce increases demand for utilities and services to support electronic communications.

Development expectations: Community expectations include continuing efforts to keep Chinatown clean, enhance the streetscape to reinforce the community's cultural and ethnic ambiance and pedestrian flow, implementing measures to increase public safety, address traffic problems, and ensure that business owners have access to the utilities and services their businesses need. Community expectations also include amenities such as the restoration of a public library and the availability of movie theaters, performance, exhibition, and event venues. Other expectations include cable service that provides the entertainment and sports programs familiar to and desired by Asian neighborhood residents.

Priorities: The following priorities have been developed to reflect the development expectations of key informants and focus group participants:

- Develop and implement a proactive beautification program for the entire neighborhood
- Increase waste removal services and options
- Upgrade the public utility networks
- Advocate for the restoration of a Boston Public library branch

Strategies: Specific strategies for achieving the priorities include:

- Collaborate with city departments responsible for municipal services to increase investments in the infrastructure for Chinatown and for continued and adequate services to Chinatown
- Engage the business community and appropriate city departments in the development of a beautification plan and resources to help implement the beautification plan
- Improve street furniture
- Assess the projected infrastructure needed by residents and businesses
- Institute recycling programs.

Partners: The potential partners to help achieve the above priorities include Boston Police Department, Boston Transportation Department, Boston Water and Sewer Department, Cablevision of Boston, Department of Public Works, Inspectional Services Department, Nstar, Chinatown Beautification Committee, Chinatown Business Association, Chinatown Main Street, Chinatown Resident Association, and Chinatown-South Cove Neighborhood Council.

Land Use
土地使用

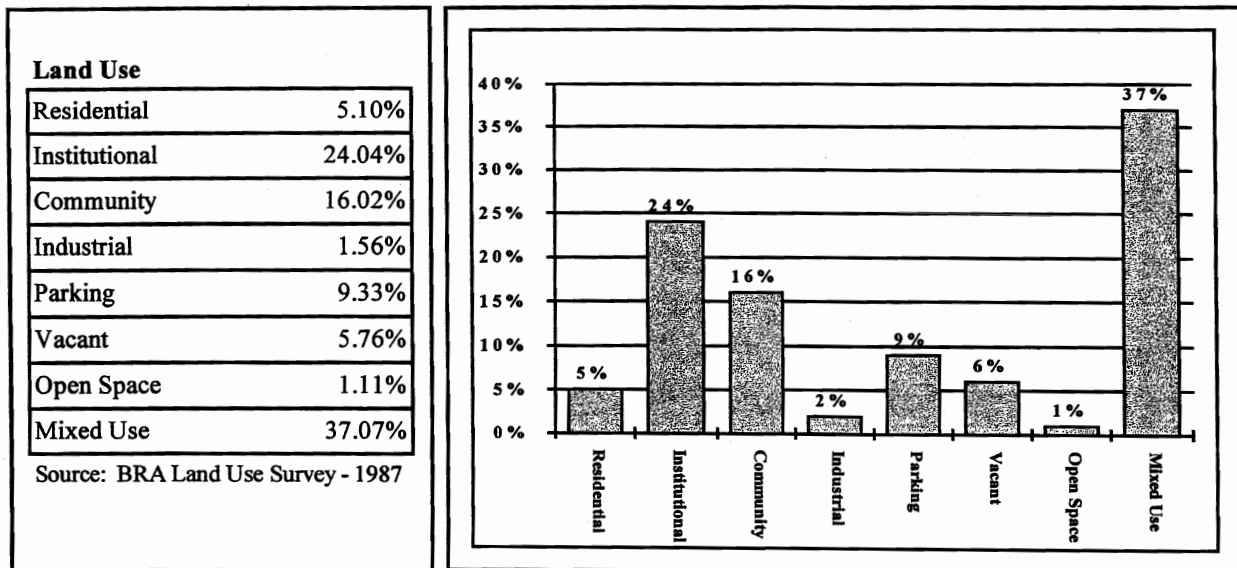


LAND USE

Context: Chinatown is the smallest of Boston's 16 neighborhoods. Its total land area is 46 acres, and within this small neighborhood are an historic district, commercial district, an institutional district and residential areas. Approximately 9 acres of the land within Chinatown are utilized for parking lots.

Chinatown's strategic location in the heart of downtown and at the nexus of many transportation nodes makes it a desirable residential and business area. This strategic location and the advantages it presents, however, places Chinatown in the midst of development pressures generated by the expansion of the Financial District, development of the South Station transportation area, the resurgence and development of the Theatre, Midtown, and Park Square Districts. The current real estate boom and escalating real estate prices threaten to displace long time residents and small businesses and presents the dilemma of how to benefit from the economic opportunities while maintaining Chinatown's cultural character and affordable housing.

Since the 1960s, Chinatown has considered itself "landlocked" and unable to expand because it is bounded on the north by Boston's downtown retail district, the Surface Artery on the east, the Mass Turnpike on the south, and the adult entertainment (Combat Zone) on the west. New and major growth and expansion opportunities identified in the 1990 master plan relied upon the development of the Gateway Sub-district, the Mass Turnpike Air Rights, and the Hinge Block.



Due to community advocacy efforts, development opportunities may not be limited to the three areas listed above. Within Chinatown's boundaries are publicly owned parcels of land which remain available for development. These include:

- Parcel A (currently the temporary site for the Quincy Upper School and basketball courts)
- Parcel C (currently a parking lot, but designated for housing and limited commercial use)
- Parcel C12 (on Tremont Street, adjacent to the DoubleTree Hotel and currently in use as a parking lot)
- Tufts/BRA/YMCA Parcel (adjacent to Posner Hall and recently in use as a parking lot).

Other development opportunities may be considered for privately owned land upon which no structures currently exist. Most of these parcels are currently in use as parking lots.

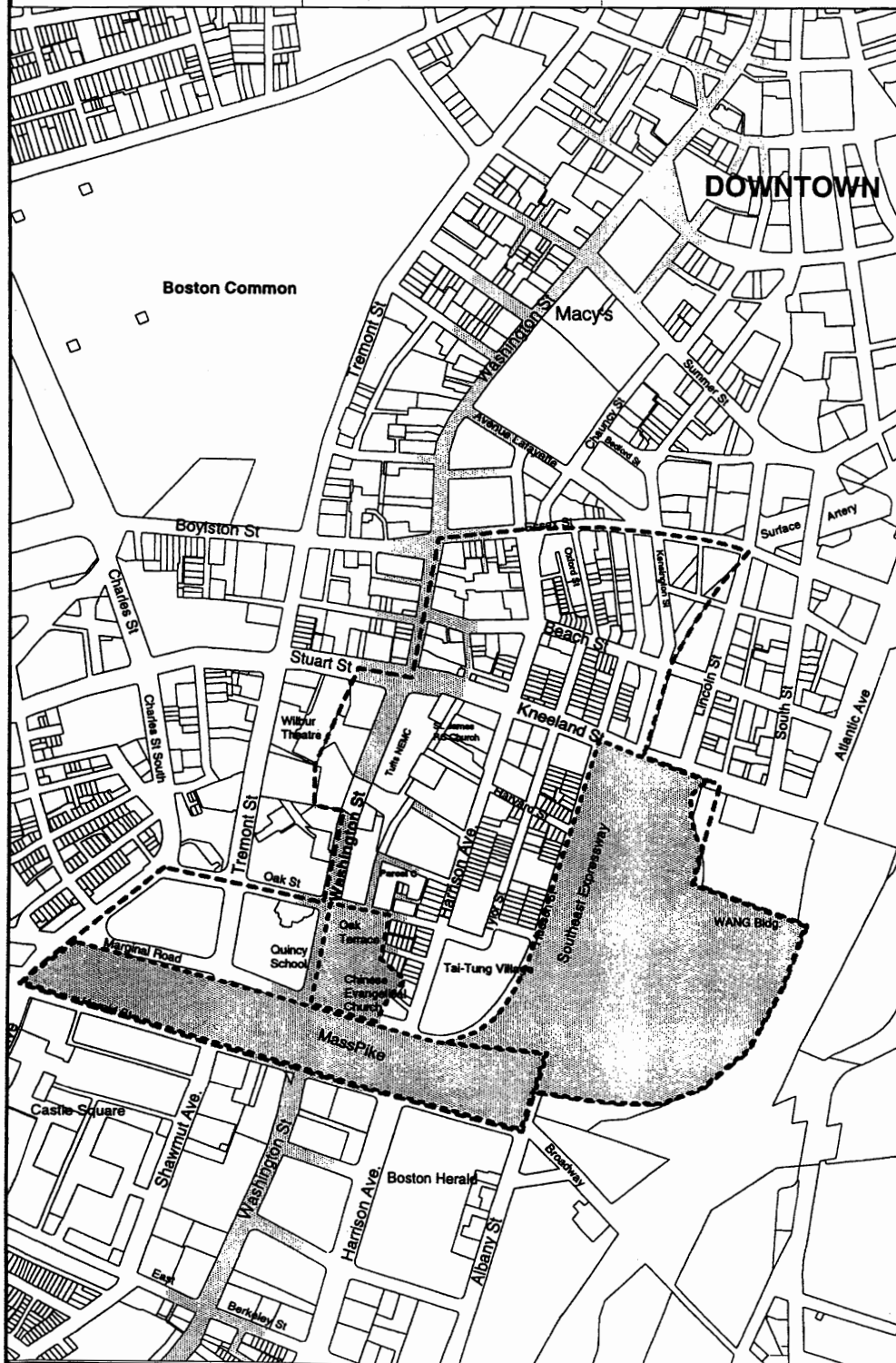
CHINATOWN

PLANNED DEVELOPMENT AREAS

計劃發展區

計劃發展區提供詳盡的發展準則以達到最有利的結果

Planned Development Areas offer comprehensive development guidelines to optimize beneficial outcomes.



Planned Development Area
計劃發展區

Zoning District Boundary
區域劃分界線

1/10 MILE

Data Source: Zoning Commission
Map Prepared on
January 4, 2000

數據來源：區域劃分委員會
制圖時間：2000年一月四號

Development trends: The recovery from the 1989-92 recession has brought an extended robust economy to Boston and the entire nation. Since the mid-1990s, downtown development has surged and in Chinatown's immediate environs there has been a building boom. Twenty-seven major developments are either being proposed, or being completed. These include a 1,000,000 square foot office tower at the northeast corner of Chinatown – One Lincoln Plaza, and 400 units of new housing on the edge of Chinatown's commercial district. The development of the Seaport District and Convention Center in neighboring South Boston is a major initiative that has broad implications for Chinatown as well.

The robust economy has fostered both commercial and residential developments. Housing costs throughout Boston have escalated as new companies and new people move into city. Gentrification of adjacent neighborhoods such as the North End, South End and South Boston, have had a ripple effect on other neighborhoods, including Chinatown, where sale prices for 1,000 square foot condominiums now rival those of the neighboring South End. The challenge for Chinatown is to manage the development of the available land and resources to preserve and expand a family-oriented, ethnically identified, residential and commercial community.

The completion of the Central Artery will restore three parcels of land for development. All three of the designated parcels, 24, 25, and 26 are located on Kneeland Street. Preliminary discussions about the potential uses for these parcels have been included in the Boston 2000 and the Central Artery's Chinatown/Leather District Task Force planning processes. A fourth parcel of land along the Surface Artery will be available as open and park space. The design of this parcel, 23, is part of the Central Artery's Master Corridor Planning.

Development expectations: While some community members view the various developments as an opportunity to harness resources for Chinatown and its growth and development, others express concerns that the economic forces, if unbridled, would result in the loss of Chinatown as a family and cultural community and leave only a commercial Chinatown, like the one in Washington, D.C.

Community members aspire to a community that remains a social, familial, cultural, business and service hub for the Chinese and Asian community of Boston and New England. They envision housing for families and the elderly, educational resources for adults, amenities such as libraries, performance centers, venues for celebrating and sharing Chinatown's historical and cultural heritage, and physically expanding the boundaries of the community to allow for growth.

Business stakeholders, residents and community members want to nurture a thriving business community that includes cultural amenities that make Chinatown an important destination for visitors to the city as well as the thousands of workers who come to the Downtown and Financial Districts every day.

Priorities: The competing needs of residents and businesses need not be mutually exclusive, despite the limited land available for development. Development and successful implementation of specific strategies will help to achieve the general priorities for land use:

- Convey the community's *Voice & Vision* for land use, housing, economic development, traffic and other elements of Chinatown 2000 to community leaders, elected and public officials, community stakeholders and advocates, so they may be included in all development and planning processes for or affecting Chinatown.
- Familiarize community members with the Chinatown Master Plan 2000 and the importance of community planning and advocacy.
- Encourage community stakeholders to participate in community planning and oversight activities such as community meetings, public hearings, and neighborhood council meetings to ensure that community goals and needs are incorporated into development.
- Advocate for public community review processes that invite participation by being linguistically, physically, accessible to community members, as well as convenient and welcoming.

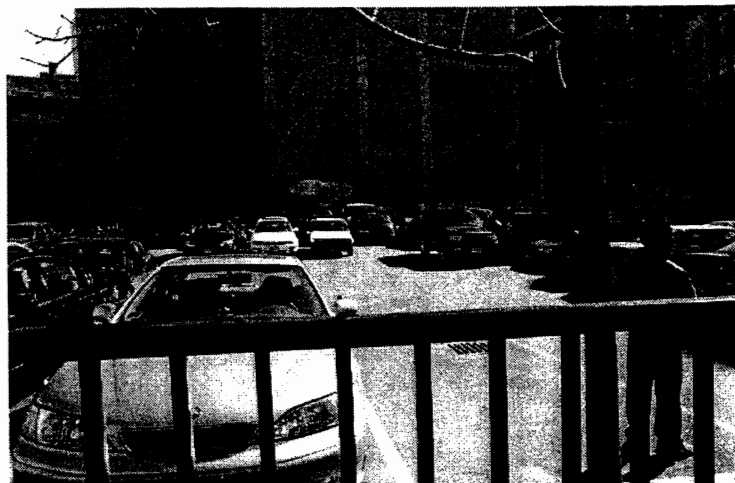
- Encourage broad support for land use that sustains the community's cultural identification and quality of life, and responds to the need to increase and diversify the types of housing, economic and business opportunities located here.
- Advocate for the maximum housing possible on all development sites.

Strategies: These specific strategies will help Chinatown to maximize its opportunities to support growth and development that ensures Chinatown's future as a vibrant residential, economic and political community:

- Initiate a study of Chinatown's real estate to determine the development potential of the area.
- Collaborate with investors and developers to redevelop vacant parcels and/or underutilized buildings for purposes that respond to community priorities and produce benefits for Chinatown.
- Develop an internal mechanism such as a Technical Committee to monitor and guide compliance with the Zoning Provisions for Chinatown.
- Strengthen and maintain the partnership with the Boston Redevelopment Authority to ensure that public policies support Chinatown's development needs.
- Increase participation of community residents and community members on advisory panels related to developments.
- Investigate the appropriateness of developing a land bank.
- Investigate the possibility of re-zoning lower Washington Street and the Combat Zone.

Partners: The potential partners for achieving the land use priorities include the Asian Community Development Corporation, Boston Redevelopment Authority, Campaign to Protect Chinatown, Chinatown Business Association, Chinatown Resident Association, Chinatown-South Neighborhood Council, community stakeholders, Emerson College, Lower Washington Street Task Force, New England Medical Center, Tufts University, and The Chinatown Coalition.

Open Space
空曠地方



OPEN SPACE

Context: Chinatown is a small downtown neighborhood with only 46 acres in land area. The limited land area is used for diverse purposes including residential, commercial, service, light manufacturing, and institutional. Based upon the 1990 Census, Chinatown was considered the most densely populated neighborhood in the city of Boston, with 111 residents per acre compared to 40 residents in the North End, and 26 residents in the South End. Approximately 9 of the 46 acres of the land are paved parking lots scattered throughout the neighborhood. There is approximately 0.3 acres of open space currently available within Chinatown proper for passive recreational use. The Eliot Norton Park in the adjacent neighborhood of Bay Village offers approximately 0.5 acres of open space, the only green space in the immediate vicinity.

The majority of Chinatown apartment complexes offer tot lots for their younger residents, but there is little available to older children and youth for outdoor recreational purposes. The narrow and congested streets and sidewalks, and 24-hour parking lots cannot serve as alternatives for safe places to skate, bicycle or to play games.

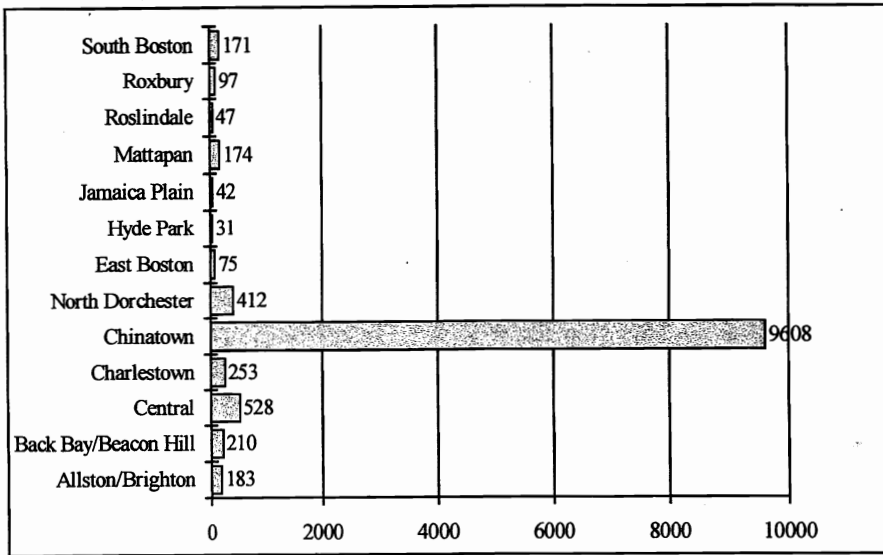
Pagoda Park, which is located in the Gateway site, offers .5 acre of paved basketball courts. The park, however, is situated at the convergence of traffic exiting from the Southeast Expressway and Mass Turnpike, and below the ramp serving the South Station bus terminal. This location is not easily accessible to pedestrians, especially children, nor does it suggest good air quality for those who play on the courts.

Development trends: Housing complexes with limited land area can only accommodate the needs of very young children with tot lots that require very little space. Children and youth between the ages of 10 and 16 have very few options available to them: 4 outdoor, half size basketball courts to meet the sports and recreational needs of all the children and youth of the community.

The Park located adjacent to the Chinatown Gate is large enough to offer passive recreational use for the residents of Chinatown's historical and commercial districts. It is, however, not well maintained and is usually the domain of the homeless who gather there upon their daily return to downtown Boston from the Long Island Shelter. Two other parks, Tai Tung and Oxford Park are extremely small and lend themselves for very limited use as a tot lot or passage way.

Persons Per Acre of Open Space in Neighborhoods				
Neighborhood	Population	Acres	Park Area	Persons/Acre of Open Space
Allston/Brighton	70284	2,868	383	183
Back Bay/Beacon Hill	25,041	610	119	210
Central	16,983	710	32	528
Charlestown	14,718	116	58	253
Chinatown	5,092	116	0.53	9,608
North Dorchester	26,425	1,285	64	412
East Boston	32,941	2,893	440	75
Hyde Park	24,607	2,824	791	31
Jamaica Plain	26,807	1,727	641	42
Mattapan	34,680	1,849	200	174
Roslindale	38,347	2,300	809	47
Roxbury	57,411	2,478	593	97
South Boston	29,433	2,083	172	171

Persons Using an Acre of Open Space



Development expectations:

Participants in *Voice & Vision* shared their aspirations for a children's park and recreational facilities for the elderly. Youths advocated for more park space for themselves and the elderly, and recreational facilities appropriate to their age and interests. These included skating rinks, go-cart parks, billiards, and playgrounds.

Priorities: In order to meet the expectations of community members, advocacy needs to occur to ensure that every

opportunity to create safe and well maintained recreational spaces for youth and the elderly is exercised.

Strategies: Strategies to help realize the priority of creating a variety of open spaces to serve the diverse social and recreational needs of Chinatown's residents, workers, patrons and visitors include:

- Increase accessible open spaces through improvements to existing facilities
- Create new facilities and open spaces with more greenery and plantings.
- Participate in the Central Artery Master Corridor Planning to ensure that Chinatown's needs are incorporated into design models and that resources are available for achieving the appropriate design for Central Artery Parcel 23.
- Engage community members and stakeholders in the design of new open spaces.
- Incorporate open and recreational space in the developments over the Mass Turnpike air rights parcels.

Partners: Among the potential partners are the Asian Community Development Corporation, Boston Parks and Recreation Department, the Central Artery Corridor Master Planning, Chinatown-Leather District Central Artery Task Force, Boston 2000, Chinatown Main Street, Chinatown Resident Association, and the Mass Turnpike Authority.

Traffic & Transportation
交通及運輸



TRAFFIC AND TRANSPORTATION

Context: Chinatown occupies an enviable location. It is situated near the city's active traffic corridors that bring visitors and workers to the theater, downtown retail and financial districts. It is also located at the convergence of major transportation nodes. The abutting South Station area serves workers from the suburbs who use the commuter rail daily, as well as railway passengers traveling to destinations served by Amtrak. South Station also serves as the terminal for the major bus lines serving Boston and the Northeast region of the country. People pass through daily: workers, drivers traveling to destinations north or south of Boston, travelers, and tourists.

Chinatown is also located at the juncture of two major thoroughfares serving Massachusetts and New England: Interstate 93, parts of which are designated as the Southeast Expressway/Central Artery, which carries automobile traffic north and south of Boston, and Interstate 90, the Mass Turnpike, which begins in Boston and carries traffic throughout the state up to and beyond Massachusetts' western boundary with the state of New York.

Heavy truck and bus traffic passes through Chinatown daily and impact upon the pedestrian and local vehicular traffic levels. There is a steady stream of workers who use public transportation, drivers traveling to destinations north or south of Boston, travelers, shoppers, theater goers, tourists, and community residents.

Daily Variations in Traffic Volumes

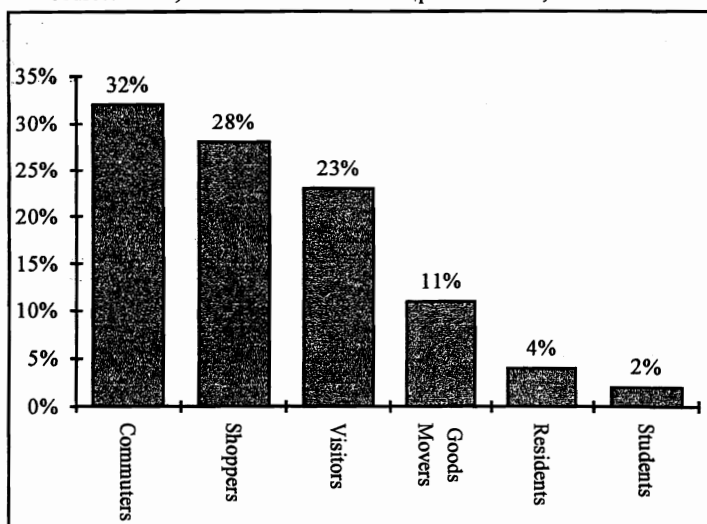
	Vehicles/Day		
	Friday	Saturday	Sunday
1. Essex Street	18,500	18,000	10,700
2. Kneeland Street	28,100	26,400	22,900
3. Beach Street	7,100	7,600	7,800
4. Harrison Ave. (South of Kneeland St.)	6,300	7,000	6,200
5. Harrison Ave. (South of Beach St.)	8,700	8,400	9,000
6. Washington Street	10,400	9,100	8,400

Source: BTB Report

Downtown Trips by User		
Total Trips: 1,200,000		
Commuters	32%	384,000
Shoppers	28%	336,000
Visitors	23%	276,000
Goods Movers	11%	132,000
Residents	4%	48,000
Students	2%	24,000

Downtown Trips by User

Source: BTB, Downtown Boston Transportation Plan, 1995



Access to and from the Southeast Expressway and Mass Turnpike are also located at the juncture in Chinatown. Essex and Kneeland Streets serve as arterial feeders to the two highways from the neighborhoods west of Chinatown. Vehicular traffic on these two thoroughfares has exceeded capacity and promulgated concerns for pedestrian safety, environmental health and quality of life. Kneeland Street with its heavy traffic also bisects Chinatown and separates the residential district from the commercial and historic district.

Chinatown's unique location suggests economic opportunities for businesses located in Chinatown. The transportation advantage could enable businesses to serve a wider customer base than local residents

and community members, including theater patrons, workers, and visitors. Local products could be easily transported from Chinatown to other parts of the state, or region. However, this advantageous location brings with it challenges as well.

Development trends: The current real estate boom that is fostering construction of over 20 major office and housing developments in Chinatown's immediate vicinity, is ushering in both short term and long term ramifications for the neighborhood's traffic and transportation concerns.

As each construction project gets underway, staging areas reduce the available travel lanes for vehicular traffic on already narrow and overused city streets. All of the proposed projects include the creation of additional parking spaces that will encourage increases in vehicular traffic throughout the day, and in particular at peak times which will continue to exacerbate the existing traffic problems. Some of the construction projects take parking away.

The effects Big Dig (the on-going effort to depress the Central Artery) create traffic impacts on a constant basis.

Development expectations: Community stakeholders have cited concerns and frustrations over the lack of available parking for residents, visitors, and business patrons. Many community members have observed and experienced increasing difficulties in moving through traffic in and around Chinatown and worry that customers may be deterred from patronizing establishments in Chinatown if the parking problem is not addressed.

Concern for pedestrian safety is high. Chinatown is a neighborhood that includes a high percentage of elderly and elementary school children and there are a number of wide and overused arterial feeders for the major highways that intersect the neighborhood.

Community expectations include implementation of the many recommendations included in the Boston Transportation Department's 1999 "Chinatown Transportation Study" to help improve pedestrian safety, traffic flow, parking, and other traffic and transportation problems.

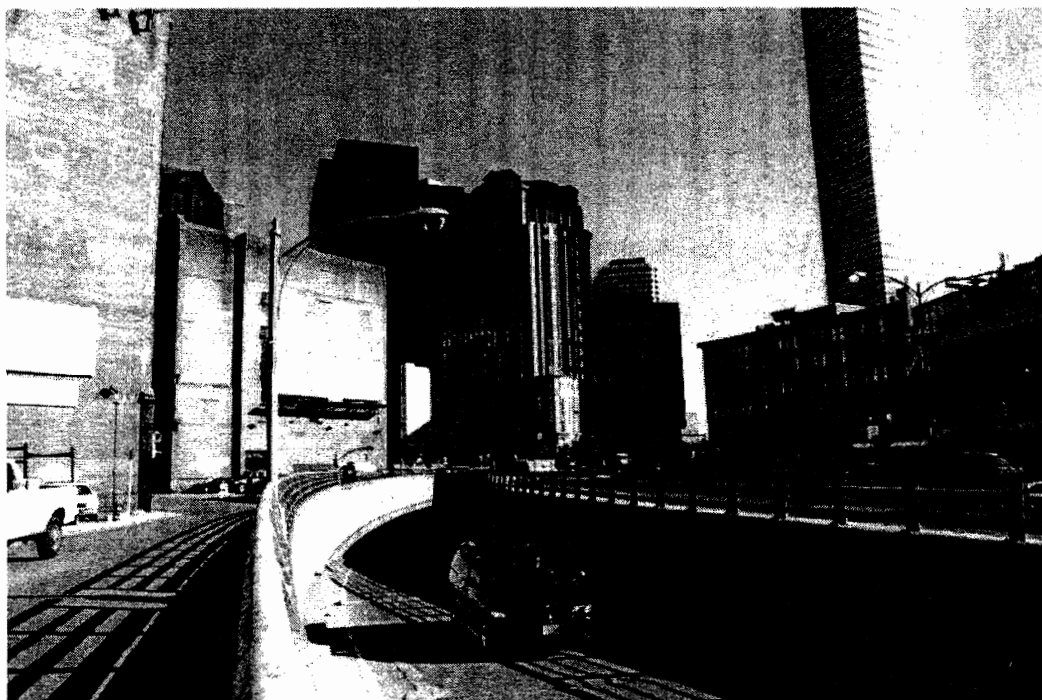
Priorities: Among the first set of priorities to be addressed is pedestrian safety. The others include improving traffic flow and increasing parking for residents and businesses.

Strategies: Specific strategies to achieve the three major priorities include:

- Evaluate development proposals' cumulative impact on traffic volumes.
- Institute a bilingual educational campaign to increase pedestrian safety.
- Install timed pedestrian crossing lights on Kneeland Street.
- Construct curb extensions at key intersections, such as Kneeland and Harrison Avenue, to slow traffic.
- Evaluate and adopt BTD (Boston Transportation Department) recommendations for commercial loading zones.
- Enforce double parking restrictions.
- Develop consistent parking policies, signage and enforcement.
- Improve signage to identify available parking lots to visitors and business patrons.

Partners: A vital partner is the Boston Transportation Department. Other potential partners include the Campaign to Protect Chinatown, Chinatown Resident Association, Chinatown Safety Committee, Boston Police Department, local churches, family associations, Chinese print media, and the Josiah Quincy School.

Urban Design & Development Control
城市設計及發展的管制



URBAN DESIGN AND DEVELOPMENT CONTROL

Context: Though Chinatown and Boston's Downtown have been abutters and co-existed for over one hundred years, there are marked distinctions between the two areas. Chinatown's residential base, low rooftops, narrow and cramped streets, small businesses in old buildings, and late hours of business operations, sharply contrasts with the predominantly high rise developments and the early shut sown of the retail and financial districts.

The theater sub-district that is west of Chinatown includes the theaters and the high-rise buildings that surround them. The adult entertainment zone ("Combat Zone") is the newest abutter, and is situated between Chinatown and the theater district.

The current building boom in the Downtown area is creating luxury apartments, hotels, parking, movie theaters, and more. The proximity to a large number of real estate developments will eventually affect Chinatown and may result in a massive transformation of the community's physical and economic character. The development and implementation of sensitive guidelines to preserve and enhance the community's physical and economic identity while strengthening its relationship with the surrounding areas will be vital to achieving the functional, visual and interactive balance with the neighboring districts that community members would like to achieve.

Development trends: In Chinatown's immediate environs, there are currently 27 actual or proposed development projects. They include Lincoln Plaza, a one million square foot office development at the northeast corner of Chinatown, and Liberty Plaza, a four hundred apartments and commercial complex in the heart of Chinatown. If the current trend continues, Chinatown will experience unprecedented pressures for development. Already some asset holders are proposing intensive developments on the fringes of Chinatown, including the second phase of the Millennium project, and restoration and new construction projects in the Theater District. All of which will generate impacts for Chinatown, including traffic circulation, building shadows, wind tunnel, obstructions to visual and pedestrian corridors, changes to the human scale that currently prevails in Chinatown.

Development expectations: Community members' expectations include improving the built environment to reflect the historical heritage of the community and its residents, creating a harmonious transition between Chinatown and the surrounding areas at visual connections and pedestrian corridors, and enhancing Chinatown's visual identification through signage and facades which reflect the community's Asian culture.

Priorities: The priorities for urban design and development control include:

- Development of a design concept for Chinatown that enhances its identity.
- Treatment of the different parts of Chinatown (historic Chinatown, Gateway site, Harrison Avenue, and a revitalized Lower Washington Street) to identify the diversity within the neighborhood.
- Introduction of street signs that thematically and consistently present symbols to reflect the vitality of the residential community

Strategies: Among the strategies that will be critical to the attainment of an urban design and development control are:

- Coordinating Chinatown's design activities with the Boston Redevelopment Authority and other public agencies responsible for planning, investment, and development.
- Involving the business sector in sustaining and expanding business assets and infrastructure.
- Building a physical model of Chinatown to provide a reference tool for coordination of new developments and rehabilitation projects.
- Preserving Chinatowns' identity through façade improvements and architectural details.

- Strengthening enforcement of zoning guidelines.
- Increasing involvement of residents and community members in decisions regarding zoning variances.
- Developing and adopting guidelines to preserve architectural details or to encourage facades that reinforce Chinatown's identity, and improve the vistas and transitional corridors from surrounding areas to the neighborhood.
- Developing and implementing guidelines for mandatory review of relevant aspects of new developments impacting Chinatown, such as wind tunnel effects, impacts to water tables, shadowing, and noise levels.
- Improving street furniture, lighting, and landscaping.

Partners: Potential partners for urban design and development control include the Boston Redevelopment Authority, Boston Transportation Department, Boston Water and Sewer Department, Campaign to Protect Chinatown, Chinatown-South Cove Neighborhood Council, Chinatown Main Street, Chinatown Resident Association, Chinese Consolidated Benevolent Association, Department of Public Works, and Zoning Board of Appeals.

APPENDICES

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APPENDIX B - HISTORY OF CHINATOWN

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APPENDIX A
STEERING COMMITTEE MEMBERS

THE CHINATOWN INITIATIVE

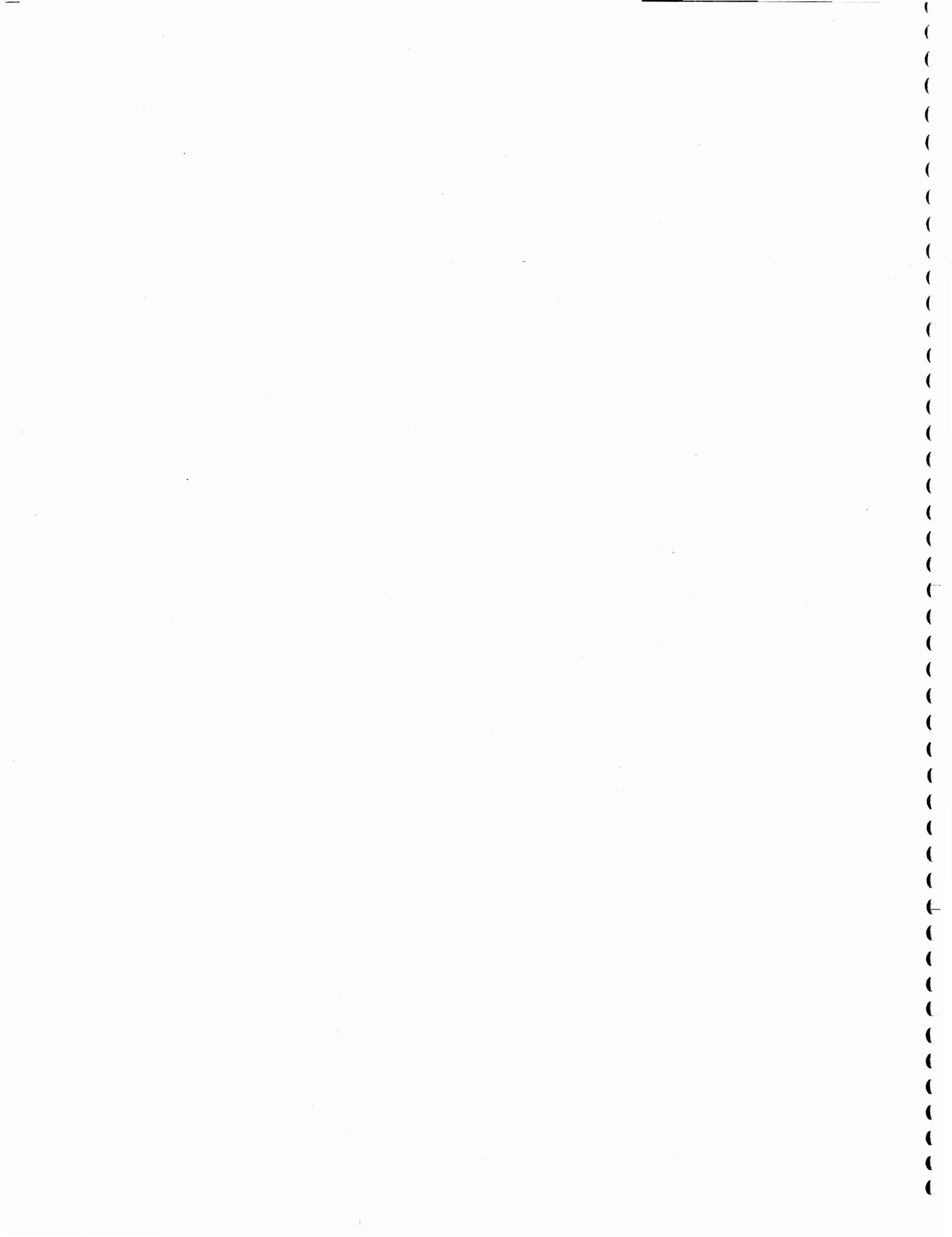
Ms. Sau King Chan, Resident
Ms. Elena Choy, Resident
Ms. Claire Croghan, Resident
Rev. Minnie Davis, Church of All Nations
Mr. Kwok C. Fong, Resident

Ms. Vivian Huang, Asian American Bank & Trust
Ms. Betty Lam, New England Medical Center
Ms. Suzanne Lee, Josiah Quincy Elementary School
Rev. Thomas Lee, Boston Chinese Evangelical Church
Mr. Wilson Lee, Chinatown Main Street Program

Mr. Sou Pong Lo, Resident
Ms. Lydia Lowe, Chinese Progressive Association
Mr. Yoke C. Mah, Resident
Mr. William Moy, Chinatown-South Cove Neighborhood Council
Marie Moy, Resident

Mr. Bruce Pulleyblank, Asian Community Development Corporation
Ms. Barbara Rubel, Tufts University
Mr. Cheung Wan, Resident
Mr. Dick Wong, Chinese Consolidated Benevolent Association
Mr. Joseph Wong, Business Owner

Mr. Michael Wong, Resident
Mr. Sik Lun Yan, Resident
Mr. Henry Yee, Resident
Mr. Hing Sang Yu, Resident
Mr. Chu Xie, Resident



APPENDIX B
HISTORY OF CHINATOWN

HISTORY OF CHINATOWN

The first Asians to settle in Boston were Chinese. They arrived in the early 1870's. Some were college students sent here to study by the Chinese government while others included laborers who helped to construct the transcontinental railroad. The workers settled in the South Cove on Oxford Street in the area now considered the heart of Chinatown's business district.

For decades the community remained contained within a six block area bounded by Harrison Avenue, Essex, Hudson and Kneeland Street. The community was comprised primarily of men who entered the United States as contract workers. The population remained static due to restrictive immigration laws. All Chinese were barred from the country with the enactment of the Exclusion Act of 1882. Only those Chinese who were born in the United States and were, therefore, United States citizens could establish families. Their wives and children were allowed to immigrate to the United States.

TABLE B1 CHINESE POPULATION IN BOSTON, 1890-1970 ¹		
YEAR	CHINATOWN	BOSTON ²
1890	200	250
1900	500	600
1910	900	1,100
1920	1,000	1,250
1930	1,200	1,500
1940	1,300	1,600
1950	1,600	2,000
1960	1,600	5,200
1970	1,900	7,900

The Chinese community began to grow slowly in the late 1940's and early 1950's. First as a result of the repeal of the Chinese Exclusion Act and the enactment of the War Brides Act, a Presidential Directive authorized the admission of Chinese wives and children after the Second World War, without regard to quotas. Additional Chinese immigrants were admitted to the United States under the Displaced Persons Act or Refugee Relief Acts after the war between the Nationalists and Communists in China.

As the population began to grow in the 1950's due to the relaxation of immigration laws and the increased numbers of families, the community began to spread south across Kneeland Street towards Broadway (now Marginal Road) to housing that had previously been occupied by earlier waves of new immigrants such as the Irish, Syrians and Lebanese. Between 1910 and 1950, 80 percent of the Chinese in

Boston resided in Chinatown.

As the population outgrew the static supply of housing stock, many community members sought housing in the adjacent neighborhoods: the South End and South End/Back Bay area. In the late 1950's and early 1960's, however, Chinatown's residential growth was cut short as the community lost one-third of its housing and one-half of its land area because of the construction of the Central Artery, the Mass Turnpike and urban renewal. The Boston Redevelopment Authority estimates that 1,200 people (approximately 200 families) were displaced forcing the community to disperse and re-group in smaller clusters in sites accessible by public transportation, such as Allston, Brighton and Brookline.

The most dramatic changes occurred in the late 1970's. The normalization of relations with the Peoples Republic of China, the war in Southeast Asia, changes in immigration laws and the enactment of the Refugee Act resulted in increased immigration to the Boston area and precipitated a demand for housing, medical, educational and social services which continues unabated. Family and social organizations could no longer meet the needs of the newcomers. Human service agencies were created to meet the needs of an expanding and increasingly diverse community of Asians.

TABLE B2 ASIAN PACIFIC ISLANDER POPULATION IN BOSTON, 1980-1990			
YEAR	BOSTON	CHINATOWN	PERCENTAGE OF POPULATION (%)
1980	15,150	5,100 ¹	2.69
1990	30,000	4,694 ²	5.16

Prior to the late 1970's, most Asians residing in Boston and Chinatown were of Chinese ancestry. In the last 15 years there has been an increase in the ethnic, cultural, linguistic and political diversity; Asians living in Chinatown and Boston are of Vietnamese, Vietnamese-Chinese, Burmese-Chinese, Laotian and Cambodian ancestry. Recent

Chinese immigrants come from a number of provinces in China or from Taiwan.

Our goal in providing this brief history of the community is to help the reader to understand that not everyone who wants to live in the neighborhood can. There simply isn't enough housing to meet the demand. Of the 500 units proposed by the Chinatown Housing Improvement Project in 1989, only 88 are currently under construction. Chinatown has the most severe overcrowding conditions in the City of Boston. This has been substantiated by studies conducted by the Boston Redevelopment Authority. There remains only one parcel left designated for housing development, Parcel A, in the Chinatown area and its developer has been unable to raise the necessary funds for the development of the property.

Maps A and B will illustrate the expansion of the community from 1890 through 1990. Map C illustrates the current boundaries of Chinatown, the historical, commercial and residential areas within the neighborhood. (Maps follow in Appendices C, D, and E.) The open spaces indicated in Map C are currently used for institutional parking, and are earmarked for institutional expansion. Of the 46 acres attributed to Chinatown, approximately 30 percent is owned or committed for non-community use.

Asian Americans living in Boston utilize Chinatown for their shopping needs especially for food items. They use the community-based service providers because they are linguistically accessible and culturally sensitive. Only 20 percent of the users surveyed in "Chinatown User Survey" resided in Chinatown.

When agencies based in Chinatown identify their target populations, they struggle constantly with the definition of community. Government agencies and funding sources define target populations in geographical terms which do not reflect the reality for Chinatown and the Asian community in Greater Boston.

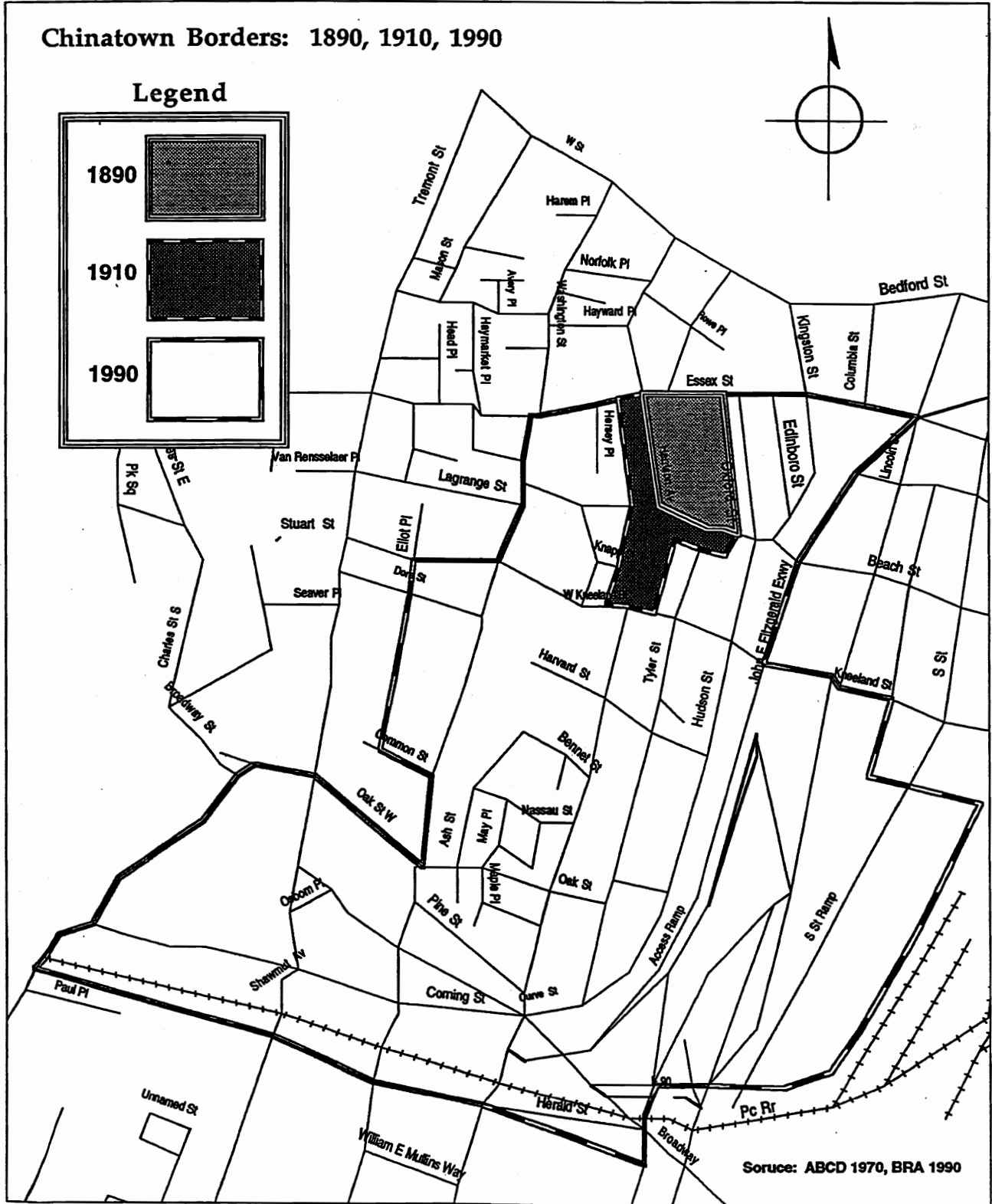
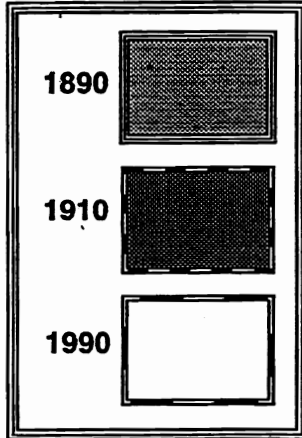
The reader needs only to walk through Chinatown to experience the dearth of open spaces, gardens, playgrounds, or even residential parking spaces; yet in that same walk, the reader can experience the vitality of the community and its commitment to survive, thrive and serve.

APPENDIX C
MAP A - CHINATOWN BORDERS: 1890, 1910, 1990

MAP A

Chinatown Borders: 1890, 1910, 1990

Legend

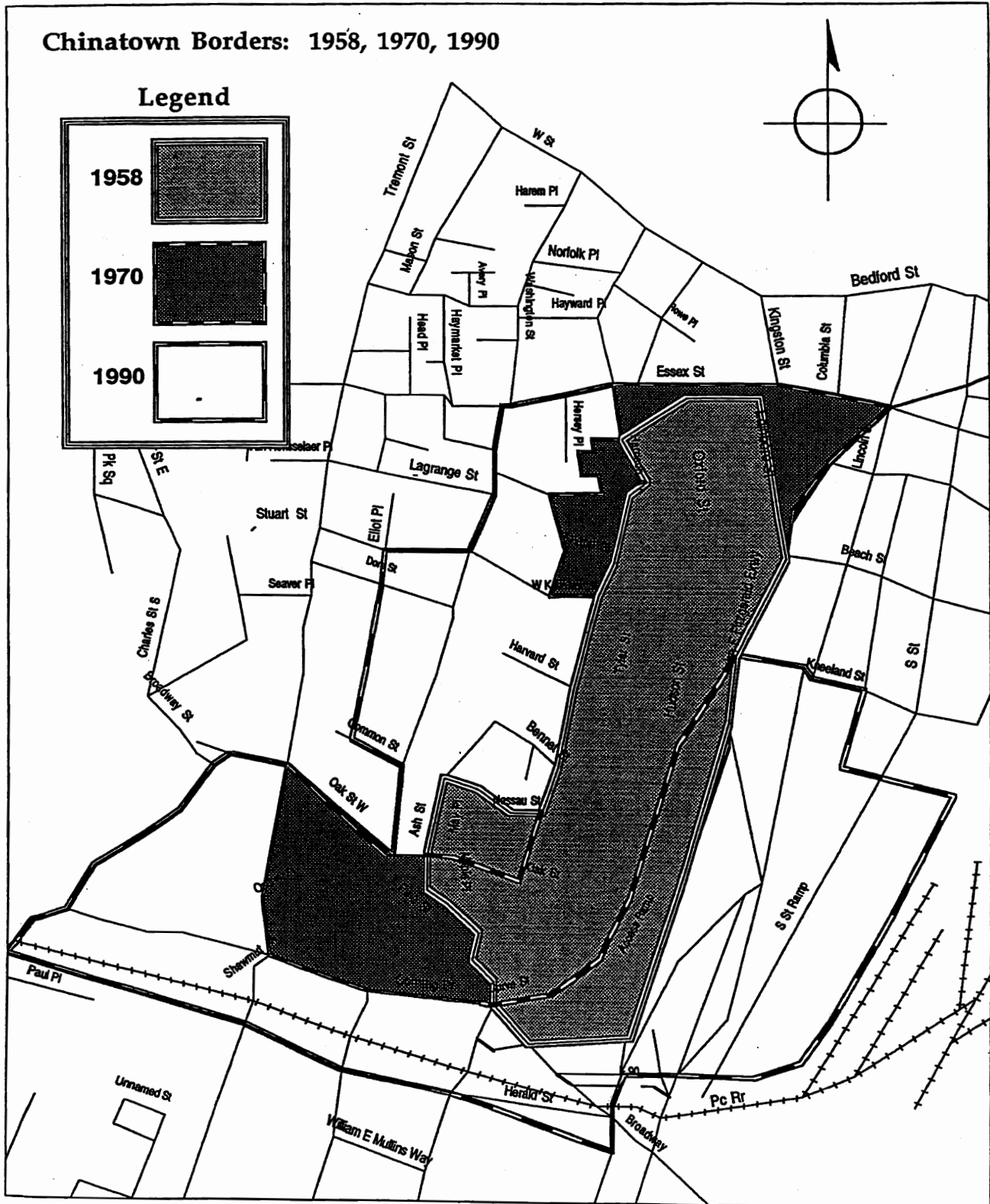
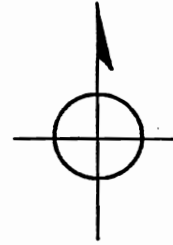
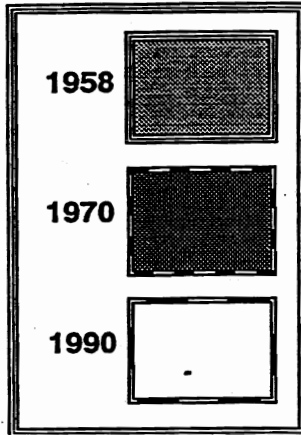


APPENDIX D
MAP B - CHINATOWN BORDERS: 1958, 1970, 1990

MAP B

Chinatown Borders: 1958, 1970, 1990

Legend



APPENDIX E
MAP C - LAND USE ZONING

CHINATOWN

附屬區

1. 自由樹保護區
2. 必珠／聶街保護區
3. 歷史性華埠保護區
4. 華埠居住附屬區
5. 教育醫療機構附屬區
6. 華埠商業附屬區

7. 麻省公路空權特別研究
8. 華埠牌樓特別研究
9. 泰勒街特別研究

Zoning Subareas

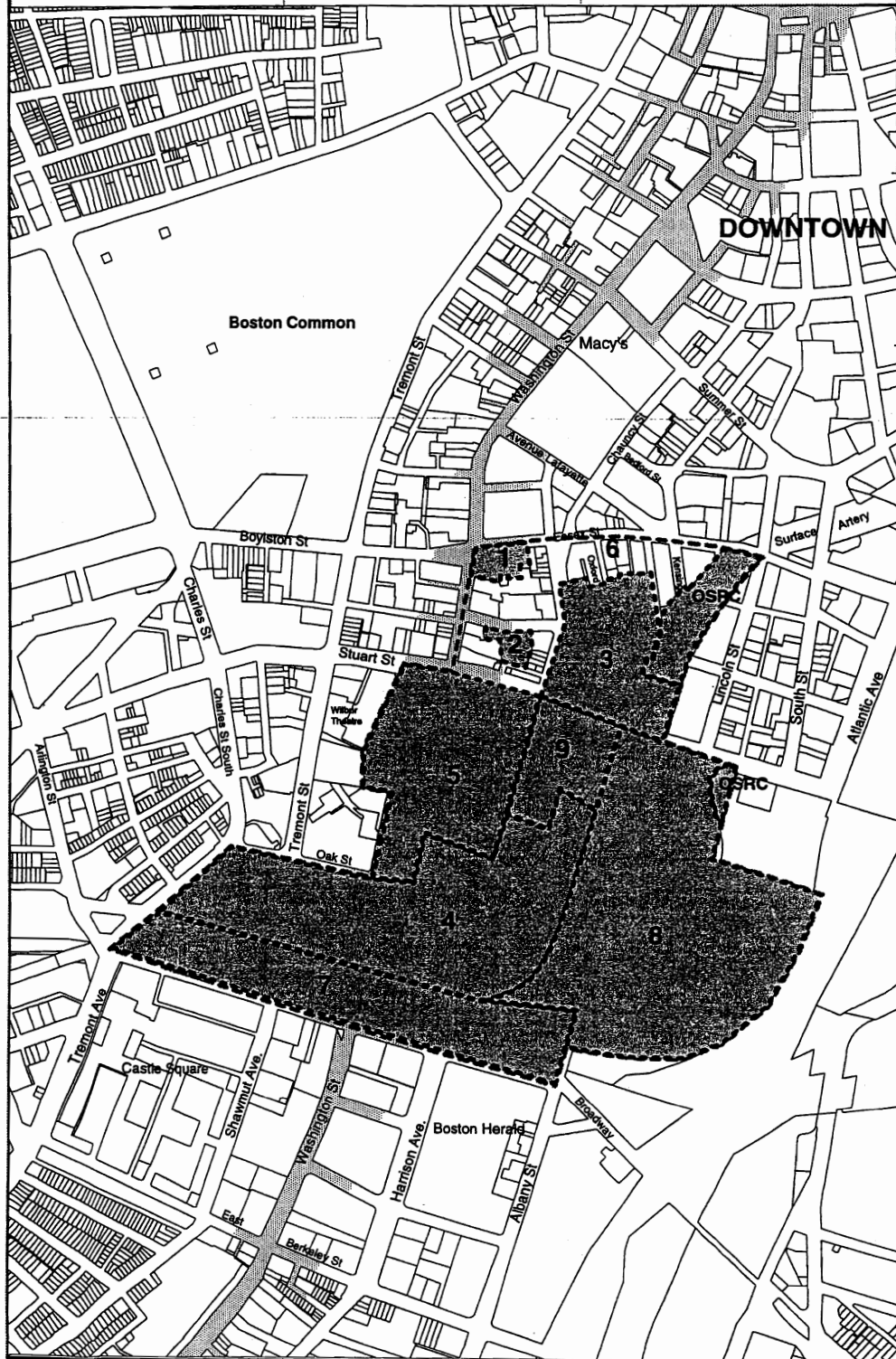
區域劃分附屬區

OSRC

康樂地段附屬區

OSUP

城市廣場地段附屬區



Subarea

- 1 Liberty Tree Protection Area
 - 2 Beach/Knapp Protection
 - 3 Historic Chinatown Protection Area
 - 4 Residential Chinatown Subdistrict
 - 5 Institutional Subdistrict
 - 6 Commercial Chinatown Subdistrict
 - 7 Turnpike Air-rights Special Study
 - 8 Chinatown Gateway Special Study
 - 9 Tyler Street Special Study
- OSRC Recreation Op. Space Subdist.
- OSUP Urban Plaza Op. Space Subdist.

Zoning Subareas
區域劃分附屬區

Zoning District Boundary
區域劃分界線

1/10 MILE

Data Source: Zoning Commission
Map Prepared on
January 4, 2000

數據來源：區域劃分委員會

制圖時間：2000年一月四號

APPENDIX F
CHRONOLOGY OF SIGNIFICANT EVENTS: 1790 - 2000

HISTORICAL CONTEXT: BOSTON'S CHINATOWN 1790-2000

1790	All "free white persons" are granted citizenship under the Naturalization Act of 1790.
1806-1840	The South Cove tidal flats are filled in.
1830-1840	A handful of Chinese enter the U.S. through transpacific trade.
1840	The South Cove area is ready for residential development. The Boston and Albany railway is completed with a terminus at South Station.
1847	The Quincy School is constructed at 90 Tyler Street, and is the first school in the nation to have separate classrooms for each grade level. A Chinese junk, the Keying, is anchored at the Charles River Bridge and open for exhibition during the Thanksgiving holiday.
1850s	The presence of the railway, along with the low land values, attracts the leather industry to the area that runs the length of the South Station rail yard and into the present Chinatown. The growth of the railway and leather district coincides with a mass immigration of Irish to Boston.
1852-1860	The number of Chinese immigrating to California exceeds 30,000 each year. The South Cove is populated by successive waves of immigrants: Irish, Jews, Italians and Syrians.
1854	The California Supreme Court rules that testimony by Chinese, blacks, mulattos, and Native Americans will not be permitted in court.
1860	The garment industry is displaced from Washington Street because of increasing land values, and begins to encroach upon the Chinatown area from the north and west.
1868	The Burlingame Treaty grants Chinese the right to immigrate freely to the U.S. (This right was rescinded in 1880 by a successor treaty authorizing the United States to "regulate, limit or suspend" immigration of Chinese laborers whenever their entry or residence in the U.S. "affects or threatens to affect the interest of that country".)
1869-1870	Chinese take up residence in Boston for the first time, and establish the first "settlement" on Ping On Alley. The Transcontinental Railway is completed.
1871	Anti-Chinese race riots occur in Los Angeles resulting in the death of 19 Chinese and prompts an eastward migration.
1872	The first group of thirty Chinese students are sent by the Chinese Educational Mission to New England to be trained in modern science and technology. In 1874 the Chinese College is established in Hartford, Connecticut, to offer classes in Chinese languages and Confucian classics to Chinese students.
1875	The Chinese Consolidated Benevolent Association of New England (CCBA) is established as an umbrella for community organizations working to preserve ties

between immigrants and the homeland, promote friendly relations between Chinese and Americans, organize welfare and charitable projects, and function as a Chinese community mediator to help arbitrate intra-community problems.

Seventy-five Chinese workers are hired by the C. T. Sampson Shoe Factory arrive in North Adams. After the labor disputes at the factory was resolve, workers move to Boston to work on the Pearl Street telephone exchange.

- 1879 The California State constitution bans the hiring of Chinese laborers.
- 1880 Central European Jews and Italians succeed the Irish as residents of what is now Chinatown.
 The Governor of California declares an Anti-Chinese Demonstration Day.
- 1882 The Act of 1882, the first of four "Chinese Exclusion Laws", suspends for 10 years the immigration of Chinese laborers to the United States and requires that all Chinese in the United States carry certificates of identity.
- 1883 The Boston Dispensary Building opens on Ash Street.
- 1890 The Chinese community is established on the block between Oxford Street and Harrison Avenue.
- 1892 The Geary Act extends, for 10 years, the exclusion of new Chinese immigrants and renews the requirement that those already in the United States carry proof of residency.
- 1899 An elevated railway is constructed along Beach Street in the southern section of Chinatown.
- 1900 Syrians, Jews, and Italians reside alongside Chinese in the area which is to become Chinatown.
- 1903 A raid on Boston's Chinatown by U.S. Immigration agents and Boston Police is conducted on September 11th, resulting in the arrest of 258 people unable to produce immediate documentation of American citizenship.
- 1905-1925 Chinese settle by the elevated tracks and the community begins to grow southward towards Kneeland Street.
- 1911 The Republic of China is founded, replacing the Imperial Ching government.
- 1914 A YMCA is established in Chinatown to serve the predominantly male population in the neighborhood.
- 1917 The Immigration Act of 1917 prohibits the immigration of laborers from almost all Asian countries, termed "barred zones" under the legislation.
- 1918 Naturalization rights are given to all those who enlisted and served in the U.S. armed forces, including Asians.
- 1920 The Kwong Kow Chinese School is founded in Chinatown by the Chinese Merchants Association.
- 1924 The Immigration Act of 1924 denies citizenship to all "alien orientals". Also known as the National Origins Law, it prohibits immigration except from countries

in the Western Hemisphere.

- 1928 Tenement owners demolish property they own in Chinatown to avoid paying taxes following a decline in land values and assessments. Over one third of Chinatown housing is destroyed during the Depression.
- 1930 Legal restrictions limiting immigration by foreign-born wives of citizens are repealed allowing greater numbers of Chinese women to enter the country.
- 1941 The elevated railway which had caused a depression in rents and an expansion of the garment industry north of Beach Street and on Kneeland Street, is demolished.
With the advent of World War II, President Roosevelt issues a proclamation prohibiting discrimination in employment in munitions factories, opening up job opportunities for Chinese, Korean, and Filipino Americans.
The Chinese Exclusion Act of 1882 is repealed; but a quota is instituted which limits Chinese immigration to 105 individuals a year, plus members of Chinese-Americans' immediate families.
- 1942 The Chinese Women's Association of New England is founded by Chew Shee Chin.
- 1942-1952 Nearly a dozen restaurants are built or remodeled with modern architecture and neon signs.
- 1945 Tufts University purchases the M&V Building on Harrison Avenue.
- 1946 The enactment of the War Brides Act, the GI Fiancées Act, and the Immigration Act of August 6, 1946, allows the immigration and naturalization of Asian war brides, fiancées, and children. Approximately 200,000 Asian war brides come to the United States after World War II.
- 1948 The People's Republic of China is founded. Political developments in China reduce the amount of money sent home by Chinese immigrants, making capital available locally.
- 1950s Chinese-Americans suspected of having ties to mainland China are rounded up by the FBI as part of anticommunist activities during the McCarthy era.
The Refugee Relief Acts, passed by Congress in response to the Communist victory in the Chinese Civil War, open the way for over 14,000 Chinese to immigrate to the U.S. Many come to Boston.
- 1951 The Chinese Merchants Association (On Leong) building is constructed on Hudson Street in Chinatown.
- 1952 The McCarran-Walter Act allows aliens who were previously ineligible for citizenship to become naturalized.
The Department of Immigration and Naturalization acknowledges the existence of "paper families" and allows undocumented immigrants to "confess" and to become naturalized after living in the U.S. for more than 5 years.
- 1953 Despite community protests, one half of the Chinese Merchants Association building is demolished to make way for the construction of the Central Artery.
- 1954-1959 The Central Artery is constructed. Over 300 families living on Albany, Hudson, Tyler, Harvard, and Oak Streets are dispersed to other neighborhoods as their

homes are demolished for the construction of the Central Artery.

- 1960-1975 The land area of Chinatown and South Cove is reduced by 50 percent by two mega-projects the Central Artery/Southeast Expressway and the Mass Turnpike. The neighborhood population continues to grow and increases by more than 25 percent.
- 1963 Construction of the Mass Turnpike extension begins and results in the demolition of additional neighborhood housing and the migration of Chinatown residents to the South End and Allston-Brighton neighborhoods.
The City and the CCBA enter into a Memorandum of Understanding regarding planning for the South Cove Urban Renewal area and the inclusion of the Chinese community in the process.
- 1965 The South Cove Urban Renewal Plan is enacted. The Mass Turnpike extension from Beacon Park in Allston to South Station opens. Medical institutions (Boston Dispensary, Boston Floating Hospital, etc.) are consolidated and become New England Medical Center Hospital, later renamed New England Medical Center (NEMC).
The Immigration and Naturalization Act of 1965 abolishes natural origins quotas and substitutes hemispheric quotas.
- 1966 The City, the Boston Redevelopment Authority (BRA), and the New England Medical Center enter into a Cooperation Agreement to further pursue the South Cove Urban Renewal Plan.
The Quincy School Community Council is incorporated to address community needs through direct services and advocacy in the areas of childcare, English language instruction, employment training, tutoring, and recreational activities.
- 1967 The Chinese American Civic Association (CACA) is established to provide employment training, English-as-a-Second Language instruction, welfare advocacy and administration.
- 1968 Castle Square Apartments is completed providing 500 units of new housing in the South End, a majority of which are occupied by Asian residents.
- 1969 The Mayor's Office of Human Rights forms a task force to study Chinatown's problems and needs, and attempt to find solutions.
- 1970 Chinatown Little City Hall is created as a liaison between Chinatown and City government.
The Chinatown Boys Club is founded to provide recreation, counseling, education, and support programs to Chinatown's youth and teen population. The organization expands, later, to become the Chinatown Boys and Girls Club.
Action for Boston Community Development publishes a report, "The Chinese in Boston, 1970".
- 1971 The Chinatown South Cove Community Health Center is started to provide ambulatory medical services for Chinese and Asian immigrants.
The Golden Age Center is established to provide education, recreation and social support programs for the elderly.
A six month master plan project is organized by CACA with a grant from the Regional Council of New England. Focus groups are formed to discuss adult education and childcare, health, physical development, and the role of churches

- and social service agencies. A report of the masterplan, "The Future of Chinatown" is published.
- 1972 Title VII of the Civil Rights Act bans discrimination against employees on the basis of race, color, religion, sex, or national origin.
- 1973 Tai Tung Village is completed providing 214 units of housing in Chinatown.
- 1974 The Boston Zoning Commission officially zones lower Washington as an "Adult Entertainment District" and the Combat Zone is created.
The Mass Pike Tower is constructed and adds 200 units of new housing.
In *Lau v. Nichols*, the U.S. Supreme Court rules that public schools must provide non-English speaking children with special programs in their native languages.
- 1975 The Chinese Youth Essential Service is established to provide counseling, small business training, and recreational activities for Chinatown's youth.
Chauncy House opens with 87 units of elderly housing.
With the fall of South Vietnam in April, and the withdrawal of American forces, Congress authorizes the resettlement of 130,000 Southeast Asians in the U.S.
The Chinese Economic Development Council (CEDC) is created to focus on business and housing development, community service, and technical training and assistance. CEDC is one of 38 federally designated Title VII Community Development Corporations entitled to grants of administrative and investment funds.
- 1976 The Quincy School Complex opens to house the Josiah Quincy School, the South Cove Community Health Center, and the Quincy School Community Council.
Wong v. Hampton opens federal jobs to resident aliens.
- 1977 The United States establishes diplomatic relations with the People's Republic of China.
The Chinese Progressive Association is established as an advocacy agency to promote workers' rights, offer job training, and provide recreational activities.
Quincy Towers opens with 161 units of elderly housing.
- 1978 The Golden Age Center relocates to Quincy Towers.
- 1979 The Asian American Resource Workshop (AARW) is established as an advocacy agency to promote Asian American issues, Chinese arts and culture.
Mason Place opens with 129 units of elderly housing.
- 1980 The Chinese Culture Institute (CCI) is founded to improve East-West understanding, to stimulate interest in and understanding of Chinese history, philosophy, literature, and to promote cultural exchange among ethnic groups.
- 1981 On Luck House opens with 28 units of elderly housing.
- 1982 President Reagan establishes an annual immigration ceiling of 10,000 Southeast Asians.
The Immigration Act of 1982 offers top priority for the immigration of children from Korea, Vietnam, Lao, Cambodia or Thailand who have been fathered by American citizens.
- 1983 New England Medical Center, Tufts University, and the 7 person committee

convened by CCBA, initiate a Memorandum of Understanding regarding community benefits and institutional development projects.

- 1984 The rehabilitation of New England Telephone's Exchange building creates 39 units of housing.
Chinagate Apartments open with 15 units of housing.
Between 1965 and 1984, 419,373 Chinese have entered the country (almost as many as the 426,000 that came between 1849 and 1930).
The Chinese-American population quadruples from 237,000 to 812,000 to become the fastest growing immigrant group in the United States.
- 1985 The South Cove Nursing Manor is completed and opens with a 100 patient capacity.
The Chinatown-South Cove Neighborhood Council is established by Mayor Flynn as a representative body of residents, businesses and community services in the area.
- 1986 The U.S. Civil Rights Commission issues a draft report on the rise of anti-Asian violence.
The City launches the first Parcel-to-Parcel Linkage program, the Kingston-Bedford development project. The development of the downtown site is linked to Parcel 18 in Roxbury. Community benefits generated by the two projects are to be shared by the Chinatown and Roxbury communities.
New England Medical Center and Tufts University propose an 850 car garage for a site abutting Chinatown's residential area.
- 1987 Congress passes the Immigration Reform Act which penalizes employers that hire undocumented workers. The bill also provides amnesty for undocumented persons who came to the U.S. before 1982.
The medical institutions garage proposal is rejected by the community and the City.
The QSCC receives tentative designation from the BRA as the redeveloper of 4 Oak Street parcels owned by the City.
A community based master plan effort is jointly launched by the CNC and BRA.
The Downtown Interim Planning Overlay District is established by the City for a comprehensive rezoning study.
- 1988 NEMC and Tufts University sue the BRA seeking a preliminary injunction of the tentative designation of the QSCC. The Massachusetts Superior Court rejects the plea and the QSCC receives final designation from the BRA.
The Asian Community Development Corporation is established.
The Chinatown Housing Improvement Program is implemented by the City. The Asian Community Development Corporation and the Chinese Economic Development Council are tentatively designated as the developers of housing for Parcels A and B.
The Mayor's Office of Neighborhood Services, CNC, CCBA, CEDC, and the Chinatown Beautification Committee enter into the Chinatown Beautification Agreement to ensure a coordinated effort to improve sanitation and the street environment in Chinatown.
- 1989 The Midtown Cultural District Plan and accompanying zoning amendments are adopted by the City.
Zoning amendments for the South Station Economic Area are adopted by the City.
The City initiates the development process for the South Station Technopolis Center

which is to be built on air rights above the tracts of Boston's primary intermodal transportation facility. The community benefits generated by the development are to be shared by Chinatown and South Boston.

A conceptual design competition is sponsored by the BRA for the community service facility planned for Parcel C. Chinatown Community Center, Inc. (CCC) is comprised of 6 primary service agencies to promote and ensure community participation in the development and management of the community facility to be built on Parcel C. CCC retains a technical consultant with a planning grant from the BRA.

The Boston Transportation Department prepares to implement the Chinatown Improvement Program by closing Beach Street to vehicular traffic, at the Gateway, on a trail basis.

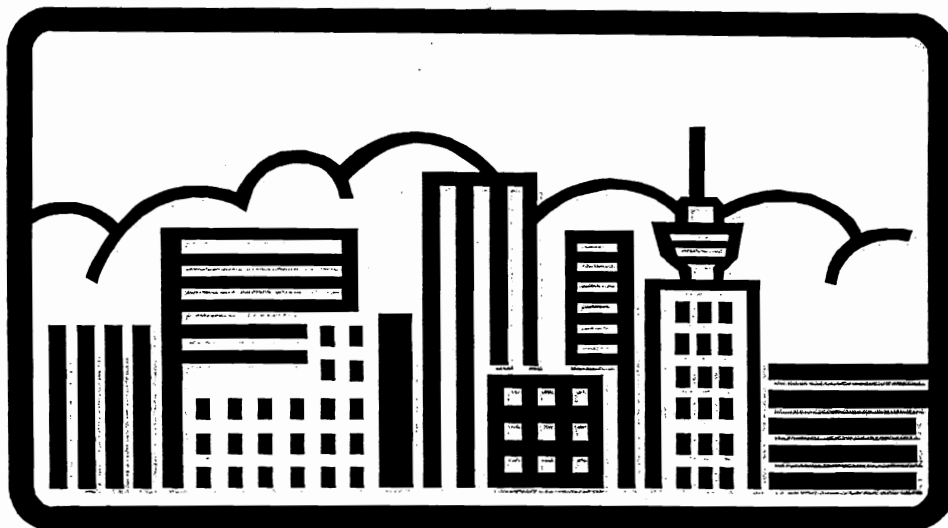
- 1990 The Chinatown Community Plan and accompanying zoning amendments are adopted by the City.
- 1992 The Chinatown Coalition is established, and succeeds an informal coalition of community agencies started in 1991.
Construction begins on the Central Artery and Third Harbor Tunnel (CA/T).
- 1993 Emerson College begins an expansion and relocation to the Theater District.
- 1994 ACDC completes the construction of Oak Terrace and adds 88 units of family and mixed income rental units to the housing stock in Chinatown.
- 1995 CEDC's designation as developer for Parcel A expires.
- 1996 Mei Wah Village is developed to provide 35 units of assisted housing.
CCBA enters into an agreement to buy Tai Tung Village.
- 1998 BRA convenes a community advisory committee for the development of Parcel C.
The Don Bosco High School is sold to a local developer for conversion to a mid-priced hotel.
The South Cove YMCA considers an alternative to building a new facility on Tyler Street - relocation to the athletic facilities within the former Don Bosco High School.
- 1999 The Wang YMCA opens at the renovated facilities at 8 Oak Street West (the former gym and pool facilities of the Don Bosco High School).
E.A. Fish and Associates and ACDC are designated developers for Parcel C.
The Quincy Upper School is temporarily sited on Parcel A and begins with the enrollment of sixth graders.
The Chinatown Initiative is launched to update the 1990 Chinatown Community Plan.
- 2000 The Chinatown Initiative, a community driven planning process to review and update the 1990 Chinatown Community (master) Plan, begins its work with a grant from the Mabel Louise Riley Foundation.

SOURCES

Doris Chu, *Chinese in Massachusetts*, Chinese Culture Institute, Boston, MA 1987.
"Chinatown Community Plan: A Plan to Manage Growth", Chinatown-South Cove Neighborhood Council, City of Boston, Boston Redevelopment Authority, Boston MA 1990

APPENDIX G
CHINESE ABSTRACT OF THE 1990 CHINATOWN COMMUNITY PLAN

Abstract: 1990 Chinatown Community Plan



一九九零年華埠社區計劃摘要

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附錄A: 有關華埠社區計劃的問題及簡短的答案

1. 如何定義華埠社區？

- ◆ 一個不受地域限制的亞裔文化，社交中心。

2. 什麼是華埠社區計劃？

- ◆ 一份詳盡的發展計劃報告，內容包括華埠對社區、經濟與環境的關懷。

3. 為什麼需要一個華埠社區計劃？

- ◆ 社區計劃是評估及制定各種公共與私人建設的核心參考資料。

4. 經過計劃過程之後的最終產品是什麼？

- ◆ 一本給發展商與社區有關人士的參考書，此書將會對未來的發展計有重要影響。

5. 為什麼動員全社區的參與如此關鍵？

- ◆ 這樣能夠盡量顧及到社區的利益與需求。

6. 訂立一個成功的社區計劃有哪些主要障礙？

- ◆ 缺乏社區民眾的關心與信任，溝通不足，缺乏公眾與個人的支持。

7. 社區成員如何參與計劃過程？

- ◆ 通過參加專題討論小組，公眾會議，義工，參與調查問卷及寫信等

華埠拓展計劃的總括：

華埠社區計劃是一份管理華埠發展的計劃，在1990年3月份發表。它是華埠社區協會、社區成員與波士頓重建局員工經過兩年半工作的成果。這個計劃自始至終都是一件優良的計劃社區發展的工具。然而，自從當初邁出重要的一步到現在，12載光陰已轉眼消逝。許多項目都已經制定和完成。華埠拓展計劃的其中一個目標是對主計劃進行必要的評估與修訂。令其更加能夠反映當前的環境，機會與挑戰。

1990年發表的華埠社區計劃（或稱主計劃）共有135頁，另加附錄。另外有一份十六頁的總結概括了主計劃的程序、要素及建議。這份摘要是專門用於翻譯成中文並派發給社區人士。

備註：這份摘要省去了第二部分（中文版之執行概要）與第四部分（華埠的歷史），補充上另外一些計劃中更為有關聯的事實與提議。摘要中劃線的詞匯可以在最後的詞匯解釋部分找到更詳盡解釋。

第一部分：執行概要

華埠—南灣社區委員會（CNC）與波士頓重建局（BRA）於1987年開始為華埠發展一個主計劃。這個主計劃根據以下八項主要元素來提供歷史背景，需要評估及建議：

- ◆ 房屋
- ◆ 社區服務
- ◆ 商業及經濟發展
- ◆ 土地運用
- ◆ 城市設計及發展管轄
- ◆ 歷史保持
- ◆ 空曠地方
- ◆ 交通及運輸

大多數居民、商業持有人及使用者（顧客及遊客）對華埠的未來都有共同的遠見：就是保護及推廣華埠成為一個有歷史性的及可居住的鄰區；並且成為一個文化、商業及服務中心。

讀者如有興趣查閱執行概要的中文或英文版，歡迎致電華埠拓展計劃取閱。（電話：617-357-7079）

第三部分：計劃大綱

華埠社區主計劃因以下情況而產生：

- ◆ 在鄰區內人口增長
- ◆ 因醫療教育機構及城市基本建設的擴展而令華埠損失用地
- ◆ 環境的質素下降
- ◆ 地產價值提升
- ◆ 低收入住房的需求增長
- ◆ 需求更多的經濟機會
- ◆ 交通問題

主計劃首先對以下事項作出調查：

- ◆ 住房情況
- ◆ 土地運用
- ◆ 鄰區商業
- ◆ 雇主特性
- ◆ 華埠使用者特性

第二步分為兩個階段。第一階段嘗試尋求社區在目標上的共識。主計劃委員會組織及舉辦專門討論小組、講座、小組討論、直接郵遞及傳媒報道來

草擬計劃，以致計劃能對上述所列事項建立目標及政策。

第二階段是建立實施策略，例如華埠住房改善計劃（CHIP），華埠區域劃分修正案與華埠交通改善及實踐計劃。這個階段的目標是要波士頓市政府採用華埠社區計劃及區域修正案，以通過中城文化區的商業機會來支持社區成長；發展空權以增加住宅及空曠地方；通過重新設計中央幹線來提供機會擴展商業、住宅及空曠地方。

第五部分：計劃政策

五項政策分類包括：

1. 強化工人階級家庭鄰區

◆ 以下統計產生應討論的問題。這些統計包括：住房嚴重擠迫，居住環境衛生惡劣，缺乏住房提供給新移民及成長中家庭，低收入、房租增加，使用限制過期。

◆ 確保市及州政府支助計劃保障約76%的華埠房屋。

2. 擴展華埠經濟

- ◆ 華埠是一個住宅、地區商業，文化及服務中心
- ◆ 華埠的使用者有21%是華埠居民，44%來自波士頓外面，35%來自市內其它鄰區
- ◆ 路經華埠的人士有55%是中國人
- ◆ 華埠使用者中有30%是食客，24%是就業者，24%是採購者
- ◆ 75%商業擁有十名或以下員工—50%在五名以下
- ◆ 大多數華埠商業平均超過1000平方呎
- ◆ 平均租金為\$15/呎
- ◆ 工人主要是第一代移民組成
- ◆ 70%居民沒有私家車
- ◆ 39%的受雇者在波士頓以外工作
- ◆ 就業障礙主要包括：語言不通，缺乏就業資料及服務，交通工具不足及教育程度有限。
- ◆ 波士頓之經濟由製造業轉移到服務、專業、健康、教育及高科技。
- ◆ 為保障未來華埠之經濟，市府應針對財政的資源（工作連接報酬，工作培訓）；訂立目標設立臨時建築工作，永久工作；並且協調分派由少數民族商業提供的貨物及服務；讓少數民族公平參與中城的地產市場；建立附屬及獨立的托兒服務設施；建立小型商業擴展區域。

3. 增進華埠的文化遺產，歷史遺物及環境

◆ 華埠的街道環境，歷史保存，社區基本建設。

4. 重新指導醫療教育機構的擴展

◆ 32%的華埠土地由紐英倫醫院及塔芙大學兩大機構所佔有。

◆ 新的協議，例如相互理解通告(Memorandum of Understanding)，產生令社區能支持幾項的機構發展計劃，尤其兩大機構對社區住房、獎學金及工作培訓基金之承諾，提供了社區參與未來機構的計劃及發展的機會。

5. 為未來華埠建設土地橋樑

- ◆ 華埠未來經濟及地理上與波士頓市區的連接依賴於樞紐地段(Hinge Block)，牌樓(Gateway)，麻省公路空權(Turnpike Air-Rights)
- ◆ 這些新生地段的經濟發展界限是：社區擁有及管轄地段，新的鄰區生意機會(包括由受雇者擁有的企業)及支持服務，適當的工作訓練及工作機會，補助給社區中社會服務性機構的辦公用地。

第六部分：計劃的要素

這部分在以下幾方面為未來發展提供建議：

1. 房屋

- ◆ 保存低收入房屋於大同村，公路村及堡壘村
- ◆ 增設低收入房屋的供應
- ◆ 確保有關部門履行從新投資社區議案中的義務
- ◆ 鼓勵組織非牟利機構以協調居民教育計劃並強調另類的物業擁有權
- ◆ 華埠住房改善計劃(CHIP)將在波士頓重建局的土地上建650個房屋單位，總佔地8.7英畝，其中一半將成為低收入房屋，這些地段包括：
 - 1. A, B及C地段(CHIP的第一階段)
 - 2. R-1地段(泰勒街與乞臣街)或普仕那停車場(CHIP的第二階段)
 - 3. P-12地段(DON BOSCO停車場地址)(CHIP的第二階段)
 - 4. 計劃在樞紐地段建造150個單位(CHIP的第二階段)
 - 5. 麻省空權不屬於8.7英畝之內，但屬於CHIP的第三階段

2. 社區服務

- ◆ 建設一個位於中心地點的社區資訊中心
- ◆ 增設服務及擴展服務範圍
- ◆ 增加社區服務機構的之財政，物質及人力資源。
- ◆ 華埠社區服務設施(將於C地段上建造，其佔地90,000平方呎)

3. 貿易及經濟發展

- ◆ 改善衛生，行人，安全及街道環境。
- ◆ 增強市場推銷能力，組織華埠商會，發展多用途文化設施，將華埠的貿易擴展到鄰近社區。
- ◆ 多元化經濟基礎(組織工人合作社)

- ◆ 強化及改善工人之工作環境及地位(設立工作庫，每月工作告示)
- ◆ 京士頓—碧佛街／益石士街地段連接計劃(林肯街一號計劃的工地上將提供2000個建築工作及4000個永久工作)
- ◆ CARD:重振商業區域計劃(為工業企業提供經濟鼓勵，提供低於市場利率之收入證券貸款給工業、商業及混合使用計劃)如參加這計劃必須符合以下條件：
 1. 限制於重建現有大廈
 2. 包括一個商業發展計劃
 3. 有15%--20%單位租給低收入及中等收入住戶—不設公寓
- ◆ 企業化發展策略(協助財務、財務包裝、鑒定低成本空地及協助管理)
- ◆ 美化華埠協議(概述市府及社區應有的責任來美化華埠，詳情請見附錄B)

4. 土地運用

- ◆ 建設華埠成為一個整體的鄰區計劃單位，使計劃範圍及資料庫成為制度化。
- ◆ 管制與緩和教育醫療機構的基建發展
- ◆ 開闢華埠用地(牌樓及麻省公路空權)
- ◆ 保護華埠居民，免除受到中城土地佔用及地產公司投機生意的影響。(設立一個類似華埠社區協會的機構，擁有可靠的基金及員工，以監測土地之使用)
- ◆ 六個華埠附屬區的土地使用條例。

5. 城市設計及發展管制

- ◆ 保存有歷史及代表性的建築物
- ◆ 改善能夠指示華埠之存在及重要性的招牌與標誌物
- ◆ 改進建築物外觀，例如建築物的外表設計及街道的布置，來表現華埠之存在。
- ◆ 確保在設計建築物外表時增強由華埠外圍進入華埠時的視覺轉換感覺
- ◆ 鼓勵設計商業招牌時，能促進社區文化特色
- ◆ 發展管理條例，包括增強對地底水床的管理，減少新建築物對陰影及風力影響，減低因建築計劃對華埠貿易及居民之影響，如有需要或要求可作出賠償給他們。

6. 歷史保存

- ◆ 紀念華埠之景觀，歷史遺物及建築物，等等。
- ◆ 鼓勵建築設計反映文化傳統
- ◆ 增加公眾對歷史及文化傳統之注意

7. 空曠地方

- ◆ 保護及增強在華埠中適合行人行走的街道，同時增加及擴展華埠內有質量的，可供人們使用的空地
- ◆ 在華埠內外創造各種形式的綠地
- ◆ 創造一個鄰區公園(利用現存的街道，譬如必珠街，公園或者兩者結合)

8. 交通與運輸

- ◆ 防止由于在華埠附近進行的基建及交通發展計劃而造成的損失用地、隔離及環境惡化
- ◆ 鄰區及穿過華埠的車流應該從華埠的街道內疏散到不同地方
- ◆ 管理好商業的送貨服務，監督、限制卸貨／裝貨的時間，協調好郊外餐館接送員工上班的方法及時間
- ◆ 提供足夠的停車位給華埠的居民、工人、購物者與探訪者
- ◆ 保持與改善現有的交通設施，以方便居民到華埠以外上班及娛樂
- ◆ 疏導交通的短期策略

1. 取消從表面幹線，中央幹線及京士頓街到必珠街的出口
2. 從新設計京士頓街與愛丁堡街的交叉路口
3. 加強在益石士街與尼倫街上“不準泊車／不準停車”條例的監督施行
4. 提供周末的交通管理。尤其在益石士街、必珠街與夏理臣上取締雙重停車與非法停車

◆ 疏導交通的長期策略

1. 關閉中央幹線到必珠街的出口
2. 擴寬益石士街從表面幹線至拉菲逸大道的地段，將愛華利街的方向掉轉
3. 防止邊緣路成為附近高速公路的連接通道

◆ 疏導行人的短期策略

1. 擴寬必珠街的人行道
2. 從新設計菲利浦廣場交叉路口
3. 擴寬夏理臣街的人行道
4. 設立條例與監督措施以減少小販及商店佔用行人道
5. 改進表面幹線在必珠街處的行人過馬路情況
6. 改進行人在尼倫街的過馬路情況
7. 改善不平路面，增加垃圾筒的數量，將報紙箱放在不阻礙行人的位置，從新設計行人道上錯誤擺設的家具。

◆ 短期泊車策略

1. 鼓勵現有的停車場調節價格結構保證提供足夠的臨時泊車位
2. 對街上的泊車條例要進行必要的監督
3. 在新的商業發展計劃中要包括有給華埠居民的泊車位及臨時車位

4. 在停車場提供巴士接送服務

◆ 短期商業用車策略

1. 在商業區內指定一些共同的裝／卸貨地點
2. 監督及鼓勵使用裝／卸貨地點

◆ 長期商業用車策略

1. 保證新的發展計劃提供足夠的街後的裝／卸貨地點

◆ 短期公共與私立交通服務設施的策略

1. 發展並派發雙語的交通服務資料
2. 指定一個在街上的地點專門給小巴接送餐館工人

◆ 長期公共與私立交通服務設施的策略

1. 指定一個在街後的地點專門給小巴接送餐館工人
2. 在華埠牌樓設立一個巴士起接點
3. 將華埠社區與商業的需要包括入計劃中的交通服務發展計劃中

◆ 基本建設的發展規劃

1. 監測及參與基建及交通發展計劃的設計與審核過程
2. 推薦有助於華埠最有效使用土地的中央幹線設計

第七部分：達成計劃

達成計劃的六項實施策略包括：

1. 華埠之區域劃分補充案

◆ 商業與經濟發展－區域劃分計劃

1. 鼓勵商號擴展到從前的紅燈區地帶及樞紐地帶
2. 歡迎大型的商業發展計劃，同時鼓勵鄰區服務設施的發展及增加在商業區內的生意機會。

◆ 土地使用與城市規劃－區域劃分計劃

1. 對鄰區零售業，鄰區設施，文化活動，教育，一般零售，辦工地點，服務，外賣與貿易等進行逐層管制，鼓勵樓宇低層的多用途使用（例如：零售、餐館等），同時保證高層作為居住單位。
2. 管制餐館只能使用其樓面的地方。（允許有大型的設施，同時保持有多種類型的中型商號）
3. 提議樓宇離開街道一定距離以美化街景
4. 提議一個60%的“透明度條例”（transparency guideline）以防止街道有空牆出現，增進在上的活動。

◆ 空曠地區域—區域劃分計劃

1. 提議四個永久的空曠地區域，包括：牌樓公園、牌樓公園擴展地帶（由于必珠街公路出口的關閉而獲得的空地）、大同村公園（116號泰勒街）與寶塔公園。
2. 在乞臣街以東地段尋求新的空曠地方，該地段將會由于重整高速公路而騰空。
3. 在計劃如何使用麻省高速公路空權的研究中尋求指定的空曠地帶

◆ 管制高度與密度—區域劃分計劃

1. 限制未來發展計劃中的樓宇高度為80呎（六層高），樓面面積不超過樓高的六倍。（FAR6）
2. 允許一如設計獲批准——棟樓的樓高為100呎（八層高），樓面面積為樓高的七倍。（FAR7）
3. 允許教育與醫療機構的建築高度為125呎（醫療設施規定要有9層高，每層高度較一般樓宇要高），樓面面積可達樓高的八倍。（FAR8）
4. 指定“保護地區”，區內任何新建築不能超過65呎（五層高），樓面面積不能超過樓高五倍。如果設計獲批准，樓高可達80呎（六層高），樓面面積可達樓高7倍。保護地區包括自由樹國家註冊區、必珠／弄街國家註冊區與歷史性的華埠區域。

◆ 計劃中發展的地段—區域劃分計劃

1. 華埠住宅區內指定的計劃發展地段(PDA)，麻省公路空權與華埠牌樓地段（計劃發展地段PDA是指該地段內有較為彈性的區域發展法例，鼓勵在未經善用的地方發展較大型的發展計劃）。
2. 華埠住宅區(PDA1)：允許建造175呎高的樓宇，樓面面積可達樓高6倍。
3. 麻省公路空權地帶(PDA2)：允許建造250呎高的樓宇，樓面面積可達樓高6倍。
4. 華埠牌樓／南灣交叉地段(PDA3)：允許建造300呎高的樓宇，樓面面積可達樓高10倍。

◆ 特別研究地段—區域劃分計劃

1. 將華埠的三個地段進行更加詳盡的研究與計劃，包括泰勒街，華埠牌樓與麻省公路空權。

◆ 醫療教育機構主計劃—區域劃分計劃

1. 要求市府在審批華埠內的醫療教育機構的發展主計劃時，確保這些主計劃與華埠社區計劃相符。
2. 在市府批准任何機構發展主計劃前，允許社區組織有60天時間閱讀這些計劃書
3. 授權將泰勒街地段的特別研究與正在進行的由塔芙大學擬定的醫療教育機構發展主計劃同時進行
4. 授權將華埠牌樓地段的特別研究與中央幹線走廊的詳盡規劃同時進行

5. 同地鐵公司及中城文化區域工作小組合作，提供雙語的交通服務資料及地圖

◆ 正在努力中：

1. 與現存的停車場商討停車費用的架構與減價泊車的計劃以鼓勵臨時停車
2. 尋求對不准泊車條例的改變以提供一些離開街道的私人地方給居民及探訪者泊車
3. 進行給區內偏遠的停車場提供巴士接送服務的可行性分析
4. 減少途經先驅街及邊緣路出口的過往車流
5. 關閉必珠街出口
6. 設計加闊的益石士街及行人可能造成的影響
7. 橙線地鐵替換服務及南波士頓碼頭通道造成的影響

◆ 將來的共同努力

1. 有計劃地監測與控制地下水床問題
2. 緩和家居維修計劃
3. 重整商業及住房
4. 居民教育
5. 鄰區的歷史調查
6. 改善街景及保存歷史的示範計劃

附錄A：問題及回答—華埠社區計劃

◆ 請看第一頁

附錄B：協議

- ◆ 波士頓市政府、中華公所、華埠社區協會、華經會及美化華埠委員會就如何修理街道及清理垃圾達成的十一項協議。

附錄C：街道排列表格

- ◆ 這一部分將華埠的街道分為下列幾區：幹線（益石士街向西至表面幹線），支線（華盛頓街從尼倫街到下城地鐵站），地區商業（益石士街以南的京士頓街），地區居民（好事福街）

詞匯注釋：

1. 樓宇離開街道 (Building Setback)

— 法律規定所有新建築要離開街道一定的距離（以留空間給加闊的人行道，街道或者綠地）

2. 建築物外觀 (Built Environment)

— 城市中所有人工建築物的建造特色

3. 翻新效應 (Gentrification)

— 將破舊的鄰區翻新，用新的更昂貴的建築代替舊建築，從而導致租金上升，高收入的人群流入取代低收入的人群

4. 樞紐地段 (Hinge Block)

— 波士頓市區內以波來士頓街、天滿街、華盛頓街及史超活街圍繞的地區，被視為充滿商業機會的地區

5. 城市基本建設 (Infrastructure)

— 一個社區所需的基本設施，例如：地鐵，水電及排污設施

6. 醫療教育機構 (Institutional Uses)

— 致力於教育及公眾服務的組織與機構，例如：紐英倫醫藥中心及塔芙大學

7. 實施策略 (Implementation Strategies)

— 達到某個計劃或者目標的不同方法

8. 土地橋梁 (Land Bridges)

— 市區內的一幅地，如果發展恰當，這幅地能夠有能力將一個現有的社區與另一相近的社區相連，或者與城市中有價值的地區相連。

9. 土地運用 (Land Use)

— 城市中某一地段的功能或特征（例如居住、公園、商業用途等）

10. 發展賠償金 (Linkage Payment)

— 發展商因其發展計劃對鄰區有重大影響而對鄰區賠償的款項，通常放入鄰區基金內。

11. 主計劃 (Master Plan)

— 一份參考文件，目的是對某個特定地方或者一系列活動的中心進行詳盡的觀察，並且以一系列的建議來指導未來的發展方向

12. 混合使用發展計劃 (Mixed-Use Development)

— 某個地段上土地的混合使用，例如：一樓用作商業鋪位，樓上用作住宅單位

13. 需求調查 (Needs-Assessment)

— 通過調查發現某個社區最重要的需求與願望

14. 地段連接計劃 (Parcel-to-Parcel Project)

— 城市中某個公共地段的發展計劃與另一個地段的發展計劃通過共議的標準而相連接，從而有利於一些需要重新投資的社區

15. 計劃發展地區 (Planned Development Areas) PDA

— 城市中某地段內有較為彈性的區域發展法例，鼓勵在未經善用的地方發展較大型的發展計劃。

16. 使用限制 (Use Restrictions)

— 住房單位在負擔程度上的時間限制

17. 區域劃分 (Zoning)

— 將某個地段的土地就其使用功能或者特征而劃分，例如紅燈區等

APPENDIX H
BIBLIOGRAPHY

BIBLIOGRAPHY

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APPENDIX I
ACRONYM LIST

ACRONYM LIST

AACA	Asian American Civic Association (formerly Chinese American Civic Association), a community based organization providing an array of social services.
ACDC	Asian Community Development Corporation, a community based organization developing family and affordable housing and economic opportunities for community members and businesses.
BCEC	Boston Chinese Evangelical Church
BCNC	Boston Chinatown Community Center (formerly Quincy School Community Council) a community based multi-service agency and member of the Boston Community Center network.
BFD	Boston Fire Department
BPS	Boston Public Schools
BPD	Boston Police Department
BRA	Boston Redevelopment Authority, Boston's planning and development agency.
BTD	Boston Transportation Department
CA/T	Central Artery/Third Harbor Tunnel Project
CBA	Chinatown Business Association
CCBA	Chinese Consolidated Benevolent Association
CEDC	Chinese Economic Development Council, community real estate developer and business incubator.
CMA	Chinese Merchants Association (also known as On Leong Association)
CNC	Chinatown-South Cove Neighborhood Council
COB	City of Boston
CPA	Chinese Progressive Association
CPC	Campaign to Protect Chinatown
CRA	Chinatown Residents Association
DIP	Development Impact Plan
DND	Department of Neighborhood Development, city department responsible for neighborhood development. Provides programs to encourage home ownership, help homeowners, promote business development, revitalize business districts, and help beautify neighborhoods.

EDIC	Economic Development Industrial Corporation, BRA division responsible for the development and management of the marine industrial park; and through its Office of Jobs and Community Services administers federal and state grants for human services.
FAR	"Floor area ratio" is the ratio between the amount of floor space in a building and the area of the lot in which the building stands. An FAR of 10 means that a building on a 10,000 square foot lot could have a maximum of 100,00 square feet of floor space.
IPOD	Interim Planning Overlay District provides temporary zoning regulations for an area where the Zoning Commission has determined that current zoning may be inappropriate. These temporary zoning regulations may stay in effect for a maximum of 2 years. An IPOD is established as a text and map amendment to the Zoning Code.
ISD	Inspectional Services Department, a city department responsible for sanitation and health codes, and change in use/occupancy permits.
JCS	Office of Community Services, a division of EDIC.
JQS	Josiah Quincy (Elementary) School
NEMC	New England Medical Center
NHT	Neighborhood Housing Trust established by the City of Boston's Linkage Program which requires developers of large downtown commercial developments to make contributions the NHT to support the construction of affordable housing.
NJT	Neighborhood Jobs Trust was also established by the City of Boston's Linkage Program. Contributions are paid into the NJT and are redistributed to programs that offer educational and skills training programs preparing Boston residents for employment in the local economy.
ONS	Office of Neighborhood Services, City of Boston
PDA	Planned Development Area is a special zoning designation for an area of one acre or more where the city has designated specific development plans and where no development other than that specified in the plan may take place.
PNF	Project Notification Form - the initial submission by the developer outlining a proposed development project.
SDSC	Strategic Development Study Committee - a collaborative planning effort of City Boston and community members to establish a civic vision for the development of air rights over the Boston Extension of the Massachusetts Turnpike.

APPENDIX I
VOICE & VISION

華埠二千年整體計劃 雙語概要

這份中英文的概要給中文的讀者介紹了在華埠二千年整體計劃內的十個部分的首要之務及策略，這十個部分是：商業及經濟發展，社區及文化觀念，社區服務，歷史保存，住房與地產，基本建設及公共設施，土地使用，空地，交通問題，城市設計及發展的控制。

這份概要反影了社區人士在參加"呼聲及遠見"中的意見。有關的數據已經分別在二千年七月及十二月的兩次社區公開會議上向各社區人士匯報。在會上，我們還邀請各社區人士對這些數據進行審閱並且提出額外的意見及建議。

華埠拓展計劃是集社區各方的努力修改1990年度的華埠社區計劃，我們主要依靠1990年度的整體計劃作為新整體計劃的大綱。新修改的計劃並沒有包含具體的計劃項目。這些具體的計劃項目包括在其它的文件及研究中。新的計劃鼓勵社區各方人士及團體在發展及執行社區發展策略時能夠採取一種相互合作及認同的方式。大家應該支持我們自己創造出來的東西。

This bilingual summary presents for the Chinese reader the priorities and strategies included in 10 elements of the Chinatown Masterplan 2000: Business and Economic Development, Community and Cultural Values, Community Services, Historic Preservation, Housing and Real Estate, Infrastructure (Public Utilities and Amenities), Land Use, Open Space, Traffic and Transportation and Urban Design and Development Control.

The summary reflects the Voices & Vision of community members who participated in focus groups and key informant interviews. The data was presented to members of the community at two public meetings which were held in July and December of 2000. Community members at the public meetings were invited to review the data and to contribute additional information, suggestions, or perspectives.

The Chinatown Initiative has been a community effort designed to update the 1990 Chinatown Community Plan, and as such, has relied upon the 1990 master plan to provide the important framework for Chinatown Masterplan 2000. The updated plan avoids specific proposals, which are available from other documents or studies, to encourage community stakeholders who convene to develop and execute implementation strategies to do so in a collaborative and consensus building approach. "people support what they create".

Business and Economic Development 商業及經濟發展

Priorities:

首要之務

- Promote efforts to create new businesses in emerging niche markets
鼓勵新興生意的創立
- Promote the revitalization of the China Trade Center area
促進中華貿易中心地段的更新與復興
- Market Chinatown as a destination for tourists and workers
將華埠標榜為旅客及勞工的聚集地
- Cultivate new entrepreneurial skills
培育新的企業人才
- Eliminate prostitution
取締賣淫
- Improve the streetscape
改進街道面貌

- Continue efforts to keep Chinatown clean
繼續努力保持華埠的清潔

Strategies:
策略

- Offer technical assistance and market data to business owners and new entrepreneurs
給生意持有人及新的企業家提供技術援助及市場資料
- Support and/or participate in the Business Improvement District, or comparable initiative
支持並參與商業區的改進計劃或類似的計劃
- Continue efforts to eliminate prostitution and the Combat Zone
繼續努力取締紅燈區以及賣淫
- Continue and expand efforts to keep Chinatown clean
繼續努力保持華埠的清潔
- Identify businesses' needs and support projects which help to address those needs
迎合商家的需求，支持有關這方面的計劃

Community and Cultural Values
社區及文化價值觀
Education
教育

Community and Cultural Values and Education were "elements" raised by participants in *Voice & Vision*. Community and Cultural Values will be included in "Policies for the Plan" and education will be included in "Community Services".

社區、文化價值觀及教育是由參與呼聲及遠見的社區人士所提出來的。社區及文化價值觀將被包括在"計劃條款"內，教育將被包括在"社區服務"內。

Community Services
社區服務

Priorities:
首要之務

- Increase the availability of childcare services
增加托兒服務
- Increase the availability of youth programs
增加青少年服務中心
- Develop more family recreation programs
發展更多家庭康樂計劃
- Add bilingual Mandarin ESL programs to the available options for adult learners
增設國語的成人雙語英文班

Strategies:
策略

- Initiate advocacy to ensure that available public and private (linkage) funding serves those in need
保證公共及私人基金來源能夠服務有需要的人群
- Advocate for responsible, coordinated and timely allocation of resources to address community (human) service needs
保證資源的分配做到負責、及時、協調，以令社區的社會服務得到應有的幫助。

Historic Preservation

歷史保存

Priorities:

首要之務

- Preserve historic buildings and sites
保護有歷史價值的建築及地點
- Create a Chinatown Heritage Trail
創立一條華埠遺迹遊覽路線
- Promote awareness and interest in Chinatown history
提倡外界對華埠的歷史的認識及興趣
- Promote a sensitive blending of new physical developments within historic Chinatown
提倡協調好華埠的古迹與新建建築如何共存
- Initiate storefront improvements which meet both business needs and preservation goals
發動對華埠商業鋪面的改進，以迎合商業用途及保護遺迹的要求

Strategies:

策略

- Identify and catalogue historic sites, buildings and their current use
鑒別及記錄有歷史價值的建築、地點及其目前的用途
- Study and publicize economic benefits of preservation
研究及公布有關保護歷史古迹的經濟效應
- Promote public awareness of preservation efforts
引起公眾對保護歷史古迹的認識
- Encourage youth and young adults to participate in preservation efforts
鼓勵青少年及年青人參與保護歷史古迹的行動
- Encourage partnerships to preserve historic sites
鼓勵建立保護古迹的合作關係

Housing and Real Estate

住房及地產

Priorities:

首要之務

- Preserve the affordable housing stock that currently exists
保存現有的低收入(可負擔)住房
- Expand the inventory of affordable and mixed income housing
增加可負擔及多種收入住房
- Promote home ownership
提倡個人購買住房
- Design and construct housing for larger, multi-generation families
設計及建造適合大家庭及數代同堂居住的住房
- Help building owners to access resources to rehabilitate the available apartments
幫助物業持有人找到翻修現有住房的資源

Strategies:
策略

- Support efforts to preserve affordable housing
支持保存低收入(可負擔)住房的行動
- Support efforts by community organizations to develop affordable housing
支持社區機構發展低收入(可負擔)住房
- Facilitate workshops on homebuying
安排舉辦如何購買房屋的講座
- Enlist public and elected officials' support for the development of affordable housing
爭取得到政府官員對發展低收入(可負擔)住房的支持
- Enlist developers to help create affordable and mixed income housing
爭取得到發展商的幫助建造可負擔及多種收入住房

Infrastructure (Public Utilities and Amenities)
基本建設、公共設施及方便公眾的設施

Priorities:
首要之務

- Develop and implement beautification plan for Chinatown
發展及實行華埠美化計劃
- Increase waste removal services
增加垃圾清除服務
- Upgrade the public utility network
改良公共設施網絡
- Restore public library branch
恢復公共圖書館分館

Strategies:
策略

- Collaborate with city departments to increase investments in infrastructure
與市政府有關部門合作，增加對基本建設的投資
- Collaborate with city departments to continue adequate services
與市政府有關部門合作繼續提供足夠的服務
- Engage business community and city government in the development and execution of a beautification plan
聯合商家及市政府有關部門，共同發展及實行美化華埠計劃
- Evaluate the projected infrastructure needed by residents and businesses
評估社區內居民及商家所需要的基本建設

Land Use
土地使用

Priorities:
首要之務

- Increase Chinatown's land area
增加華埠的土地面積
- Encourage land use that sustains the community's cultural identification and quality of life
鼓勵有利於保持社區文化特征及生活素質的土地使用
- Encourage broad support for land use to support the increase and diversity of housing and business and economic opportunities

鼓勵廣泛支持土地使用以支持房屋及商業經濟發展的多元化。

Strategies:

策略

- Initiate a study of Chinatown's real estate to determine the development potential of the area
開始一個對華埠地產的研究以決定該地區的發展潛力
- Collaborate with investors and developers to redevelop vacant parcels and or underutilized buildings for purposes that ensure community benefits
與投資者及發展商合作重新發展空置的地段或未經善用的樓房以便利於社區
- Develop a community mechanism to monitor compliance with the Zoning Provisions for Chinatown
發展一個社區組織以監督華埠的用地以確保其符合用地規例。
- Strengthen and maintain the partnership with the Boston Redevelopment Authority to ensure public policies support Chinatown's development needs
加強與波士頓重建局的合作，以確保公共發展條例能夠支持華埠發展的需求

Open Space

空地

Priorities:

首要之務

- Create safe and well maintained recreational spaces for children, youth and the elderly
建立安全及管理妥善的康樂設施給兒童、青少年及老年人

Strategies:

策略

- Create new open and park spaces
建立新的公園
- Improve access to existing facilities
改善現有設施以方便公眾使用
- Engage community members and stakeholders in the design of new open spaces such as Parcel 23
召集社區有關人士設計新的空地，例如23號地段

Traffic and Transportation

交通問題

Priorities:

首要之務

- Improve pedestrian safety
改善行人的安全
- Improve traffic flow
改善車輛流量
- Increase parking for residents
增加給居民的泊車位

Strategies:

策略

- Institute bilingual education campaign to improve pedestrian safety
施行雙語教育計劃以改善行人的安全
- Install timed pedestrian crossing lights on Kneeland Street
在尼倫街上安裝計時的行人過馬路燈
- Construct curb extensions at key intersections such as Kneeland and Harrison Avenue
在尼倫街、夏理臣街等主要十字路口將近路口的人行道加闊
- Evaluate and adopt recommendations to restrict commercial loading zones
審核及採納各方建議以限制商業上落貨區
- Change direction of Knapp Street
將 KNAPP 街改向
- Evaluate impact of Tyler Street between Kneeland and Beach becoming a pedestrian way
評估如果將泰勒街位於尼倫街及必珠街中間的一段變成行人道後將會造成的影響
- Enforce double parking restrictions
嚴禁雙重泊車
- Implement consistent parking policies, signage and enforcement
施行統一的泊車條例，標誌及監督措施
- Improve signage for off street parking lots
改善停車場的標誌

Urban Design and Development Control

城市設計及發展管制

Priorities:

首要之務

- Develop design concept that enhances Chinatown's identity and relationship to surrounding areas
發展設計概念以提升華埠對周圍地區之認同及關係
- Introduce more street signs and symbols that reflect Chinatown's cultural identity and heritage
增建能反映華埠之文化特征及傳統的街道標誌
- Develop a strategy to present the diversity within each sub-district of the neighborhood
發展能代表鄰區內每一個分區之多元化特征的策略

Strategies:

策略

- Develop a model of Chinatown as a reference tool for review and coordination of new development projects
發展一個以華埠為規範的模型以供對新型發展計劃之審核及協調作為參考
- Coordinate design activities with the Boston Redevelopment Authority and other public agencies responsible for planning, investment, and development
協調波士頓重建局與其它負責投資及發展的機構之設計活動
- Preserve Chinatown's identity through facade improvements and architectural details
通過對建築外觀及細節的改善以保持華埠之特征
- Develop and adopt guidelines to preserve architectural details and to encourage facades that reinforce Chinatown's identity
發展及採用有關係例來保存建築的細節並且鼓勵建築外觀保持華埠之特色
- Develop and implement guidelines which review aspects of new developments which impact upon Chinatown
發展及執行有關係例以審核新的發展計劃對華埠的影響

APPENDIX J
ACRONYM LIST

ACRONYM LIST

AACA	Asian American Civic Association (formerly Chinese American Civic Association), a community based organization providing an array of social services.
ACDC	Asian Community Development Corporation, a community based organization developing family and affordable housing and economic opportunities for community members and businesses.
BCEC	Boston Chinese Evangelical Church
BCNC	Boston Chinatown Community Center (formerly Quincy School Community Council) a community based multi-service agency and member of the Boston Community Center network.
BFD	Boston Fire Department
BPS	Boston Public Schools
BPD	Boston Police Department
BRA	Boston Redevelopment Authority, Boston's planning and development agency.
BTD	Boston Transportation Department
CA/T	Central Artery/Third Harbor Tunnel Project
CBA	Chinatown Business Association
CCBA	Chinese Consolidated Benevolent Association
CEDC	Chinese Economic Development Council, community real estate developer and business incubator.
CMA	Chinese Merchants Association (also known as On Leong Association)
CNC	Chinatown-South Cove Neighborhood Council
COB	City of Boston
CPA	Chinese Progressive Association
CPC	Campaign to Protect Chinatown
CRA	Chinatown Residents Association
DIP	Development Impact Plan
DND	Department of Neighborhood Development, city department responsible for neighborhood development. Provides programs to encourage home ownership, help homeowners, promote business development, revitalize business districts, and help beautify neighborhoods.

EDIC	Economic Development Industrial Corporation, BRA division responsible for the development and management of the marine industrial park; and through its Office of Jobs and Community Services administers federal and state grants for human services.
FAR	"Floor area ratio" is the ratio between the amount of floor space in a building and the area of the lot in which the building stands. An FAR of 10 means that a building on a 10,000 square foot lot could have a maximum of 100,00 square feet of floor space.
IPOD	Interim Planning Overlay District provides temporary zoning regulations for an area where the Zoning Commission has determined that current zoning may be inappropriate. These temporary zoning regulations may stay in effect for a maximum of 2 years. An IPOD is established as a text and map amendment to the Zoning Code.
ISD	Inspectional Services Department, a city department responsible for sanitation and health codes, and change in use/occupancy permits.
JCS	Office of Community Services, a division of EDIC.
JQS	Josiah Quincy (Elementary) School
NEMC	New England Medical Center
NHT	Neighborhood Housing Trust established by the City of Boston's Linkage Program which requires developers of large downtown commercial developments to make contributions the NHT to support the construction of affordable housing.
NJT	Neighborhood Jobs Trust was also established by the City of Boston's Linkage Program. Contributions are paid into the NJT and are redistributed to programs that offer educational and skills training programs preparing Boston residents for employment in the local economy.
ONS	Office of Neighborhood Services, City of Boston
PDA	Planned Development Area is a special zoning designation for an area of one acre or more where the city has designated specific development plans and where no development other than that specified in the plan may take place.
PNF	Project Notification Form - the initial submission by the developer outlining a proposed development project.
SDSC	Strategic Development Study Committee - a collaborative planning effort of City Boston and community members to establish a civic vision for the development of air rights over the Boston Extension of the Massachusetts Turnpike.